



Annual Report

2012/13

Contents

About Us Page **4**

Meet the Board and Chairman Page **5**

Message from Executive Team Page **6**

Great Services and Quality Page **7**

Adult services - a snapshot Page **7**

Children's and Universal services Page **8**

Primary Care and Prevention Page **9**

Quality Matters Page **10**

Great People Page **11**

HR, shareholders, corporate, training & education Page **11**

Our Staff Champions Page **12**

Performance and Delivery Page **13**

Financial Statements Page **14**

Contact Page **16**



Part 1 - About Us

East Coast Community Healthcare is one of East Anglia's largest social enterprises. Our staff provide NHS community services, public health and family services in the Great Yarmouth and Waveney area.

As a Community Interest Company we can work differently. We can invest in different types of services and we have the freedom to innovate, which is what we have done since Day One.

We continue to integrate the delivery of our services so our patients receive more 'joined-up' care. We are remodelling services to be more flexible and we have explored different ventures to diversify our business. Working in partnership with our Commissioners we seek to design and improve services to meet the needs of service users and patients in the most effective manner. As an employer that values its workforce we aim to offer competitive terms and conditions so that we attract and retain high calibre staff.

This Annual Report looks at some of our highlights between October 1st 2012 and September 30th 2013. It includes an update on our most valuable assets – our people and shareholders on page 11 – and the finances are set out on page 14.

In September 2013 our contact centre celebrated its first anniversary. East Coast Community Access handles as many as 12,000 calls a month, from patients, GPs or hospital colleagues wishing to call a community clinician.



At least 70,000 people in Great Yarmouth are registered as service users with ECCH. That's one third of the population of Great Yarmouth and Waveney

Part 2 - Meet the Board

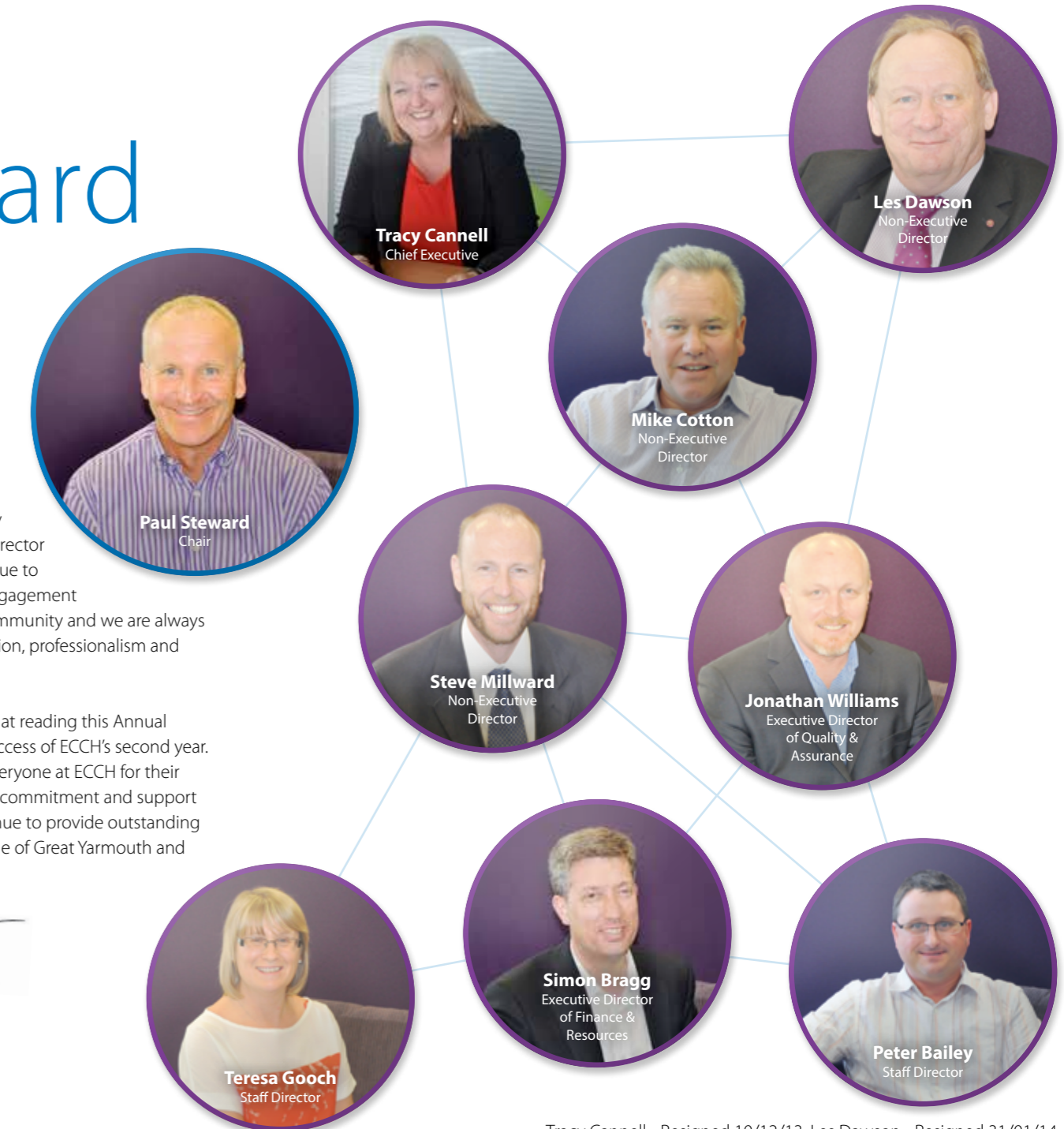
ECCH's second year of trading has seen a consolidation of the considerable achievements of our first year. During the past year we have demonstrated a drive and commitment to the community model of care which is increasingly sought after by the NHS. We have achieved this through the flexibility of our staff, working in different ways with a range of organisations and by embracing new technology which will enable us to "work smarter". Our overriding goal is to provide the best services we can to our patients and clients in Norfolk and Suffolk.

