



ANNUAL REPORT

2019 / 20





East Coast Community Healthcare (ECCH) is one of the UK's largest social enterprises. We provide NHS community services and public health services across Norfolk and Waveney, and our surplus resources are used to benefit the community.

Our staff include nurses, occupational therapists, healthcare assistants, physiotherapists, podiatrists, smoking cessation specialists and business support professionals; our primary aim is to provide patients and clients with the highest quality services.

We are a staff-owned organisation with more than 80% of our colleagues choosing to own a share in the business. That doesn't mean they receive a dividend, but it does give them a real say in how ECCH is run. They are represented on the Board by two elected Staff Directors with full voting rights, and our Shareholder Council is a sub-committee of the Board.

This Annual Report looks at some of our highlights between **October 1st 2019 and September 30th 2020.**

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WELCOME FROM OUR CHAIR

The period covered by this Annual Report is totally polarised between life before COVID and the first lockdown.

Prior to the pandemic, our main focus was the implementation and embedding of our new adult community services and specialist palliative care contract, which ECCH won in competition against a number of other bidders. The contract commenced on 1 April 2019 and was seen to be a new model of care and an excellent example of partnership working, as acknowledged by the Chair of what was at the time Great Yarmouth and Waveney Clinical Commissioning Group, who commented: ***“We are particularly pleased by ECCH’s ongoing commitment to work closely with GP practices, the hospital, mental health, social care and the voluntary sector to improve services for patients”.***

Then, of course, the world was turned upside down by the outbreak of COVID-19. We all became familiar with a new way of living and working, as well as a whole new language: lockdown, virtual meetings, social distancing, track and trace, elbow-bump, self-isolation etc.

As I write this Foreword a number of lockdown restrictions have been relaxed but, reflecting back as Chair of ECCH, I am extremely proud and humbled by the dedication, professionalism and resilience of all our staff during this unprecedented period in our lives.

Another challenge that emerged during 2020 was the news that Chief Executive Jonathan Williams would be retiring in April 2021. Jonathan was an excellent leader of ECCH during its formative years. The requirement for his replacement was to drive ECCH forward in the emerging new landscape of Integrated Care Systems,

as well as to grow and diversify the organisation. An extensive recruitment process commenced in September 2020 culminating in the appointment of Ian Hutchison, who is now developing ECCH to build on the best of the past whilst meeting the requirements of the future.

Finally, I would again like to thank every member of ECCH for your ongoing commitment and dedication towards building healthier communities in Great Yarmouth and Waveney. As we approach the tenth anniversary of our organisation in October 2021 and look back on our achievements and forward to new goals, I feel honoured to be your Chair and excited at the prospect of what the future may bring.

Tony Osmanski, ECCH Chair



ECCH's Board 2019/20



Jonathan Williams, Chief Executive



Anna McCreddie, Non-Executive Director



Ian Morrison, Non-Executive Director



Rachel Lilley, Non-Executive Director



Libby Goddard, Staff Director



Lisa Judge, Staff Director



Simon Bragg, Executive Director of Finance and Resources



Adele Madin, Director of Operations



Paul Benton, Director of Quality



Deborah French, Director of Human Resources (non-voting member)



Clare Weller, Associate Director of Communications (non-voting member)

PROVIDING QUALITY SERVICES

Primary Care Home Teams

In 2019, ECCH was awarded a new five-year contract to provide healthcare services for adults in Great Yarmouth and Waveney through an ambitious model based around clusters of GP practices. We set up four Primary Care Home teams to work alongside GP colleagues in Lowestoft, Great Yarmouth and the northern villages, Gorleston and South Waveney.

These Primary Care Home teams are made up of nurses and therapists from a wide range of disciplines, including podiatrists, physiotherapists and occupational therapists, working alongside our partners from social care. They treat patients in their own homes where, evidence shows, we recover faster. They also meet daily to discuss patients and, when necessary, involve colleagues without having to refer them to another service. The result is more personalised, seamless care, avoiding the need for patients to be admitted to hospital.

The transformation to our Primary Care Home model has enabled us to form stronger partnerships across primary, secondary and social care, and with the voluntary sector. We now have weekly meetings between ECCH senior management and primary care clinical leads to work on joint plans for the future.

