

Annual Report 2015-16




east coast
community healthcare

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About Us

It is five years since East Coast Community Healthcare (ECCH) was launched to provide NHS community services, public health, primary care and family services across Norfolk and Suffolk.

We are one of East Anglia's largest social enterprises with around 900 staff including nurses, occupational therapists, healthcare assistants, physiotherapists, podiatrists, health visitors, school nurses and smoking cessation specialists.

Our staff have a stake - and therefore a real say - in how the organisation works. 73% of staff are shareholders - well above average for a social enterprise. But we don't exist to make profits - as a Community Interest Company, all excess ECCH resources are reinvested into our services to the benefit of our communities.

We are passionate about providing our patients and clients with the highest quality services and are delighted that this year the CQC inspected our services and gave us a rating of 'Good' across the board. Patients have further endorsed the efforts of our

dedicated teams through the national NHS Friends and Family Test which found that 98% of patients surveyed would recommend ECCH to others.

We are proud of our ability to be innovative and flexible in our approach to improving community healthcare and, to that end, we have formed partnerships within the health and social care sector, with business and third sector organisations to ensure we adopt a really 'joined up' approach.

This Annual Report looks at some of our highlights between October 1st 2015 and September 30th 2016.

That includes taking on the management of more GP surgeries in Lowestoft and Great Yarmouth, expanding our Speech and Language Therapy Service throughout Norfolk, and purchasing our new headquarters in Lowestoft.



Providing high quality care - every time



Care Quality Commission feedback

“ Services were designed to meet the needs of local people. Staff frequently flexed their service to meet individual needs of patients. ”



Meet the Board

A very warm welcome to this, ECCH's fifth Annual Report. I am always impressed when looking back over the year at how much the teams have achieved and the way we constantly strive to improve the services we provide for the people of Great Yarmouth and Waveney.

The past year has again demonstrated this dedication and we have passed a number of milestones as a maturing, independent organisation. There are countless examples of new initiatives and consolidation outlined throughout this account.

Strategically we have diversified into a new sector, setting up a children's nursery as our first subsidiary company and purchasing our new headquarters - Hamilton House - which represents our first significant asset investment and will realise financial savings that can be used for front line services.

We have experienced changes to our Board with new Executive and Non-Executive Directors replacing those moving on or retiring and the appointment of a new Medical Director demonstrating our support and commitment to Primary Care. The role of our Staff Directors has also developed with improved arrangements for staff involvement through the new Shareholder Council.

All this against a background of financial constraint and increasing demand. The NHS will continue to experience both challenge and change and ECCH has key representatives involved in shaping and delivering the Sustainability and Transformation Plan for Norfolk and Waveney which will determine how health and care services are provided in the future. ECCH's experience of integrated working and unique status as a Community Interest Company will stand us in good stead.

Above all it is people that make an organisation and we have a great team here. This has been acknowledged by the Care Quality Commission rating ECCH "Good" in its recent inspection and for this and the past year's work I would like to personally thank everyone at East Coast Community Healthcare.

Paul Steward
Chairman

Meet the Executive Team

Health and social care services have quite a story to tell about the past year and I'm pleased to say that ECCH have played our part and ensured we are a significant character in that story as it unfolds in our own health economy.

The script has been largely guided by the implementation plans for the 'NHS Five Year Forward View' and, in particular, the Sustainability and Transformation Plan (STP) for Norfolk and Waveney. Alongside our partners from the NHS and Social Services, ECCH has had a leadership position within the programme from the outset. We have primarily contributed to the planning for community services and integration with primary care but we have also become increasingly part of initiatives to engage with voluntary and third sector organisations.

Recurring themes in the story have been joint working, partnership and engagement between the public, clinicians and organisations. This has very much suited our approach and ethos at ECCH and provided the opportunity to share our vision for health and wellbeing organisations that truly focusses upon improving the lives of individuals, families and the communities within which we live.

Our vision is to move away from a confusing healthcare culture characterised by miscommunication, misunderstanding and mistrust

towards a new collaborative unity designed to help people think about their health, set achievable goals for wellbeing and work towards achieving those goals with our help and support.

We believe that delivering health and social care services is a privilege. We are privileged because we are trusted to guide and care for people in their times of greatest need, privileged because we have the power to work together to make a difference to the lives of the most vulnerable and privileged because we have at our fingertips the means by which to do so.

In the year ahead we will continue to promote our belief that health and social care organisations exist to be at the centre of wellbeing in our communities, to be the champions, the advocates and the guiding hands. It is our solemn responsibility within the social enterprise to work together, in partnership, linking together with everyone, not just being the fixers of broken bodies but showing the way through the complexity of all that impacts upon our health and wellbeing.



Jonathan Williams
Chief Executive Officer



Jonathan Williams
Chief Executive



Simon Bragg
Executive Director of
Finance and Resources



Noreen Cushen-Brewster
Executive Director of Quality
and Primary Care



Deborah French
Director of Human Resources



Peter Gosling
Director of Corporate Services



Adele Madin
Executive Director of Adult Services



Andy Thornton
Director of Strategy



Julia Whiting
Director of Health Improvement
and Children's Services

Quality Services

Adult Services

We provide healthcare for the **230,000** adults who live in Great Yarmouth and Waveney through our GP surgeries, district nursing, therapies and palliative care.



