



ANNUAL REPORT

2023/2024



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About Us

East Coast Community Healthcare CIC (ECCH) is a social enterprise which has been providing NHS community services, including district nursing, rehabilitation therapies and specialist palliative care, across Norfolk and Suffolk since 2011.

Our vision is to **build healthier communities**, working with health and social care partners and our service users to continuously evolve and enhance the care we provide.

The key to this ambition is our **650** staff, not just because of the great work they do for our patients but because ECCH is a staff-owned company which means they have a tangible say in how the organization is run.

78% of staff have chosen to hold a share which means they are represented at Board by two elected Staff Directors with full voting rights. The Staff Directors also chair our Shareholder Council which is made up of representatives from across our services and consulted on key decisions. ECCH shareholders do not receive dividends because we reinvest any surplus resources in our services and in benefitting our local communities.

This Annual Report looks at some of our key achievements between **October 1st 2023 and September 30th 2024**.

Inspected and rated

Good



Welcome from our Chair



It is a real privilege to introduce this Annual Report for East Coast Community Healthcare (ECCH), a reflection on a year where our organisation has once again shown the power of community spirit, innovation, and determination.

In 2023/24, ECCH has truly come into its own. Against the backdrop of financial pressures across the health system, we have continued to do what we do best: deliver excellent, compassionate care while constantly evolving to meet the needs of the people we serve. From the transformation of services like MSK, to the digital investments improving access to cardiac rehabilitation and diabetes support, the difference our teams are making every day is tangible.

Our progress reflects more than good strategy; it reflects the values and belief of our people. As a staff-owned organisation, our success is built on the motivation and dedication of our workforce. Their resilience continues to inspire me, particularly as they embrace new technologies, new partnerships, and new ways of delivering care that keeps people healthier, more independent, and supported at home.

While financial stability is important — and I'm pleased we have again generated a

modest surplus — our real currency is trust, community, and service. Every pound we make is reinvested directly into better outcomes for patients and supporting the causes that matter most locally.

As we look beyond our Destination 2025 strategy, I am excited by the platform we have built. We are not just delivering care; we are helping shape a system where innovation, collaboration, and equity are at the heart of everything. I am proud of how far we have come and even more excited about what we can achieve next.

Thank you to all our staff, our partners, and the communities we serve. Your commitment and belief are what make ECCH truly special.

A handwritten signature in black ink, appearing to read 'Andy Wood'.

Andy Wood
ECCH Chair

“

Cannot express my thanks enough to such kind and wonderful people.”

Patient Feedback, PCH Services

ECCH's Board



Andy Wood
Chair



Ian Hutchison
Chief Executive



John Niland
Non-Executive Director



Julie Thallon
Non-Executive Director



Lindsey Hoy
Non-Executive Director



Tracy Cannell
Non-Executive
Director



Roxy King
Staff Director
(to October 2024)



Tanya Ayers
Staff Director
(to April 2025)



Ben Parish
Staff Director
(from October 2024)



Peter Bailey
Staff Director
(from May 2025 - appointed after
Annual Report was approved)



Adele Madin
Executive Director
of Operations



Simon Bragg
Executive Director of
Finance & Resources



Louise Notley
Executive Director
of Quality
(left April 2024)



Geraldine Rodgers
Executive Director of
Quality & People
(from October 2024)



Steve Berry
Executive Commercial
Director



Deborah French
Director of Human
Resources (non-voting
member)
(to August 2024)



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

Focus on Government's 'three shifts'.



This year saw ECCH very much aligned to the Government's call for the NHS to focus its efforts on 'three shifts' – even before they were officially announced in the NHS Ten Year Plan. We have worked with system partners to remove pressure on our hospitals by bringing more care into the community, embraced digital transformation, and examined how we can better support our communities to prevent ill health whilst providing the highest standards of care.

As you read this document, I hope the work we are doing in these key areas stands out, not least through our partnership with the James Paget University Hospital to transform Carlton Court Hospital in Lowestoft into an intermediate care facility and to develop our Virtual Ward which sees patients cared for at home by our Primary Care Home (PCH) teams.