Our partnership working was never more clearly evidenced than during the pandemic, when we supported our colleagues in the acute hospitals

to discharge patients who could be safely cared for in their own homes, thereby freeing up beds in the hospitals for COVID patients.

Wearing full PPE, our teams have continued to visit patients at home and in care homes, operating seven days a week with the same number of staff on shift, whether it is a weekday or weekend.

Despite the challenges of the past year, staff have fed back many positive reports about their new ways of working, which will inform how we provide the service going forward.

“The Primary Care Home team came into my home with a smile on their face and made me feel worthy. Nothing was too much trouble.”

Redeployment of Staff

Many registered and non-registered staff changed roles to support their colleagues in response to the COVID-19 outbreak:

- Adult Speech and Language Therapy – supported the Acute and provided support to Primary Care Homes and Minsmere Ward at Beccles Hospital
- MSK Podiatry – supported Lowestoft Primary Care Home (podiatrists carrying out personal care etc.)
- North Norfolk MSK – supported Norfolk Community Health & Care NHS Trust community response
- Administration – supported the Integrated Discharge Team at James Paget University Hospital – part of the COVID response to hospital discharge
- MSK Physiotherapists, Neurology and Wheelchair services therapists - supported community therapy teams with reablement work and some in-patient therapy at Beccles Hospital
- Nurses from a variety of roles including Tissue Viability, Neurology, Diabetes and Continence supported a range of community nursing roles
- Children’s Speech and Language Therapy supported Primary Care Home teams (to Sept 20)

Beccles Hospital

In March 2020, we increased capacity on Minsmere Ward at Beccles Hospital from 16 to 20 intermediate care beds, in addition to the ward’s 6 specialist palliative care beds in order to relieve pressure on the James Paget University Hospital.

The ward area was segregated from the rest of the hospital site for COVID-19 security, with separate entrance doors, changing rooms and rest facilities away from community colleagues. All but essential visits to the ward area stopped and tablet devices were used to help patients communicate with their loved ones.

FACILITIES TEAM

The Facilities Service at Beccles Hospital was split into two teams - red and green - which denoted the areas on-site where they worked. As the ward started to receive COVID patients, the red team staff worked on the ward only. The team had to wear full PPE whilst carrying out cleaning and catering tasks. The increase in patient numbers on the ward meant that the ward team had to move beds and furniture around to accommodate the additional numbers.

The green team also faced challenges as we planned for escalating bed numbers. Clinic rooms had to

have all furniture removed and placed into storage containers on the car park to make way for additional beds, and extra equipment was required for the increased numbers.

The portering staff had extra tasks resulting from the increased volumes of waste generated by the site, mainly due to PPE usage. They also assisted with moves.

As the pandemic continued, the facilities team took over the day-to-day release and stocking of PPE to the ward, clinical team and the Primary Care Home teams.

BECCLES TESTING CENTRE

The Infection Prevention and Control Team, along with other healthcare professionals, operated a staff drive-through swabbing service at Beccles Hospital, for both ECCH and James Paget University Hospital staff.

The Suffolk Resilience Forum, with the agreement of all site occupiers, also operated a drive-through service manned by army staff every Saturday for members of the public.

Hospital Discharge Team

As part of the response to COVID-19, the Government changed hospital discharge procedures, handing over responsibility to community health providers. We supported the acute hospital system through the introduction of the Integrated Discharge Team. Staff were redeployed to join the existing team of health and social care staff who use their skills to facilitate the effective discharge of hospital patients with a ‘home first’ ethos, as evidence has shown people recover best in their own homes.

We extended our model to ensure transfer of care from community beds and community capacity was given equal priority, maximising our resources to deliver the best outcomes for patients. Technology played a critical role in this process with the introduction of a “virtual room”, which has enabled shielding staff and home workers to be equally effective in supporting the process.

In addition, ECCH provided food packages to ensure essential supplies were available for those facing a prompt discharge home. We paid for the supplies, which our Equipment Team collected from a local supermarket each day and took to the James Paget University Hospital to be given out to patients when they were discharged.

High Intensity User Service

A new High Intensity User Service was introduced in April 2020. Working closely with the James Paget University Hospital, an ECCH Health Improvement Practitioner will contact people who attend the Emergency Department frequently to explore underlying reasons for frequent attendance. Through coaching and support, we work together to overcome the reasons for frequent attendance.