Top results for Out of Hospital Teams

ECCH's Out of Hospital teams, which provide health and social care to people in their own homes in Great Yarmouth & Lowestoft, have been given a resounding vote of confidence by patients.

97% of people who responded to a survey said they would recommend the service to their friends and family in the national NHS Friends and Family Test survey. In addition, 98% said they were very satisfied or satisfied with the treatment they received.

In 2016, the teams helped more than 2,000 patients recover in their own homes rather than in hospital, delivering over 16,000 hours of care. Data from ECCH patient surveys shows staff are seen as friendly and helpful, information given is easy to understand, and people feel they are treated with dignity and respect by 100% of those surveyed.

The two Out of Hospital teams are made up of community nurses, occupational therapists, physiotherapists, rehabilitation support workers and social workers. They operate 24 hours a day, 7 days a week, treating patients in their own homes and also offering advice and support to family and carers.

Since the launch of ECCH's 'Out of Hospital' model of care in April 2014 more than 5,000 people have been helped to recover at home, and emergency admissions to the James Paget University Hospital have dropped while elsewhere they have risen.

Patients in crisis are assessed within two hours of referral and, as well as working alongside a patient's own GP to carry out nursing and rehabilitation, the team can organise equipment should the patient need it. The Out of Hospital teams also have exclusive admission rights to beds in local care homes if patients require round the clock care.

ECCH's Director of Adult Services Adele Madin said: "We are so pleased that our teams have received this endorsement from the patients they have treated because we firmly believe this type of integrated care works, with health and social care on offer from one team in one place. Evidence shows that people recover better in their own homes, where everything is familiar, rather than in hospital. Our teams are dedicated to giving the best possible quality of care and we're delighted it's being appreciated."

You said:

Feedback from patients about our Out of Hospital Teams included:

“ The ladies that came brightened up my day. They treated me with respect and kindness. ”

“ Their kindness, care, expertise and dedication went way beyond the call of duty. ”



Beccles Hospital Refurbishment

In April 2016 NHS Great Yarmouth and Waveney Clinical Commissioning Group approved plans and capital funding to develop intermediate care facilities within the Minsmere Ward at Beccles Hospital.

The £1.6m project included refurbishing the existing ward, doubling the number of en-suite single rooms and creating dedicated therapy areas - work that was carried out by our Estates and Facilities team. A modern, bright day room has also been created thanks to the generosity of the hospital's League of Friends.

ECCH worked very closely with the CCG on the redesign and planning to ensure that the design met the needs of those using the facility and that temporary relocation to Laurel Ward at Carlton Court in Lowestoft to allow building works to be completed would cause the least disruption possible to patients.

The new model of intermediate care includes provision of intravenous therapies or transfusions and increased therapy and social care provision for those with short term but intensive rehabilitation needs. It is aimed at improving patient experience and helping people recover quicker while also helping the James Paget University Hospital to discharge patients who no longer need acute care.

Community Hospitals

Northgate and Southwold Hospitals, which were managed by ECCH, closed in December 2015.

This followed a public consultation by NHS Great Yarmouth and Waveney Clinical Commissioning Group (GYWCCG) that led to their decision to develop a more community-based model of care.

The CCG also decided that Patrick Stead Hospital in Halesworth would be closed once new 'out of hospital' services and local beds with care were put in place.

You said:

“ I'd recommend anyone to come here...it's been wonderful. ”

“ I will look back at my time on Laurel ward with gratitude to you all. ”



You said:

Patients told Care Quality Commission inspectors that ECCH Hospice at Home staff were “angels” and that *“ we could not get better care anywhere. ”*

Enhanced end-of-life care

Our 'Hospice at Home' service was enhanced thanks to a partnership between ECCH, Macmillan Cancer Support and GYWCCG.

Macmillan has provided £250,000 to pay for six additional staff to work alongside ECCH's existing four-strong team for a year. In addition, funding has been provided for a project manager to lead the initiative while further developing other palliative care services for patients.

The team of specialist nurses, assistant practitioners and nursing assistants go into people's homes and offer care and support to the patient and their families in the final days of life.

Around 2,000 people are expected to die annually in Great Yarmouth and Waveney, with around half of those dying in hospital. However, research shows us that most would prefer to die at home if the right help and support was in place.

Adele Madin, Director of Adult Services at ECCH, said: “We are very proud to be part of this partnership, at the heart of which is a shared vision that everyone should be able to get the care they want at the end of their lives - and that their loved ones should be supported every step of the way. The extension of the service makes this vision a reality.”

Rayner Green marks 20 years

ECCH's day care unit at Halesworth in Suffolk, which provides support to people with conditions such as dementia, stroke and multiple sclerosis celebrated its 20th birthday in January 2016.