an independent organisation we have put the patient at the centre of everything we do and many of our services are already integrated. We have a great team at ECCH. My non-executive board director colleagues and I continue to visit and experience engagement with patients in our community and we are always inspired by the dedication, professionalism and hard work of all staff.

I hope you will agree that reading this Annual Report confirms the success of ECCH's second year. I would like to thank everyone at ECCH for their continuing dedication, commitment and support in our journey to continue to provide outstanding healthcare to the people of Great Yarmouth and Waveney.

Paul Steward
Chairman

There are challenging times ahead with increasing system-wide models to deliver health care in an integrated way with a person centred approach. This is not new to ECCH. Since we became



Tracy Cannell - Resigned 10/12/13, Les Dawson - Resigned 31/01/14

Part 3 - Message from the Exec Team

2012/13 was a year of real progress for us. As the Chair has highlighted, we're all proud to be Highly Commended in the Philip Baxendale 'Mutual of the Year' Award for the achievements we demonstrated in 2012/13.

Our staff are at the heart of our social enterprise. All thanks and credit go to them for another successful year. The patients and the families we support are our focus. And we are excited at the prospects of developing local services in partnership with our Commissioners – HealthEast, NHS England and Norfolk and Suffolk County Councils.

The landscape is changing, with difficult funding decisions likely in the years ahead. But we have already demonstrated how a flexible social enterprise like ECCH can bring real benefits to NHS and local authority services. We continue to innovate in the way we work with a range of health and care organisations to provide healthcare in people's homes, in community settings and from new multi-disciplinary health centres.

This Report was written after the departure of our Chief Executive Tracy Cannell in December 2013. We would like to place on record our thanks to Tracy for her contribution to ECCH.