We have continued our strategy of building healthier communities by developing our PCH teams and working with our networks of GP practices, system partners and the voluntary sector to provide ever more integrated care. Integration has never been more evident than in the transformation of Musculoskeletal (MSK) Services across Norfolk and Waveney, achieved with our partners Norfolk Community Health and Care. This has resulted in one unified service that provides the same treatment pathway wherever a patient lives in the area.

We have invested heavily in new technology with the aim of making our services more accessible to patients, giving them greater access to information about their conditions and empowering them to self-manage, where appropriate.

We are also focusing more than ever on educating our communities to prevent conditions arising. We have seen particular success this year with some of the events we have organised with partners and local charities to raise awareness of diabetes and encourage active lifestyles.

While we feel the effects of financial constraints on the NHS as deeply as any other health organisation, I see this as a time of opportunity when ECCH can demonstrate its strengths by being innovative, flexible and having a solutions-focused attitude to change. I would like to thank all our staff for their drive and commitment to quality care which makes me so proud to work alongside them.

A handwritten signature in black ink, appearing to read 'Ian Hutchison'.

Ian Hutchison
Chief Executive



Our Strategy



Our Strategy



Improve

health outcomes by leading the development of **community-based care**



Build

an organisation for the **future**



Grow, diversify & partner

to **increase the value** we reinvest into our communities

Our Values



Projects completed since 2021 as part of Destination 2025

2021



Digital ECCH



Shared Care Record

ICS programme rolled out to make patient information available across care settings



QUEST Quality Assurance System

Introduced software programme to manage and improve incident reporting



Digitisation of Record Keeping

at Beccles Hospital makes ward paper-free



Appointment Management

Via app (Airmid)



myHeart App

introduced to support recovery and self-management of conditions



Norfolk & Waveney Community MSK Service Launched

Unified service in partnership with NCH&C



Purchase and Grow

a domiciliary care service (Cavell Healthcare)



Online Appointment Booking

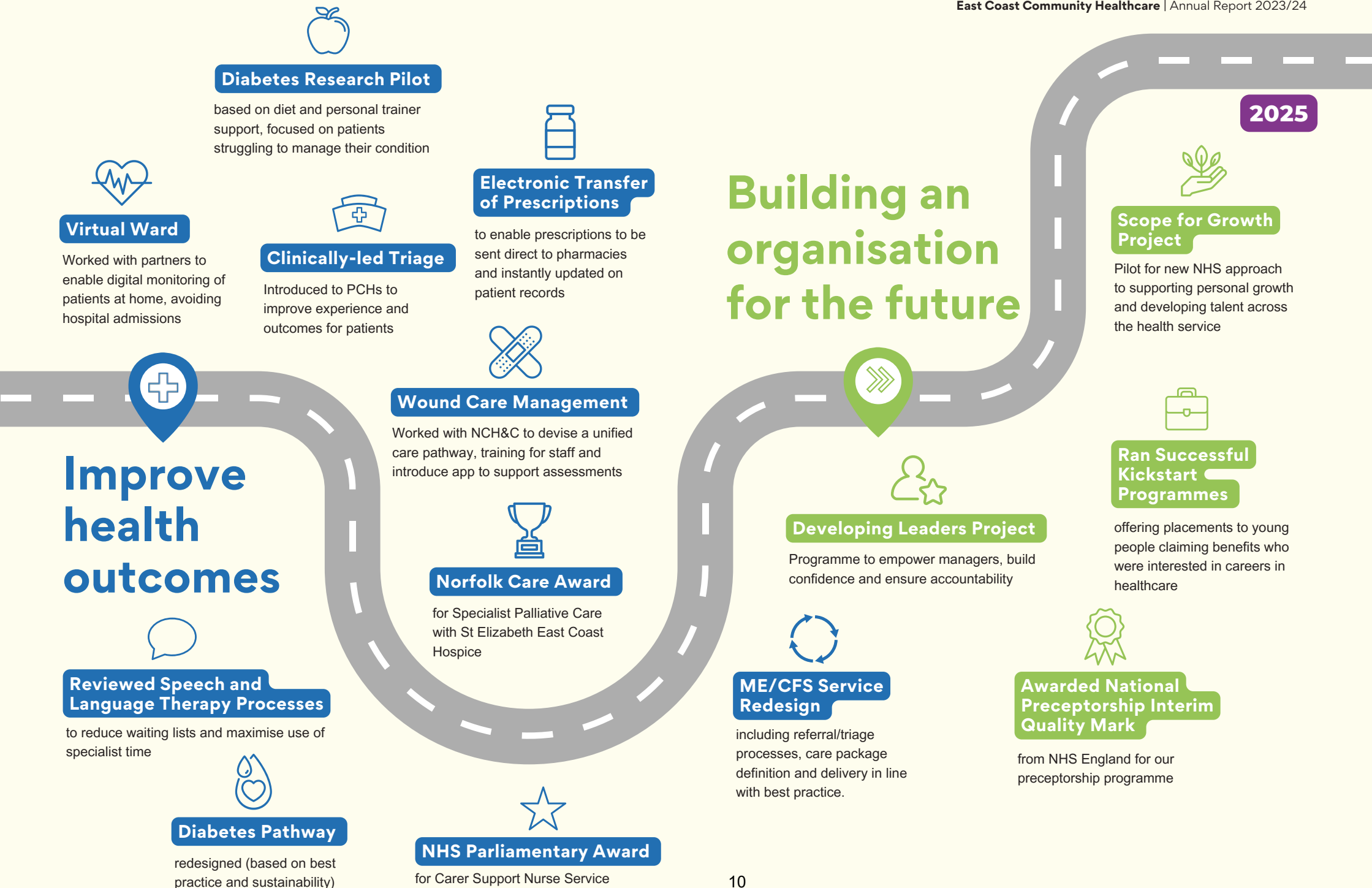
Initially for MSK but being rolled out to other services