The Rayner Green Resource Centre held a party every day for a week so staff and centre users could mark the occasion. The centre provides activities ranging from music therapy to cookery and art classes. The service monitors the health and social needs of those attending and aims to prevent admissions to hospital or residential care.

Manager Michael Reidy said: "We work with the district nurses on care packages and we do one to one care like nail cutting and bathing services. People arrive to the smell of baking with a secure garden to potter in and everything they would expect to find at home so they feel safe and comfortable."



Degrees for District Nurses

The District Nursing Specialist Practitioner course was reinstated at the University of Suffolk in 2015 after an absence of 10 years.

ECCH has since supported six community nurses through the completion of this degree to qualify as District Nurses.

Those completing the course report they have developed confidence and expertise in assessment skills, and the ability to critically analyse and share research findings. As District Nurses they are better placed to act as change agents, leading the nursing team to meet the challenge of delivering increasingly complex healthcare at home.



"I felt safe knowing your district nurses were coming to see me."

Research

ECCH's Research Team was set up in early 2016 in line with the Department of Health's strategy to improve the nation's health by placing research at the forefront of the NHS.

We have since increased the number of clinical research studies in which ECCH took part, primarily linked with primary care. These included:

- **Fun and Fit Norfolk** (evaluating different methods of recruiting and engaging inactive individuals into sport)
- **PRESSURE 2** (Pressure Relieving Support Surfaces: a Randomised Evaluation)
- **CANDID** (Cancer Diagnosis Decision rules)
- **BARACK D** (Benefits of Aldosterone Receptor Antagonism in Chronic Kidney Disease)
- **ARCHIE** (the early use of Antibiotics for 'at Risk' Children with Influenza)

ECCH also joined forces with Suffolk County Council and University Campus Suffolk on an evaluation project called 'To What Extent Does a Warm Home Impact on Health and Wellbeing?'

We are now looking to develop our study portfolio across our community services in order to look at new ways of improving patient care.

Primary Care

Growing role in Primary Care

ECCH signed a partnership agreement with Falkland GP Surgery in Bradwell in January 2016, similar to that signed with Bungay Medical Practice in 2015.

The move was aimed at creating more financial stability for the surgery with ECCH providing administration and back office support for the practice enabling the GPs to focus on caring for their patients.

It also allows for the introduction of physiotherapists, pharmacists and health improvement services at the practice similar to those at Kirkley Mill Health Centre in Lowestoft and Sole Bay Health Centre in Reydon where ECCH provides services. ECCH also runs the Nelson Medical Practice in Great Yarmouth.

In addition, GYWCCG awarded ECCH the contract to provide services at Kirkley Mill and Westwood GP practices from April 2016 under a 12 month 'caretaker arrangement' after the previous contract holder served notice on both contracts.

ECCH has since worked with community groups such as Lowestoft Rising and local pharmacies to tailor new initiatives to the needs of local residents and introduce a wider range of services at Kirkley Mill. The Red Cross and mental health practitioners are now co-located at the Kirkley Mill practice to advise and support patients and a weekly clinic has been set up for homeless people.

GYWCCG subsequently took the decision to close Westwood Surgery after it moved to the Kirkley Mill campus. Patients were invited to re-register with the other practices based there.



Pharmacy Pilot

ECCH was chosen to take part in an NHS England pilot scheme which gives patients access to expert advice from a clinical pharmacist at their GP surgery.

The pharmacists are taking on responsibilities such as medication reviews of high-risk patient groups, developing pharmacist-led clinics to manage long-term conditions, medicines reconciliation, analysing pathology results, managing medication queries and repeat prescriptions.

It's hoped this new way of working in general practice will enhance services for patients and relieve the pressure on GPs.

New Medical Director

We appointed a Medical Director in September to help shape our plans for improving primary care in Great Yarmouth and Waveney.

Dr Andrew Emerson, a GP at Bungay Medical Practice, joined the ECCH Board advising on medical matters and helping to drive forward a new strategy for improving patients' experience of primary care in ECCH's medical centres.

Dr Emerson is a full time partner at Bungay Medical Practice. In addition to his GP work he teaches cardiology, chest medicine, dermatology and haematology to medical students at the University of East Anglia and performs appraisals on other GPs in the Waveney area for GYWCCG.



Children's and Family Services

We provide a huge range of expertise in children's health care including speech and language therapy, school nurses, health visitors and family nurse practitioners.

Leadership change

Our Children's and Family Services directorate had a change at the top when director Pamela Agapiou retired in December 2015.

Pamela, who was also director of Health Improvement, was presented with a long service award for completing 32 years in the NHS. She had started her career by training as a nurse and midwife with the intention of becoming a health visitor, a role she had for 18 years. She was also a Primary Care and Trust Board Nurse.

Under her leadership ECCH's Breastfeeding Support Service was awarded UNICEF Baby Friendly full accreditation, and the organisation's Immunisations Team was the top performing in the region.