Tracy Cannell - Resigned 10/12/13, Lyn Blizzard - Retired Oct 13

"East Coast Community Healthcare (ECCH) has delivered significant improvements to community healthcare provision since its transfer to an employee owned social enterprise in October 2011... ECCH has made positive changes to the healthcare services provided to local citizens in Great Yarmouth and Waveney."

Part 4 - Great Services & Quality

Adult services - a snapshot

From community hospitals and district nursing to therapies, podiatry, ME/CFS services, and palliative care - we are relied on by thousands of people living in Norfolk and Suffolk.



Making our services more aligned to give patients seamless care is important to us – we worked with other NHS and social care services to create an integrated 'hub' at Shrublands in Gorleston where our multi-disciplinary teams work side by side with social care and other colleagues.

Our district nurses have embraced mobile working and electronic record systems. As individuals and as a team they have responded with the care and professionalism we'd expect, to the NHS's renewed focus on preventing pressure ulcers. And we're constantly delighted by excellent patient feedback our district nursing teams receive.

We have worked closely with our NHS Commissioners, HealthEast, to develop a new vision for integrated out of hospital care in Lowestoft. We were a partner in the public consultation over the summer and we look forward to providing more, integrated, out of hospital services from the new health centre in Kirkley Rise. We have also worked with HealthEast to develop the service model which will operate from a soon-to-be completed health centre in Reydon.

The Care Quality Commission (CQC) made routine, unannounced inspection visits to five of our premises. Our four community hospitals in Beccles, Halesworth, Southwold and Great Yarmouth passed the inspections with flying colours.

It was gratifying for our staff to be praised so highly by patients, whose words were used in the subsequent CQC reports: Comments such as: *"It's the best nursing care I've seen, and I was a nurse"* and *"I can find no fault whatsoever, the staff are so good"*.

MSK

Musculoskeletal services are provided across 7 sites and include a small community team. The team has a high skill level including 2 clinical specialists with extended scope practice skills such as providing injections and requesting further medical investigations.

Services include exercise prescription, education, orthotic provision, splinting, manual therapy and acupuncture. The service also has close internal links with the exercise referral team and provides a physiotherapy service to staff within ECCH. Our patient experience questionnaire showed that **98%** of patients were satisfied with the key aspects of care they received.

"Community Hospitals are proud of patient and relative's satisfaction surveys on our service. Our hospitals have had only a handful of complaints - and many more compliments. We are always very gratified when we recognise the time patients and relatives take to write heartfelt comments in the cards and letters they send to us. In response to the recommendations in the Francis report we have piloted a patient and relative communication scheme, actively seeking feedback during the in-patient stay so that they are engaged fully in their care at all times."



Matron Capon & Matron Howman

Our neurology nursing teams performed well in a patient survey to measure what difference they are making to patients' lives.

One patient responded: *"The physiotherapist was very helpful; I don't know how I would have coped without."*

80% of patients who responded said they were more confident in managing their conditions for themselves, following help from the ECCH specialists.

Part 4 - continued...

Children's and Universal services

Families are firmly the focus of our Children and Universal Services teams, including school nurses, health visitors, speech and language therapists and child health specialists.

Responding to the Government's Health Visiting Programme and Call to Action we have increased our health visiting staff, introduced new assessment tools and now see **98%** of pregnant mums - three times more than before.



Our Speech and Language Therapy (SLT) team produced a superb book for teachers to help them plan lessons and activities for children with communication difficulties.

Among many other successes the team also introduced The Talk Squad in November, enabling unemployed SLT graduates to work on the stroke ward at the James Paget University Hospital as conversation partners.



Young families in the Great Yarmouth area completed our first free **"Preparation for Birth and Beyond"** course. It's run by our Health Visitors to help first time mums and dads learn about what's in store, before the baby is born.