Support from Local Communities

The support ECCH staff received from the local community throughout the pandemic has undoubtedly helped boost morale and kept us smiling! From deliveries of cakes and toiletries to volunteers making scrubs in village halls, we are immensely grateful for all those unexpected but most welcome acts of kindness.



Ageing Well

In January 2020, Norfolk and Waveney was awarded 'Accelerator' status by NHS England, making it one of only seven early adopter sites for the Ageing Well programme. This is a system-wide project to improve existing ways of working, to enable the consistent delivery of a 2-hour crisis response and a 2-day reablement response, to help improve an individual's capability following a stay in hospital.

The project has successfully seen the central coordination of night nursing, which has ensured safer working and speed of response to patients. Any calls received overnight are now supported by a Norfolk and Waveney central coordination function. The team triages and prioritises work accordingly to meet the two hour response.

We are also able to make better use of technology to collect more effective data and thereby identify any areas in need of service development and provide a better, faster response. The changes will ensure that every person, who is either experiencing a healthcare crisis or being discharged from a ward, is appropriately supported and that their families/carers are involved in decision-making.

Specialist Palliative Care Service marks first anniversary

Summer 2020 saw ECCH and St Elizabeth Hospice mark our first year in partnership, during which we provided free specialist palliative care to more than 1000 patients in Great Yarmouth and Waveney living with life-limiting conditions such as cancer, heart failure, pulmonary hypertension and neurological disorders.

The partnership sees St Elizabeth Hospice providing specialist consultant support to six palliative care beds in Beccles Hospital, which is run by ECCH. The service also offers day care facilities, and sees 11 clinical nurse specialists visiting patients in their own homes.

The service also offers medical in-reach support into the James Paget University Hospital, emotional wellbeing and bereavement support, as well as having a dedicated presence at the Louise Hamilton Centre, Gorleston.

Reflecting on the partnership's first year, ECCH's Executive Director of Operations, Adele Madin said:

"We are delighted to be making a real difference to people with palliative care needs in Great Yarmouth and Waveney. This service has provided options for how that care is delivered which simply didn't exist before and we aim to continue to look for ways to build on that and improve choices for people in the future."



Friends and Family Test Results

98% of patients and service users said they would recommend ECCH's services in an NHS survey covering the period between 1st October 2019 and 30th September 2020.

87% of people who were asked said they were extremely likely and 11% said they were likely to recommend ECCH. Only 1% said they were unlikely to recommend us.

We were not required to collect and report FFT results to NHS England between April and December 2020 due to the COVID-19 pandemic. However, we still collected feedback using an online form on our website.

“My cardiac nurse was very welcoming, empathetic and approachable and gave us the information that we needed in a way that was accessible to us.”

Cardiac Rehabilitation

ECCH wins Norfolk Care Award

ECCH's Great Yarmouth and Northern Villages Primary Care Home (PCH) team, together with The Vineries care home in Hemsby, won the Norfolk Care Award for Collaborative Working.

The Norfolk Care Awards showcase excellence and recognise commitment to delivering high quality care across Norfolk. Both organisations earned the accolade for their work to provide 'beds with care' for patients who do not need to be admitted to hospital, but require extra support. The team comprises clinicians from different disciplines including nurses, physiotherapists, occupational therapists, paramedics and diabetes nurses.

Organisers Claire Gilbert and Tracy Wharvell said...

“This event raises the profile of working in care and supporting people to live their lives. We are humbled and impressed each year when we visit services - there is some great practice in Norfolk. This event enables us to 'give back' to the care sector, which we are both incredibly proud to be associated with, allowing us to say a big 'thank you' to all the unsung heroes.”



Waveney nurse receives national nursing award

ECCH's Locality Lead for Lowestoft Primary Care Home team, Kate Spence, was awarded the Queen Elizabeth the Queen Mother Award for Outstanding Service by The Queen's Nursing Institute in 2020.

The prestigious award is given to community nurses who provide exceptional care to their patients and demonstrate a continuing passion and enthusiasm for nursing.

Kate was praised for her dedication to coaching and supporting local community nurses, as well as her use of research evidence to improve patient care. Having gained a research fellowship to examine issues around pain and dementia, Kate is continuing to work with local care homes to improve pain assessment and management.