Pamela handed over the reins to Julia Whiting who has been in the NHS since 1977 with a professional background as a nurse and health visitor. Julia joined ECCH from Health Education England where she led the Health Visitor programme across the East of England. In addition to working for ECCH Julia is a panellist on Fitness to Practice panels for the Nursing and Midwifery Council.



You said:

“ Everyone was very helpful, kind and understanding. Explained things in an easy and caring way. ”

New Speech & Language Therapy Service for Norfolk

Norfolk County Council and the Clinical Commissioning Groups for Norwich, North, South and West Norfolk jointly commissioned ECCH to deliver a new county-wide speech and language therapy service for children aged 0-19.

It built on the service ECCH had provided across Great Yarmouth and Waveney since we launched in 2011.

The model for the new Norfolk service focusses on supporting children and young people in their everyday environment such as at nurseries, children's centres or schools rather than in clinics. ECCH therapists provide specialist support and also train others, including the child's family, Early Years practitioners and teachers, to support their communication development closer to home.

This approach is recommended and advocated by the Royal College of Speech and Language Therapists. Evidence shows it is more effective than traditional methods for meeting the communication needs of children and young people. Families and partners were involved in designing the specification for the new service which will enable ECCH's therapists to target their specialist skills where they are most needed.



You said:

“ Without the Breastfeeding Team I wouldn't have breast fed my son and had, not just the health benefits, but the bond I have with him now. ”

New Breastfeeding Support Service for Suffolk

Suffolk County Council commissioned ECCH to deliver a new Breastfeeding Support service in June 2016 with the aim of raising the number of mothers who initiate and sustain breastfeeding in the county.

It was an endorsement of the service ECCH already provided in Great Yarmouth and Waveney. The new service, offering 7 day and 'out of hours' advice and support for breastfeeding families across Suffolk, was run by ECCH's specialist professionals assisted by volunteer Peer Supporters. A network of free breastfeeding support groups was set up for pregnant women, new mums and their partners to drop in for help and information - and to meet other parents.

The team also carried out home visits and worked at Ipswich and West Suffolk Hospitals offering support to new mums on the maternity units.

ECCH formed a partnership with the National Childbirth Trust (NCT) to deliver antenatal workshops, and the NCT delivered training courses for ECCH's Peer Supporters.



Praise for Family Nurse Partnership

The National Family Nurse Partnership (FNP) Unit praised our East Coast FNP team in their annual review speaking of their 'very real success' in supporting first time young mums.

The team of three family nurses supports mums aged 19 years and under in the Waveney area through home visits from early pregnancy until their child reaches two years of age. They offer advice on all aspects of the baby's birth and care as well as helping them with issues such as arranging housing, obtaining benefits and continuing their studies.

The National FNP Unit recognised the success that had been achieved over the past year in significantly reducing the number of mums who smoke during pregnancy as well as in increasing those breastfeeding.

In July East Coast FNP held a special Teddy Bears' Picnic on South Beach in Lowestoft to celebrate the achievements of the families who have benefitted from their support.

ECCH's Family Nurse Supervisor, Nicole Hobson, said: "It's been a good year for the team and our clients and we wanted to celebrate it and show the young mums what a great day they can have down on the beach - for free. It's very easy to stay indoors when your child is tiny and your friends may still be at college or school. But young children love playing in the sand and we wanted to show them what's on offer on their doorstep."

Parents learn vital life-saving skills for their babies

Special training sessions to teach parents in Lowestoft life support skills that could save their children's lives were organised by ECCH throughout 2016.

The classes at The Ark, Kirkley and Village Rise Children's Centres aimed to show mums and dads what to do if a baby or young child is choking and how to recognise the signs when a baby stops breathing. The group also learned infant resuscitation techniques.

The free classes were organised by ECCH health visitor Paula Watson after a number of new mums told her they would like more information about infant life support. Each class was open to a dozen parents and was fully subscribed.

Last year ECCH held similar sessions at Martham Health Centre and, owing to their continued popularity, more are now being planned.



You said:

Donna Tuttle, a mum from Lowestoft who attended the Kirkley session, said

“ I think it's great that ECCH has put on these sessions as it's a really important skill to learn. I don't want to get into a panic if something goes wrong. I just want to know exactly what to do. ”

ECCH's team thanked by mums in Health Visiting Week

Mums of new babies in Lowestoft had nothing but praise for the role ECCH health visitors play in ensuring children get off to a healthy start in life when the team marked Health Visiting Week 2016.

A special celebration was held at one of the Baby Café events that the health visitors run regularly in the town. All the mums were asked to help decorate a board with comments about what they think of the service and how it has helped them. Other mums at the health visitors' antenatal classes, baby massage sessions and drop-in clinics then added their feedback.

The team also marked the week by tweeting about their work.

ECCH's Health Visiting Service is available to pre-school children and families across the Waveney area. The teams can support new parents by providing information and advice about resources such as Children's Centres and self-help groups, ensuring every child receives development checks, advising on specific issues such as immunisations, postnatal depression and weaning. Team members visit families in their own homes, and deliver child health clinics.