Jemma Colledge, who attended the first course in Great Yarmouth, said: **"I had a lot of experience with infants and babies but my partner didn't, so this was really useful."**

Our School Nursing team is integral to the health and well-being of children, tackling public health issues such as obesity, smoking, immunisation, sexual health & teenage pregnancy. With an emphasis on partnership working they've developed:

- **'Listening ear'** drop-ins at schools to promote positive mental health in young people
- **Partnership delivery of Escape the Trap** - a teenage relationship abuse programme
- **Working toward You're Welcome** - criteria to help us provide health care that's young people friendly
- **Standardised lesson plans** for the delivery of Personal Social and Health Education in schools



Our breastfeeding support team won Stage 2 'Baby Friendly' accreditation from UNICEF. And we officially launched our Breastfeeding Peer Support team; an army of experienced mums who support other mums, helping them give their babies the best start in life.

Family Nurse Partnership

PHOTO We use the Family Nurse Partnership approach, a voluntary preventive programme for vulnerable first time young mothers. It offers intensive and structured home visiting, delivered by specially trained nurses, from early pregnancy until the child is two.

Primary Care and Prevention

Preventing illness and aiding recovery are major public health and NHS priorities. It's about helping people become healthier and able to cope. This is what our health improvement teams deliver.

Throughout the past 2 years the Nelson Medical Practice has gone from strength to strength.

The practice population has grown from **5477** in 2012 to **5850**.

2013 saw the introduction of Medical Students from the UEA, and a GP registrar being mentored and trained at the Nelson.

Our Quality & Outcomes Framework achievement has been consistent, with **99%** achievement during 2011/12 and again in 2012/13.

We have also maintained the number one ranking position within the Clinical Commissioning Group for prescribing against the Incentive Scheme.



Following the CQC's inspection at HMP Blundeston we made significant improvements in all five areas inspected, resulting in all required standards being met. The prison was closed following a review of national prison in January 2014.

We piloted a series of 10 weekly Quit Club sessions, to help people give up smoking. We branded these as a "Club" rather than a group, piloted off the back of the Stoptober campaign.

Sexual Health Promotion

- Nearly **40%** of all chlamydia screens across Norfolk and Waveney were undertaken by ECCH's Integrated Contraception, Sexual Health and Promotion Service
- The team consistently achieved all nine Chlamydia Screening Key Performance Indicators in 2013
- Nearly **50,000** hits on our sexual health website for young people www.areyougettingit.com
- Over **400** professionals trained in sexual health promotion related subjects.

We are working with more than 80 businesses to help them become a healthy workplace. We support them in surveying staff, creating reports, providing information about local and national health campaigns and delivering services such as mini health MOTs, blood pressure checks, and help to stop smoking.



In March 2013 Health Improvement Services conducted small scale user surveys.

Stop Smoking service: **97%** Satisfied to Very Satisfied with the service they received

Health Promotion: **93%** Satisfied to Very Satisfied with the service they received

Adult Physical Activity: **98%** Satisfied to Very Satisfied with the service they received

Children and Young People Physical Activity Service: **100%** Satisfied to Very Satisfied with the service they received

Part 4 - continued...



Quality Matters

Quality and safety continue to be at the heart of everything we do at ECCH. We are very proud of our record as an organisation which cares and that's in touch with the communities we serve. This year we have focused on the relationships we have with patients, families and carers, looking for every opportunity to learn and improve. With technology now at the fingertips of all staff we have taken forward our electronic system for reporting incidents, the Datix Web system is now linked to all our risk management processes providing a seamless link between front line services and the Board.

We listen to feedback

We received 48 complaints from all of our 35 community services over the entire year which compared to the 28 complaints received the previous year. In addition there were 153 complaints from within HMP Blundeston.