Grow, diversify & partner



Carlton Court Transformation

Into a community reablement unit in partnership with JPUH



Taking more care into the community

We continually look for ways in which we can evolve and extend our community services, which are built around our four multi-disciplinary Primary Care Home (PCH) teams. These offer personalised care in patients' own homes, preventing avoidable admissions to hospital.

The teams support four groups of GP practices covering Lowestoft, Great Yarmouth and the northern villages, Gorleston and South Waveney. Each PCH is made up of nurses and therapists from a wide range of disciplines, working alongside our partners from social care.

In the year covered by this report we have worked to help reduce pressure on our acute hospitals and support people to recover in the comfort of their own homes by introducing and developing a number of initiatives.

“

Always greeted with a smile. Physio made a plan and talked me through it. Before my next visit I was much improved. At the last visit I had no pain.”

Patient Feedback, MSK Physiotherapy



Growing our Virtual Ward

ECCH has continued to develop its Community Virtual Ward which allows patients in Great Yarmouth and Waveney to receive hospital monitoring and treatment at home instead of in hospital.

Across the whole of Norfolk and Waveney the service celebrated the admission of more than **500** patients in its first six months saving around **2,000** bed days in local acute hospitals.

The Virtual Ward sees patients trained how to use a device which sends continuous or intermittent observations, including their breathing, heart rate, and skin temperature, directly to the Community Virtual Ward team. It is suitable for patients with conditions including respiratory disease, frailty, and heart failure.

If there is a sign of health deterioration, such as blood pressure rising, the Community Virtual Ward team will get an alert immediately. Staff will call the patient over the phone or by video call to talk through any health changes and to decide on the most appropriate next steps.

Many hospital services can be provided safely at home, and research shows recovery is faster in familiar and comfortable surroundings where patients can maintain their independence.

The service runs from 8am to 8pm, seven days a week and will work alongside established nursing and therapy teams including the intravenous (IV) therapy team providing IV treatments at home. Patients are typically under the Community Virtual Ward's care for up to 14 days, depending on their treatment plans and recovery.

It is part of a Norfolk and Waveney system-wide initiative involving the East of England Ambulance Service NHS Trust, the three local acute hospitals and Norfolk Community Health and Care.



“

They put you at ease, very friendly, good advice, very happy how they carry out their work and make you feel very comfortable.”

Patient Feedback, PCH Services

Partnership keeps patients out of hospital

ECCH is proud to be part of another NHS initiative in Norfolk and Waveney where patients receive urgent care in their own home and avoid going to hospital unnecessarily.

The Unscheduled Care Co-ordination Hub (UCCH) involves clinicians from different health and care providers working together to ensure patients receive the best care in the right place.