From July to Sept 2016 our health visitors carried out one year reviews for **96%** of children by the age of 12 months compared to an England average of **75.3%**

You said:

- “ My health visitor is so supportive and has been the only one to push to get results on our poorly baby - a friendly face in our hour of need. ”
- “ This is a great place to come and ask any question or voice fears you have about your child. The team are very friendly and supportive. ”



Health Improvement Services

Drop-in 'doorstep' sports club launched

ECCH launched a weekly drop-in 'doorstep' sports club for teenagers and young people at Great Yarmouth College in March 2016 to encourage them to get active and have fun.

Our Health Promotion team ran a variety of activities and coaching sessions in the college's newly refurbished sports hall aimed at 14 to 25 year olds.

ECCH worked in partnership with Great Yarmouth Borough Council to attract funding for the project from the charity StreetGames, a national partner of Sport England and a centre of expertise for developing "doorstep" sport in disadvantaged communities.

ECCH's Head of Physical Activity Services Marten Payne said: "Doorstep sport is all about offering health and wellbeing opportunities right on your doorstep to make it easy and fun for young people to just drop in and take part. It's about finding urban sports that appeal to them and helping them develop life skills like teamwork while having a great time."



Fun in the sun

Over the summer months our Physical Activity Service worked with Active Norfolk to provide fun sports for people in Great Yarmouth.

Weekly five-a-side matches were held on our inflatable football pitch on Great Yarmouth beach for anyone aged 16 years and over. These were sponsored through Sport England's Lottery funded Sportivate campaign to help young people find sports that they love.

The team also encouraged 14 to 25 year olds to try free trampolining sessions.

Two free supervised classes were held each week through the school holidays at the Jump Warehouse in Great Yarmouth. The classes were partially funded by the Sportivate campaign with further sponsorship from Great Yarmouth Youth Advisory Board and Sentinel Leisure Trust.

And in June ECCH and Active Norfolk organised a Fun and Fit programme of activity courses including walking football, walking netball, stretch and tone, pilates, badminton and Nordic walking groups. The free sessions lasted for ten weeks and included classes for women only, the over 60s, pregnant women and family friendly classes. They were delivered by qualified instructors at venues throughout the Great Yarmouth area.



ECCH walking football team in a league of its own

Skills at passing and scoring are more important than speed for a special football team set up in Gorleston by ECCH.

The Shrublands Strollers walking football team for over 50s plays the beautiful game in a unique way - no jogging, sprinting or running is allowed.

The team began, in partnership with Shrublands Youth and Adult Centre, in order to help improve the health of those who want to exercise and make new friends but who may not be healthy enough, or want, to play a fast-paced game. It is subsidised through Comic Relief and Shrublands Youth and Adult Centre Charitable Trust.

Now the Strollers are going from strength to strength and even travelling around the county taking part in tournaments.

The sessions are also part of ECCH's 'exercise on referral' scheme through which GPs can refer patients who need to improve their fitness.



Second national award for Stop Smoking Team

For the second year running our Smoking Cessation Team have received national recognition for their efforts on No Smoking Day.

The British Heart Foundation gave ECCH the runner-up award for 'Best Health Setting' for their stand at the James Paget University Hospital in March 2016.

The team offered carbon monoxide readings and information about giving up smoking as well as signing people up for support from the service throughout the quitting process.

The award recognises the team's initiative and enthusiasm. Last year they were awarded first prize in the same category.



Sniffing out illegal tobacco

In September some of our specialists worked alongside colleagues from Norfolk County Council Trading Standards.

They promoted the annual Stoptober campaign and highlighted the issue of illegal tobacco in Great Yarmouth.

During the event the Trading Standards team received intelligence about some alleged illegal trading and seized tobacco with their sniffer dogs.



Estates and Facilities

Big Sky Nursery

The Estates and Facilities team have transformed a well-known building in Beccles into a new nursery.

ECCH took on the lease of the former Railway Restaurant in Station Road after identifying a need for more quality education for children under five in the area. Big Sky Nurseries is a subsidiary of ECCH.

The building, which was originally built as an inn shortly after the railway arrived in the town in the 1850s, has been completely refitted inside and out to provide separate rooms for different age groups, rest areas and play areas outside. The site was inspected by OFSTED in September 2016 ready for opening in October.

Nursery manager Leanne Clarke said: "As a healthcare organisation, we feel we are in a prime position to offer safe childcare services of the highest quality to help children learn through exploration and play. We are providing places for children who are entitled to Government funding for two to five year olds to ensure our nursery is affordable and available to everyone."



New headquarters

The £1.25million pound purchase and redevelopment of a landmark building in the heart of Lowestoft marked ECCH's first venture into the property market - with its refurbishment brought in on time and on budget.

ECCH moved into its new headquarters in Hamilton House on Battery Green Road in January after a major renovation of the property. The 12,500 sq ft space is now a work base for around 100 administrative and clinical personal who moved from our previous headquarters in Beccles and bases elsewhere in Lowestoft.

Staff were instrumental in deciding what their new headquarters would look like. It includes meeting rooms, conference and training facilities.