This increased occurred because we encouraged complaints and feedback, which we can use to improve services. We put in place a more robust, ECCH - wide complaints procedure meaning all complaints were centrally logged and processed. Of the total 201 complaints in total during the year, 96 were upheld and full apologies were given to our patients, 19 were partially upheld and explanations and apologies were provided and 84 were not upheld but explanations were given to our patients. In the six months from April to September 2013 we completed approximately

443,479 contacts from the 17 services about whom we have reliable data, resulting in a complaint rate of 0.004 % of the total no. of patient contacts.

Our Patient Liaison Manager, Geraldine Adams, said: "ECCH provides 38 different healthcare services throughout Great Yarmouth and Waveney. I am delighted to report that 22 services received no formal complaints whatsoever. I feel the level of care our committed and dedicated staff strive to provide to our patients day in and day out is reflected in this wonderful achievement."

Where we have received complaints we have listened carefully, reviewed opportunities to improve and where changes have been identified implemented them.

Ambulatory Syringe Drivers

In line with guidance from the National Patient Safety Agency ECCH, together with the James Paget University Hospital, worked to replace syringe drivers across the whole healthcare system.

In response to a rise in the number of reported serious pressure ulcers detected in care homes, our District Nursing and Adult Safeguarding teams laid on two training events attended by 131 staff from 68 homes. The training will help them detect pressure ulcers at an earlier stage and prevent them from occurring.



Part 5 - Great People

HR, shareholders, corporate, training and education

Staff numbers grew from 886 in October 2012 to 929 in September 2013. Our people are our most important asset, we know that they are the key to success. So we have developed better ways to deliver our services, strengthen patient care and deliver greater efficiencies.



Part 5 - continued...

Our Staff Champions

ECCH Champions began in 2012 as a way of rewarding our most inspirational staff for their behaviour, attitude, drive and dedication.

Staff were invited to nominate the colleagues that they felt upheld these values. Teresa Gooch and Peter Bailey, our staff directors, announced the names of the staff champions and team award at our second Birthday event – reflecting their achievements in 2012/13.

The team award was given to our staff at the North Lowestoft Children's Centres.



Marisa Fox
Children Services
Team Leader



Linda Robinson
Stop Smoking
Service



Julian George
Corporate Services



Walter Lloyd-Smith
Safeguarding Adults



Hilary Lawler
East Coast Community
Access Team

Part 6 - Performance and Delivery

We have had no cases of bMRSA or C-diff attributable to ECCH. However the rates of C-diff in Great Yarmouth and Waveney generally did increase in 2013. We have, therefore, in our role to support other providers, used our expertise to implement a joint action plan.

We held an MRSA study day for local clinicians to help reinforce best practice across Great Yarmouth and Waveney.

Smoking Quits	
Great Yarmouth	872
Waveney	1174
Total	2046

ECCH continue to work with our partners and commissioners towards improving the quality of services monitoring and planning progress through the CQuinn system.

Last year, the 'Friends and Family' survey showed a high degree of satisfaction with our services and other CQuinn projects saw adherence to processes to ensure safe effective care and an innovative programme to assist the early discharge of stroke patients from hospital.



We have worked to increase the number of mothers still breastfeeding their babies at age 6-8 weeks to nearly 50% from a low of 28%, exceeding the national target.


Part 7 - Financial Statements

Turnover £38.2m

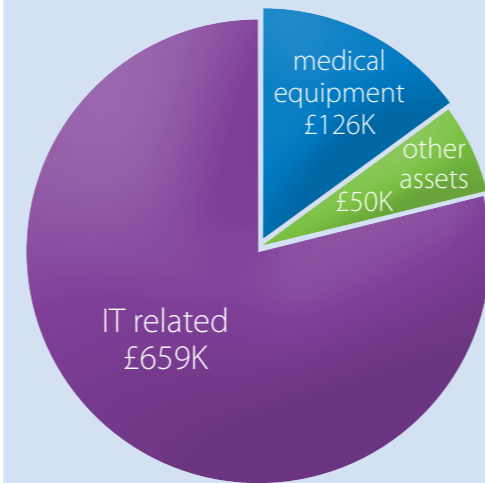
Profit after tax £858,316
(100% retained for reinvestment)