It sees ECCH working together with Integrated Care 24 (IC24), the East of England Ambulance Service Trust, Norfolk County Council and Norfolk Community Health and Care NHS Trust from IC24's call centre at Broadland Business Park on the outskirts of Norwich.

It means 999 and 111 calls that don't require an ambulance can be picked up by our teams who can attend patients at home with appropriate support where it is clinically safe to do so and. In so doing, we can help to reduce pressure on emergency departments and the ambulance service.

In its first year (to December 2024) the UCCH helped **10,000** patients and diverted more than **7,500** calls from the ambulance service, avoiding unnecessary ambulance dispatches while improving patient outcomes and system efficiency.

Exceeding Urgent Community Response targets

ECCH is required to respond to urgent cases in either 2, 4 or 24 hours dependent on their criteria.

During the year covered by this report (30th September 2023 to 1st October 2024) we exceeded all our Urgent Community Response Requirements, achieving a combined result of 79% against a contractual national target of 70%.

We achieved **90%** of 4 hour responses, **79%** of 2 hour responses and **85%** of 24 hour responses.

Referral Urgency	Referral Count	Met Urgency Target	%
2 Hours	5435	4308	79.26%
4 Hours	570	513	90%
24 Hours	166	195	85.1%

Carlton Court transformation

ECCH has been working in partnership to transform part of Carlton Court Hospital in Lowestoft into a community based intermediate care facility.

This means patients leaving James Paget University Hospital who are not yet well enough to live independently can receive individualised care and increased therapy support at Carlton Court, with a focus on enabling them to return home.

It sees JPUH and ECCH working with Norfolk and Suffolk County Councils and Norfolk and Suffolk NHS Foundation Trust to provide a multi-disciplinary service working with the East Transfer of Care Team, and also collaborating with Rosedale Medical Practice to provide GP oversight and medical support.

Approximately **80%** of patients have returned home following their rehabilitation since the changes were introduced in the autumn.



Partnership shortlisted for Award



ECCH's partnership with St Elizabeth East Coast Hospice was shortlisted in the **Palliative Care category at the Great British Care Awards, for the East of England, which recognise success across the care sector.**

Since April 2019, this partnership has provided free specialist palliative care to the communities of Great Yarmouth and Waveney with six in-patient beds on Minsmere Ward at Beccles Hospital and specialists nurses working with our Primary Care Home teams visiting patients in their own homes.

During this time, more than **6,000** patients living with progressive or life-limiting illness have received free support from the partnership, at a time when care matters most.

ECCH's Executive Director of Operations, Adele Madin, said: "Our partnership with St Elizabeth East Coast Hospice has allowed us to extend crucial support to so many in need across our communities. We look forward to continuing to innovate and provide the best possible care for patients and their loved ones."

Digital Transformation

ECCH's vision is to transform its community healthcare by ensuring patients have access to effective digital tools to support their rehabilitation. This includes introducing technology that improves patients' access to our services and supports their care while reducing strain on NHS resources.

“

Kind and caring with lots of knowledge. Explained anything we didn't understand. Well done to the whole team.”

Patient Feedback, Cardiac Rehabilitation



Digitisation at heart of unified MSK service



In April 2024 ECCH and Norfolk Community Health & Care NHS Trust (NCH&C) launched a unified MSK service offering patients access to the same care pathway wherever they live in Norfolk and Waveney for the first time.

Digitisation is key to the transformation with patients now able to refer themselves into the service online, without the need to see a GP, and book, amend or cancel appointments via an app called Airmid whenever is convenient to them.

The new Norfolk and Waveney Community MSK Services include a Single Point of Access (SPoA) for patient referrals. Previously, patients experiencing MSK issues would see different providers, depending on where they live in Norfolk and Waveney. This created differences in how patients accessed services like physiotherapy, but also the types of care they were able to receive. The new SPoA provides a single 'front door' to MSK services in the region, with patients triaged to the most appropriate team depending on their location and clinical needs.

The free rehabilitation app, developed through an exciting partnership between ECCH and digital health specialists, Living With offers patients hundreds of exercise videos, expert guidance and the ability to track their symptoms and progress. It also allows clinicians to send personalised exercise plans and monitor patient outcomes, supporting them to manage their recovery at home between appointments.