Director of Finance Simon Bragg said: "Hamilton House provides a wonderful opportunity to embed our organisation as part of the local health and care system, as well as to venture safely into more commercial arenas in support of our core operations. We want to develop Hamilton House as a centre for health and care organisations to work more closely together, to provide good quality and flexible training space and to let out surplus space (on a commercial basis) for the benefit of the local community."

New facilities at Northgate Hospital

The Estates team made improvements to the ground floor of the Herbert Matthes Block at Northgate Hospital for the benefit of patients and staff.

It will enable services to move from the hospital's Cranbrook Unit, which is no longer considered suitable, into a purpose-built, more modern space. The services which will benefit include physiotherapy, podiatry and neurology.



Vital training

Members of the Estates and Facilities team received training in Legionella management and two operational managers completed their NVQ Level 5 in Management and Leadership this year.

Estates and Facilities also arranged ISO 14001 environmental management training for representatives from ECCH. The ISO 14001 standard sets out the criteria for an Environmental Management System within an organisation. Gaining this accreditation will enable ECCH to demonstrate to stakeholders and customers that we are committed to reducing our environmental impact, as well as reducing costs associated with waste management.

Performance and Delivery

Providing high quality care - every time.

That's ECCH's watchword and we continually strive to improve on our excellent record based on the feedback we receive from our stakeholders, be they patients, clients, partners or our own staff and commissioners.

ECCH 'thumbs up' from patients

98% of patients and service users said they would recommend ECCH's services to their friends and family in an NHS survey this year.

Between 1st Oct 2015 and 30th Sept 2016 83% of people who were asked said they were extremely likely and 15% said they were likely to recommend ECCH. Less than 2% said they were unlikely to recommend us.

The Friends and Family Test (FFT) is a single question survey which asks people whether they would recommend the NHS service they have received to friends and family who need similar treatment or care.

98% of patients and service users said they would recommend ECCH's services to their friends and family in an NHS survey this year.



Anti Flu Queue

In autumn and winter 2015/16, 54% of our staff accepted flu jabs compared to an England average of 47.6%. By doing this we helped to protect our patients and limit the spread of community borne flu.

In preparation for the flu immunisation programme, our Infection Prevention and Control (IPC) team held two immunisation study days providing training updates with more than 60 attendees at each.

The team also held quarterly meetings for 'link nurses' - roles which were established last year among our community hospital and practice nurses.

The aim is to provide a communication link between them and the IPC team for sharing knowledge and best practice with all staff in their workplaces, including all practitioners, nursing and administration staff whose roles include direct patient contact.

The IPC service recorded no cases of bMRSA attributable to ECCH in 2015/16. There were also no cases of bMSSA or E.coli attributed to ECCH inpatients and no outbreaks of norovirus. Two cases of C-diff were attributable to ECCH.

Compliments, Complaints and Concerns

Our Patient Liaison team helps advise patients and answer their queries and concerns not only about ECCH's services but those of the NHS as a whole.

We help patients to understand who provides which service and give them the appropriate information to make contact effectively.

We value feedback on our services and use the views of our patients, clients and their families to inform the organisation's regular reviews of services. We also hold patient feedback groups to gauge how we are performing.

In the event of a complaint we have a robust investigation procedure. We support complainants through the process and use these investigations to ensure service improvements are made whenever possible.

In 2015/16 the team received 1,266 contacts (telephone calls, letters, completed questionnaires, feedback forms, emails etc) of which 427 were compliments. We had a total of 124 complaints across all 37 services, 6 of which were later withdrawn by patients and treated as concerns (a less formal complaint) and 16 of which were submitted without the consent of the patient.

Great People

ECCH is owned by its employees. Our staff have the option to become shareholders and thereby have a voice when key decisions are being made.

In the past year we have seen shareholder numbers rise by 10% from 63% in September 2015 to 73% in September 2016. Two Staff Directors are elected by their colleagues to represent them at Board level.

73% of ECCH staff are shareholders in the organisation

A new Shareholder Council

Staff Directors Ali Jennings and Simon Drewett have been developing a formal council with our shareholders to replace the previous forum (The Hub), giving shareholders greater responsibility and involvement in the development of our organisation.

A workshop was held in March 2016 to obtain their views and the key findings were shared with the Board and Executive Team who were in full support of a formal shareholder council being set up. The new council reports directly into the Board and has close links with the Joint Staff Forum (JSF) which provides union representation.

The Shareholder Council began meeting in September, made up of representatives from all ECCH services. To date the council has been very involved in the plans for Hamilton House, assessing staff survey results and reviewing processes such as ECCH's appraisal and development framework.



Employee Ownership Day 2016

On EO Day in July our Staff Directors visited as many ECCH sites as possible to celebrate employee ownership with our staff and promote our new Shareholder Council.

The Employee Ownership Association (EOA) organises the national celebration annually to raise awareness of the benefits of employee ownership and of the positive impact this sector has on the UK economy. At present ECCH is the 22nd largest employee owned organisation in the UK.