ECCH nurse receives prestigious nursing award

Tissue Viability Specialist Nurse Jayne Jode was awarded the Chief Nursing Officer's Silver Award for her work to improve the care of patients who have skin tears and pressure ulcers in Great Yarmouth and Waveney.

The award is given to nurses who make major contributions to their profession, providing excellent care, leadership and inspiration to their colleagues and patients.

Jayne led her team to design a new skin tear pathway, which has been used to train staff in local care homes to correctly diagnose and dress skin tears in residents. Having led to a significant reduction in skin tears and improved healing rates, the pathway is now being introduced in 90 care homes in Great Yarmouth and Waveney, with plans for the pathway to be rolled out across all residential homes in the Norfolk and Waveney area.

Alongside this initiative, Jayne has been commended for her work to improve pressure ulcer care, which has seen prevention and treatment training extended across all ECCH's clinical teams and local residential, nursing home and domiciliary care staff. Jayne has also contributed to research projects for NHS England, as well as helping to organise local events to educate carers and health workers about how to prevent pressure ulcers occurring, and how to treat them effectively.



“Thank you to all the staff and palliative team for all the care and kindness you showed to my husband and all the family. You helped make his last few days more bearable for us all.”

Specialist Palliative Care,
Beccles Hospital

New Director of Quality appointed

Paul Benton was appointed as ECCH's Director of Quality in January 2020, responsible for quality governance, assurance and improvement.

Having worked in the NHS for 25 years in various ambulance trusts, including the air ambulance, Paul joined us from East Midlands Ambulance Service, where he was Acting Director of Quality.

Prior to starting his role, Paul said...

"I am passionate about leadership, patients and people. When I was looking for my next venture and saw the advert for ECCH, there was something about the values of staff and managers that I really liked. I often find that what you read about a workplace is not what you find when you're there, but ECCH really is a place that lives and breathes its principles and really wants to invest in its communities to make a direct impact on patients' health and wellbeing."



ECCH tops flu results in the East for fourth year running

For the fourth year in succession, ECCH was the highest performing healthcare organisation in the eastern region for staff flu vaccinations.

A total of 83.8% of our frontline staff were vaccinated during our annual in-house immunisation programme, in order to protect them, their patients and families against catching flu. This exceeded the national average of 74.3%.



Compliments, Complaints and Concerns

Our Patient Liaison team advises patients and answers their queries and concerns about ECCH's services and 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.

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.

During the period covered by this report, our clinicians and staff had approximately 419,735 contacts with service users. Our Patient Liaison team received a total of 340 compliments and 17 complaints. 3 of those complaints were later withdrawn by patients and treated as concerns (a less formal complaint) and 2 were submitted without the consent of the patient.

GP Fellowship enters second year

ECCH launched its first GP Fellowship in 2019, employing Dr Rupert Talboys to focus on improving diabetes outcomes in Great Yarmouth and Waveney. Here, Dr Talboys reflects on what has been achieved over the past two years.

"Despite the disruptions caused by the pandemic, we are making great strides in our aims, which are spread across several ongoing projects."

Both the Diabetes team and the Heart Failure service have been involved in piloting and rolling out electronic systems to improve workflow and communication. Clinicians can now send referrals electronically to ECCH services and, via a new e-MDT system, ask a question or gain advice electronically without committing a full referral. We believe that breaking down current barriers will improve access to community services, and the flow of information between stakeholders will lead to a better patient experience.

We have also developed a diabetes network, with the aim of solving small and achievable problems raised by its members. The network consists of representatives from primary, secondary and community care. We see this as a vehicle to locally work on problems

posed by diabetes and overcome them for the benefit of our patients. For example, the group has been working on the 'Getting it Right First Time' initiative being piloted at the James Paget University Hospital, which aims to optimise diabetic patients undergoing operations. We have been able to involve primary and community care in assisting the acute trusts in achieving this aim.

We have also aimed to improve communication with primary care by producing a bi-monthly newsletter with ECCH's Communications team. We have attempted to distil useful information that ECCH would like to communicate to primary care in one document, including interviews with services or people within ECCH.

Lastly and perhaps most exciting, we are working with Sentinel Leisure to provide a bespoke personal training scheme for hard-to-reach patients with poorly controlled diabetes. Using technology, we will be able to remotely engage these patients from their

own homes and attempt to teach them ways to use diet and exercises to reduce their blood sugars. This has been made possible by a grant from the Norfolk and Waveney Clinical Commissioning Group."