Since online booking was introduced, the non-attendance rate for appointments has reduced from **13% to 9%**. Patients are now triaged within 24-48 hours and are issued with self-help information to help them start their rehab journey within hours of their referral, rather than waiting weeks with nothing before their first appointment.

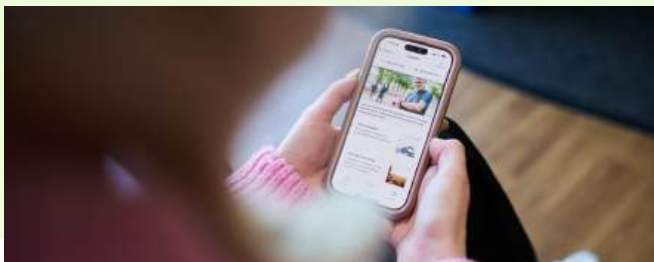


Digital support for heart patients

A new app is to be made available to patients of our Heart Failure and Cardiac Rehabilitation Services.

The myHeart app will offer digital self-management tools to support their recovery from surgery and/or ongoing treatment for their condition.

The Cardiac Rehab and Heart Failure teams will have access to patient-supplied data from the app via a dashboard in order that they can monitor progress and identify any issues in a timely way. They will be able to directly message individuals or groups of patients with guidance, and patients will have life-long access to the app, even if they are discharged from our services.



Electronic prescribing

In the past year we have been working with local pharmacies and primary care practices to implement the electronic transfer of prescriptions between organisations.

This means ECCH prescribers can now digitally send prescriptions to a patient's preferred pharmacy and have the details instantly updated on their Electronic Patient Record which is visible to both our clinicians and the patient's GP.

It brings a raft of benefits including enhanced patient safety, improved efficiency and more timely changes to existing treatment.

Online appointment booking for Diabetes Service

Following the successful launch of online appointment booking for MSK Physiotherapy patients, we have looked to expand its use to make booking more convenient and accessible for patients.

Users of our Community Diabetes service are now able to book and cancel appointments through an SMS text link. This also allows us to reach huge numbers of patients at the same time to send information such as directing patients to new guidelines, asking for additional information from them, rearranging clinics or inviting patients to engagement sessions.

The system also enables us to seek patient feedback by texting links to ECCH's website feedback form. We will continue exploring opportunities to expand the use of online booking to other community services.



Tackling the causes of ill health

“

Wonderful tips on
how to manage my
condition. I felt
listened to and
understood.”

Patient Feedback, ME/CFS



Addressing Health Inequalities

ECCH is committed to tackling inequalities which can stop certain groups in our communities from accessing the health services they need. In December 2024, ECCH signed up to Norfolk and Waveney Integrated Care System's Health Inequalities Commitments. We then carried out an organisational self-assessment to better understand who accesses our services, who doesn't, and why.

According to the national Index of Multiple Deprivation, around **32%** of the Great Yarmouth and Waveney population is living in an area which is among the **20%** most deprived in the UK. We also have a greater percentage of residents aged 70+ and a higher percentage of smoking, obesity, diabetes, heart failure and mental illness. Health inequalities have a significant impact on health outcomes and life expectancy which makes it extremely important that we identify any barriers in communication or access to our services and make improvements.

Our Health Inequalities Strategy sets out how we will collaborate with partners in the voluntary sector to engage with hard-to-reach communities to gather their views and ascertain what stops people accessing our services, whether that be times of day, convenience of location or not understanding what is available. We have recently appointed a Patient Experience Officer to support this work.

We will use the results to influence future development of services and ensure our staff at all levels have the skills to offer support using tools such as health coaching and behaviour change or to signpost to others in the system better placed to help. We are

creating an ECCH Health Inequalities Champions' Network for developing ideas and initiatives to find innovative ways that services can make a difference.

We are currently undertaking a review of our single point of access call centre - East Coast Community Access – to assess its accessibility to non-English speaking groups. We are also reviewing the impact of the introduction of the AIRMID referral app into our MSK services to understand who is using it and be able to improve its availability to everyone.



Free Awareness Events

Every year we hold free events aimed at supporting people with various conditions and encouraging people to avoid those that are preventable.