This year's theme was 'waving the flag for employee ownership' and the EOA encouraged staff to create semaphore messages to mark it.



Staff Awards 2015/16

The nurses and support staff from Minsmere Ward at Beccles Hospital were named Team of the Year at our annual awards ceremony.

It recognised their efforts to successfully move the whole inpatient ward to Carlton Court in Lowestoft in August while the project to transform the hospital into an intermediate care unit was carried out.

Ten awards were given in total at the event including the Chairman's Award for commitment to the organisation and to continually improving its services for patients. It was given to Clinical Services Co-ordinator Angela Wilson for her work with ECCH's Community Nursing Service.

The Partnership and Integration Award was given jointly to ECCH's Out of Hospital teams in Lowestoft and Great Yarmouth.

Healthy Lifestyle Behaviour Coach Sue Trohear received the Making a Difference Award in recognition of the work she has done setting up Healthy Lifestyle clinics at Kirkley Mill and Westwood GP surgeries in Lowestoft.

Charge Nurse Lee Pike won the Inspirational Leader award for his role in the Community Nursing team, inspiring colleagues and looking for ways to enhance the care they offer, including implementing a 'buddy system' for lone workers which has now been adopted by the whole Community Nursing service.

The Delivering Exceptional Care award went to Anne Weale, a specialist nurse in the Continence Service who this year set up new clinics and care pathways for children with continence problems in the Waveney area.

The Emerging Talent award was presented to Chloe Woodhouse, administrator for the Health Visiting Team. Jamie Weavers from the Business Intelligence team was named Unsung Hero.

The Innovation Award was given to Training and Development Lead Cheryl Jarvis, and physiotherapists Kieran Morling and David Sweeting who have worked together to develop a health coaching programme which

has been rolled out to all Adult Services staff. This is an approach which gives patients, carers and families the knowledge and confidence to make choices and self-manage their own care rather than simply hearing what they should do from medical professionals.

Three 'ECCH Champion' awards were also given to members of staff whose commitment and professionalism make them ambassadors for the organisation. These were Taylor-jade Gardiner, from the Business Change team, Estates and Facilities team leader Graham Lovett and Community Nursing Clinical Services Coordinator Kate Spence.





Clinical support staff complete their Care Certificates

Clinical support staff from our North and South Out of Hospital Teams gained their Care Certificates after undertaking a 12 week programme of study.

In order to qualify they had to complete 15 standards of fundamental care against criteria set by Skills for Health and Health Education England.

Many of the staff have gone on to continue their development including studying for further NVQs, moving on to the Foundation Degree and the Work Based Learning Programme for Nursing.



Giving Back

As a social enterprise we are always looking for ways we can support our local community.

Here are some of the things we have done in the past year.



Gym Club Support

We stepped in with financial and practical help to support a gymnastics club that was forced to move to new premises after being based in Beccles for forty years. ECCH provided a van and staff to move equipment for the Beccles Royals in December 2015.

Staff also made donations towards the cost of flooring and heating in the new building including chief executive Jonathan Williams and health and safety manager Wynn Shepherd donating money they raised from a diet challenge.

Club chairman Alf Dyer said: "I can't believe the generosity of everybody. The way they have seen the plight of the club and what we were going to lose and have rallied round."

Eye Machine Donated

We donated an ophthalmic field analyser - a machine for diagnosing eye conditions like glaucoma and monitoring the progress of sight loss - to Medical Aid International (MAI) an organisation which equips healthcare projects in the developing world.

The machine had been in storage since it was taken out of service when Blundeston Prison closed in 2014. It was originally funded by the Beccles Hospital League of Friends who supported the donation.

Matthew Bennett-Cook, Global Operations Manager for MAI said: "We support projects large and small across Africa and we're very grateful for every bit of kit we get. These projects exist because people and countries care - they want to make a difference - and that gives those in the developing world hope and a future."



National Youth Take Over Day

ECCH took part in National Youth Take Over Day 2016 when pupils from local schools were invited to gain an insight into how health services are run.

The students were given a number of challenging scenarios and had to debate how they would handle them and give presentations to a panel of adults who work in the health sector in Norfolk and Suffolk.

The aim was to help the young people understand the pressures health providers face when it comes to making tough decisions and allocating budgets while the health organisations benefitted from a fresh perspective about their work.



Velodrome victory

A team of staff including our chief executive claimed third prize after battling it out with other local businesses in the pop-up Street Velodrome in Lowestoft town centre in July.

The competition was hosted by Lowestoft Vision with all proceeds going to the Lowestoft Summer Festival charity. After coaching from professional riders the team were kitted out in safety equipment and conquered their fears of falling to compete in the adrenaline-filled challenge.