Research activity

ECCH carries out clinical research for the improvement of care and for the benefit to our patients, staff and the local population.

During the course of the period covered by this report, we were involved in a wide range of studies supported by the National Institute for Health Research (NIHR) and the Clinical Research Network-Eastern (CRN-E). In collaboration with the CRN-E, ECCH also supports four GP practices with research. This includes a pilot contract to deliver research on behalf of the Gorleston Primary Care Network.

Some studies we were undertaking or due to undertake were halted by the pandemic outbreak but, instead, we have engaged in studies which monitor COVID-19, and studies which have begun to examine the impact COVID-19 is having on the overall health and wellbeing of our community. COVID-19 has also impacted on the delivery of studies, with increasing numbers of studies being delivered remotely and online.

One primary care study we have been involved with is Virus Watch, which we have undertaken on behalf of The Beaches Medical Centre. This study seeks to understand community incidence, symptom profiles and transmission of COVID-19 in relation to population movement and behaviour. This research has been identified as an urgent public health study by the NIHR, and our involvement is ongoing as the study requires us to take blood samples from our participants at different time intervals.

ECCH has also participated in the Psychological Impact of COVID-19 study, an online questionnaire

exploring the psychological impact of the outbreak and the resultant restrictions in terms of behavioural, emotional and social factors. We encouraged our staff to participate and share their experiences of living and working in the pandemic as well as promoting it to the public.

In addition, our Speech and Language (SaLT) team participated in the Enabling Self-care in Children with Developmental Disabilities research study. The SaLT team were invited to answer an online questionnaire, which investigates current therapy interventions to enable self-care for children with neurodisabilities, aged 0 to 13 years. The outcomes from this questionnaire will generate evidence to inform a protocol for a future evaluation of self-care interventions.

ECCH's ME/CFS team have taken part in a research programme into ME/Chronic Fatigue Syndrome in partnership with researchers at the Quadram Institute, the University of East Anglia and the Norfolk and Norwich University Hospitals NHS Foundation Trust. This programme investigated the links between ME and the microbes colonised in the gut, and included clinical trials of a new treatment.

Our Smokefree Norfolk advisors took part in study focus groups and interviews to give their views on how young families can be supported to have smoke-free homes. This will contribute to the development of a new intervention to help women and their partners whose baby has spent time on a special care unit to either stop smoking, maintain their quit status and/or to create and protect a smoke-free home environment.



Governance Statement

ECCH publishes an Annual Governance Statement every year. It draws together position statements and evidence on governance, risk management and control in order to record the stewardship of the organisation, and to supplement its accounts. You can find our Governance Statement for 2019/20 on our website here:

<https://www.ecch.org/media/qbocoosl/ecch-ags-2019-2020-2.pdf>

“The Occupational Therapist was really helpful, informative, understanding and listened. Positive and practical support, I could act upon and be involved with my decision-making.”

ME/CFS

Emergency Preparedness, Resilience and Response

Under the Civil Contingencies Act, ECCH is committed to its duties remaining as an active partner within the local health sector resilience arena, working collaboratively with our health and social care partners, NHS England and local authorities to ensure cohesive healthcare support in the event of an emergency or major incident affecting our community.

January 2020 saw the global pandemic of COVID-19 being declared as a national major incident in the UK, with the NHS at the forefront of the response to it. As an NHS provider, along with our partners, ECCH implemented its business continuity management systems and plans in order to ensure the safety of our patients and employees during the pandemic response.

COVID-19 affected the whole population, including significant government restrictions and guidelines. As 'essential workers' working in community settings, our employees worked flexibly and professionally, to enable ECCH services to continue in their safe delivery of care.

During this testing time, ECCH maintained its position of full compliance against the national NHS England Emergency Preparedness Resilience and Response Core Standards.



VALUING OUR STAFF

Achieving our vision would not be possible without the commitment and dedication of the staff we employ at ECCH. We want ECCH to be a great place to work, and to build an empowered, defined organisational culture to which we can all relate and feel proud.