In-year **corporate savings** in excess of £600,000
(all of which has been reinvested back into the social enterprise)

Staff numbers stable at:
907  UP 10%

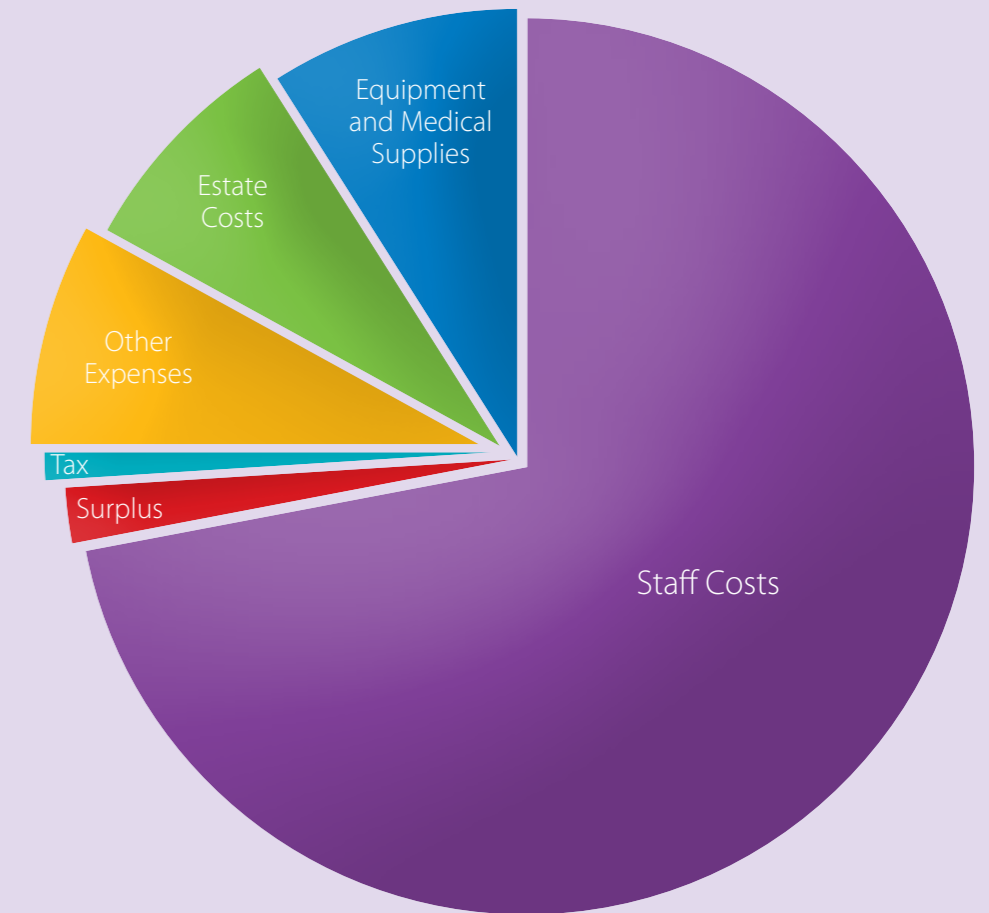
Shareholding UP FROM 40% TO OVER 44%  & CLIMBING

Investments made in assets:
£835K
of which...



How did we spend our money:

Staff Costs	72%
Equipment and Medical Supplies	9%
Estate Costs	8%
Other Expenses	8%
Tax	1%
Surplus	2%





East Coast Community Healthcare

Beccles House
1 Common Lane North
Beccles
Suffolk
NR34 9BN

Telephone: **01502 718 600**

Fax: **01502 719 874**

Email: **ecch.enquiry@nhs.net**

Website: **www.eastcoastch.co.uk**

Twitter: **[@eastcoastch](https://twitter.com/eastcoastch)**