Team fundraising

As an organisation, and through the efforts of individual services, thousands of pounds were raised for charity in the past year in all manner of ways including:

- Our neurology team enlisted their four legged friends to help them raise awareness of motor neurone disease with a charity dog walk in Great Yarmouth.
- The Physiotherapy service at Northgate, Health Promotion Team at Police Station Road and staff at Beccles House donned their festive knits in aid of Text Santa Christmas Jumper day.
- Beccles House reception staff organised a bake sale for Cancer Research on World Cancer Day and the East Coast Community Access team held another in aid of the East Anglian Air Ambulance.
- Members of the Lowestoft Out of Hospital Team and staff from Bungay Medical Practice ran the 5k Cancer Research Race for Life.
- The Community Cancer Matrons and the Admin team based at Kirkley Mill Annex hosted a coffee morning in aid of Macmillan Cancer Support and were joined by the Cancer Support Group.



Helping the Homeless

Lowestoft Salvation Army received many boxes of clothes, sleeping bags, gifts and food after staff set up collection points at our sites throughout Norfolk and Waveney for three months in January 2016.

The aim was to boost supplies for the homeless after the Christmas period when organisations traditionally donate.

The food went into the foodbank at Lowestoft Citadel Salvation Army while the clothes and gifts were sold in the Salvation Army's charity shops where 100% of all profits go into community activities at the church, the main beneficiary being their free drop-in meal funds.

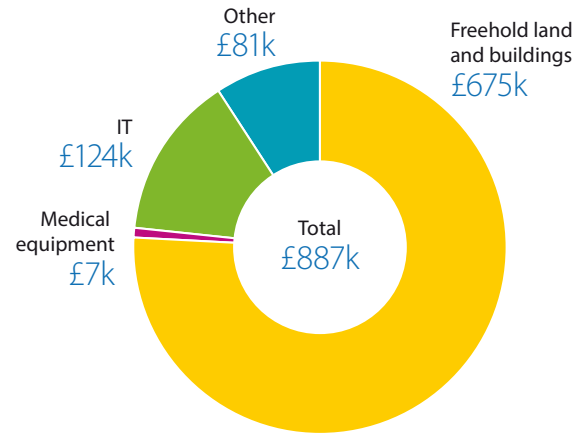


Financial Statements

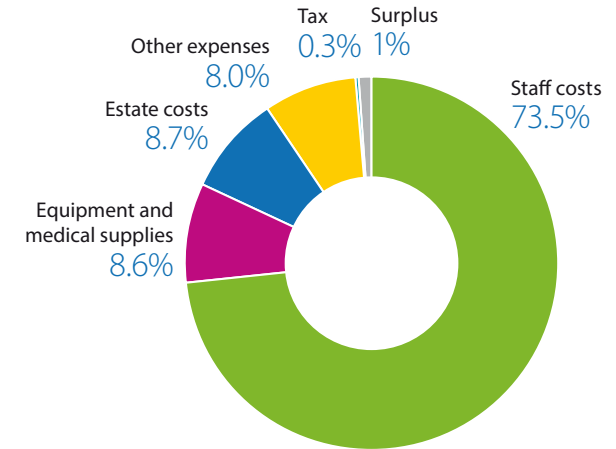
ECCH Group

(including ECCH company, Big Sky Nurseries and ECCH Domiciliary)

Turnover **£36,976,265**
 Profit before tax **£463,683**



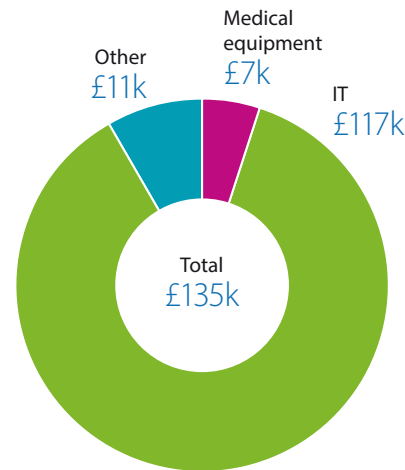
Investment in assets



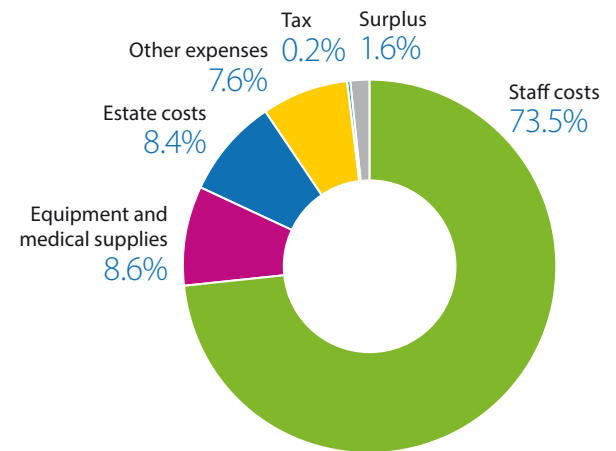
How we spent our money

ECCH company

Turnover **£36,932,085**
 Profit before tax **£670,835**
 Number of staff **878**
 Shareholding **73%** (up from 63%)



Investment in assets



How we spent our money

Our Vision

We are a groundbreaking, forward thinking, community focused social enterprise with a reputation for excellence and quality in improving health and wellbeing.

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