Employee ownership holds strong

The number of ECCH staff holding a share in the organisation has held its strong position at 82%, the same figure as the previous two years. The Shareholder Council and our two elected Staff Directors play a key role in helping to set the organisation's direction of travel.

All the Minsmere Ward staff – nursing, cleaning and administration - were compassionate, caring and always willing to help, even when under pressure.

Minsmere Ward, Beccles Hospital

Evolve Cultural Programme

ECCH's Evolve cultural development programme, which aims for all staff to feel a sense of connection across ECCH and share in the collective achievement of our purpose, entered its third year. Demonstrations of our signature behaviours have become part of our working life and could not have been evidenced more positively during the pandemic, as teams have pulled together to provide the best possible care and support for patients to recover.

These 'behaviours' were agreed through collaboration between the Board and our staff-led Shareholder Council, inspired by previous staff surveys and group discussions, with the aim of helping us grow as an organisation and be jointly accountable for its successes.

The programme has helped us to define the culture of our organisation and set a benchmark for us to aspire to as we work to achieve our aim of Building Healthy Communities.



Staff Wellbeing

Our approaches to health and wellbeing have been adapted during the coronavirus pandemic to ensure our staff are thoroughly supported.

Occupational Health and Human Resources teams have worked closely with managers and employees to maintain a network of support which includes a robust physio at home service, emotional and mental health support, as well as evidence-based risk assessment and protection from COVID-19.

Our Cognitive Behavioural Therapy service and peer support network have operated well to support staff. We also set up an Employee Assistance Programme offering support, advice and information for problems at work and home including anxiety, stress and depression.

We also introduced a weekly staff webinar in March 2020 hosted by the Chief Executive, which has given staff the opportunity to ask questions of the leadership team, as well as stay up-to-date with important organisational updates. In addition, we introduced a fortnightly wellbeing newsletter with advice and links to additional support options, and a mobile phone app for communicating with staff. This is particularly useful for sharing important messages with those working in the field with little access to laptops. It also offers staff the ability to comment and engage with topics.

Volunteering with ECCH

Since launching a partnership with Voluntary Norfolk in 2019, we have introduced volunteers into our workforce and, although we were unable to develop certain roles during the pandemic, we are so grateful to those who put themselves forward to help us during such a difficult time.

We currently have around 25 volunteers who have given us more than 650 hours of their time, supporting patients and staff in roles such as:

Weekend Swab Transport

At the height of the first lockdown in May 2020, we introduced this role which involves transporting COVID tests to the laboratory. It has continued every weekend since, including Bank Holidays, with a core group of volunteers sharing shifts on an 'on call' rota.

Meeters and Greeters

We have volunteers meeting people at the entrance to Beccles Hospital and directing them to the Phlebotomy Clinic, and a similar system at our clinics across south Waveney where volunteers welcome people and check them in for appointments.

Home-based Telephone Role

We have a team of volunteers calling patients to help them complete the Friends and Family Test survey, so their feedback can be used to help ECCH provide the best services they can.

Visitor Support – Beccles Hospital

Volunteers began helping the ward clerks at visiting time in September 2020. However, lockdowns have affected this role and we are looking at what support volunteers can start giving again and how this will look going forward.

We are also looking forward to developing new roles as the pandemic eases and we can involve volunteers in more face-to-face activity, with the aim of giving them a fulfilling insight into how we care for our communities.



Employee Ownership Day 2020

Staff Director Libby Goddard organised a stand at Hamilton House to mark EO Day 2020 in June.

Launched by the Employee Ownership Association (EOA) in 2013, EO Day is a national celebration of the benefits of employee ownership, with the aim of raising awareness about the positive impact this sector has on the UK economy, employees and communities.

For 2020, the theme was 'EO is the Answer' and staff were invited to suggest possible questions which could be resolved by employee ownership.



“ Everyone I have seen since has been so caring and supportive. In these difficult and troubled times, I wanted to say thank you. ”
Podiatry Service

“ The care and consideration shown by the Primary Care Home team was 1st class, exceeded my expectations of care. ”

“ What a fantastic nurse! So patient with the children - a real people person and a credit to the NHS! ”
 Tuberculosis Nursing Service

“ The physio I was seeing was very understanding and helpful and her treatment has really made a huge difference from when I first saw her. ”
 MSK Physiotherapy

SOCIAL VALUE

As a social enterprise, we don't exist to make profits. Instead, we reinvest our surplus resources in our services and in adding 'extra value' to our NHS contracts, such as setting up health coaching programmes and social prescribing projects that benefit our local community. Our efforts in 2020 were severely curtailed as we focused all our efforts on responding to COVID-19.

Thousands donated to local charities

In March 2020, ECCH donated a total of £13,200 to three local charities to help further their work in our communities.

Half of the money was raised by staff through various activities, with ECCH matching this total with the same amount from its company funds.

The donation was shared equally between The Benjamin Foundation, Waveney Sailability and the Salvation Army – charities which were chosen by ECCH's Shareholder Council.

Going forward, we have set up the East Coast Support Fund in order to support local good causes. Every three months £1,000 will be given to local charities and community projects that have been nominated by staff and voted for by the Shareholder Council.

Training programme with The Prince's Trust

Twelve young people joined ECCH for a 'Get into Healthcare' programme after we teamed up with The Prince's Trust for a fourth year.

The course found them undertaking clinical training, as well as classroom sessions covering employability skills and mock job interviews.

A series of clinical placements with different ECCH teams were planned as they worked towards obtaining a Care Certificate which could be used to help them find work in the healthcare sector. However, the onset of the first COVID lockdown forced the course to be ended early.

The Trust has helped 1,000,000 young people to date with three in four of those attending programmes moving into work, training or education.



LOOKING AHEAD

This year ECCH welcomed new chief executive Ian Hutchison. A former BT Transformation Director, PwC Consulting Director and senior army officer, Ian joined us on the retirement of Jonathan Williams who had led the organisation since 2014.

Providing great care, with positive patient outcomes

As soon as I joined ECCH I became very aware of how proud my colleagues are to work for this staff-owned organisation, and how committed they are to providing the highest quality of care to our communities. They want to be recognised as leaders in their field and I want to develop that ambition, empowering teams to use their knowledge and skills to innovate. If we do this well, we can improve our services and the health outcomes of local people, and build an organisation for the future.

Having implemented a forward-thinking model in 2019, through Primary Care Home teams, we plan to build on its success, increasing our integration with the acute hospitals, social care partners and local primary care practices to deliver better connected services. In line with the aims of the new Integrated Care System, this means people will receive more joined up care, and find it easier to access that care.

We plan to grow our business by diversifying some of our core services and partnering with other healthcare organisations and third sector organisations. We want to co-produce the services we deliver with partners and communities to ensure they are tailored to the

patients who need them. This will help us to improve health outcomes and enable us to re-invest more in our communities.

With an ageing population nationally, we also want to shift our focus towards preventing conditions rather than treating them. We have already invested in our GP Fellowship to investigate measures to tackle diabetes. We will continue with initiatives like this to support our communities to lead healthier lives, be more involved in decisions about their care and build the confidence to self-manage elements of this care.

The pandemic has required us to think differently about how we use digital technology. We have introduced remote video consultations, improved the way we triage patients and developed ways to better communicate with primary care colleagues. This has been a good start, but we plan to do much more – using technology to improve our effectiveness and efficiency, and to provide care for more people in a way that is more convenient for them.

I have spent a great deal of time since joining ECCH with our various teams, meeting staff and hearing their experiences of the last 18 months. It has underlined for me what a privilege it is to be asked to lead such a caring and committed organisation, made up of outstanding individuals who put others before themselves every day. Working with staff to develop our strategy for the coming years, I can honestly say that we are ALL excited about

the opportunities we have ahead of us as we strive to make a real difference to local people's lives and build healthier communities.



Ian Hutchison, Chief Executive



FINANCIAL STATEMENTS

ECCH Group

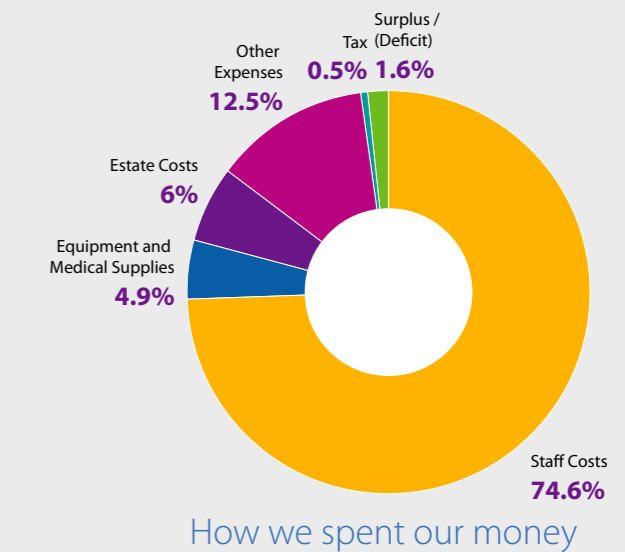
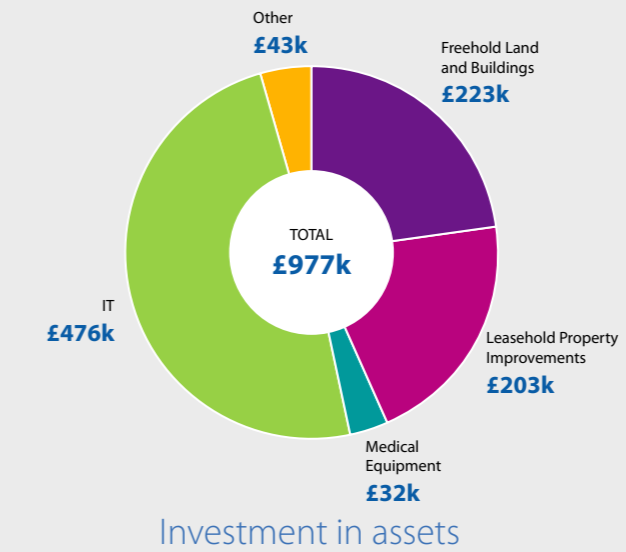
(including ECCH company, Big Sky Nursery and East Point Business Services)

Turnover:

£37,038,879

Profit before tax:

£775,134



ECCH Company

Turnover:

£36,762,596

Profit before tax:

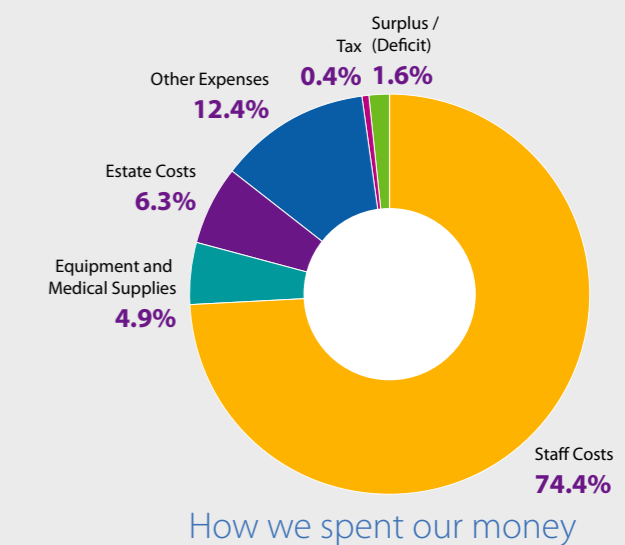
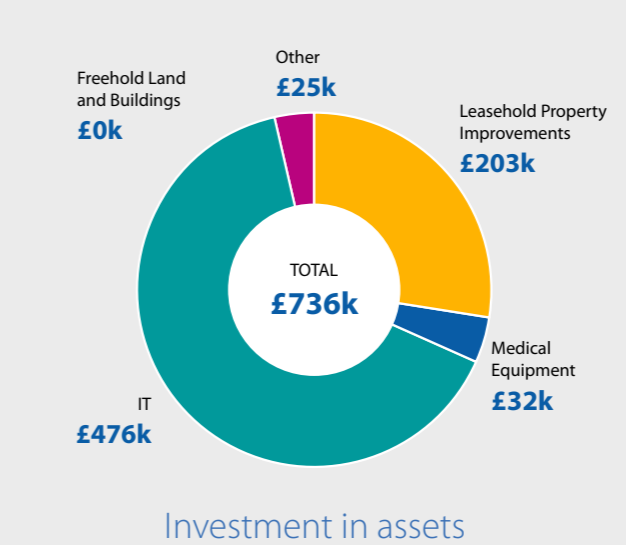
£740,129

Number of staff:

792

Shareholding:

82%





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