We marked World Diabetes Day 2024 with an event in Great Yarmouth, the town with the highest number of people with pre-diabetes in Norfolk and Waveney. Our Podiatry, Neurology and Dietetics teams were joined by partners from health and wellbeing organisations to support those living with diabetes, their families and carers, and to offer advice to others on lifestyle changes that can help to avoid the condition.

A 'Heads Up' session in January 2024 in Lowestoft saw around **100** members of the public engaging with our Memory Impairment, Neurology and Speech and Language Therapy Services to gain advice about head injury, stroke, Alzheimer's and similar conditions.

Voluntary and charitable organisations such as Headway, Stroke Association, and Alzheimer's Society also took part in the event which ECCH organised in partnership with Everyone Active.

We also held a Healthy Joints and Active Lives event in Great Yarmouth in June with our physiotherapists promoting the importance of good musculoskeletal health.



Minsmere cuts caffeine and falls

Patients on Minsmere Ward are being offered only decaffeinated tea and coffee to try to reduce their risk of falls and improve overall wellbeing.

Since introducing the switch in December 2023, there has been a **20%** reduction in falls among the rehabilitation cohort of inpatients, from 12 to 10.

The decision was taken following research studies in care homes in East Anglia which suggested that cutting out caffeine could result in a reduction in toileting-related falls of up to 35%. A natural stimulant, caffeine exacerbates bladder sensitivity, leading to more frequent bathroom trips which increases the risk of falls.

It's also thought the change could lead to improved sleep, reduced indigestion and help prevent headaches and dehydration.

Research activity

ECCH is a research active organisation and seeks opportunities to support and deliver research activity which will benefit our patients, employees and local population.

A suite of training has been devised for clinicians, and 'champions' from across the organisation meet bimonthly and encourage research participation among their services.

Over the period of this report ECCH has been actively involved in **10** community-based studies including:

- A study exploring the inequality of provision & access to **palliative care** in coastal regions
- **CHELsea 2** – a trial of clinically assisted hydration in patients in the last days of life involving our Specialist Palliative Care team and staff on Minsmere Ward
- **TRICEPS** - a research project to find out whether stimulation of a nerve supplying the brain (the vagus nerve), when combined with rehabilitation therapy, improves arm function after a stroke. This is being led by ECCH's Neurology Team.

Our clinicians manned a stand about our research work at the inaugural Norfolk and Waveney ICS Allied Health Professional Conference in October which had a research, innovation, and quality improvement focus.

ECCH in numbers



648

staff work for us on a permanent full or part-time basis.



97%

of patients said they would **recommend** our services.

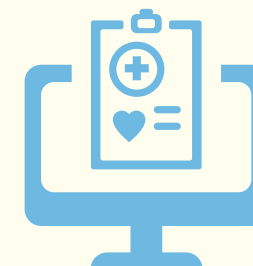


46%

of staff have worked for ECCH for more than **5 years** - we like to think this indicates job satisfaction.

204,761

calls were processed by our administration, ECCA and equipment teams – that's nearly **36,000** more than last year!



122,758

referrals were made into our services.



We had

412,041

face-to-face meetings with

30,884

patients & service users.



our PCH teams completed

250,748

patient visits.



64

volunteers gave us more than

2350

hours of their time.



415 admissions were made to **Minsmere Ward**.

Beccles Hospital marks its centenary

Beccles War Memorial Hospital, which is run by ECCH, celebrated 100 years of providing care and support to the local community in 2024.

On the exact anniversary of the opening ceremony - Saturday 24th February – a commemoration event was held in the hospital reception. The great grandchildren of Alexander Elliott who donated the land for the building, attended along with Beccles mayor, Cllr Christine Wheeler, and members of the hospital's League of Friends.

Further celebrations took place in the summer with an anniversary fete in the hospital grounds where ECCH staff and volunteers were on hand to offer free health checks and talk about our services.

When the hospital opened in 1924, it had 24 beds and its own operating theatre. It originally cost **£12,000** to build, **£7,000** of which was donated by the town's residents.

In 2017 **£1.65 million** was spent transforming it into an intermediate care unit with in-patient facilities for those requiring medical care but not needing acute support in a general hospital.

As well as intermediate care, ECCH provides a specialist palliative care service on Minsmere Ward in partnership with St Elizabeth Hospice. A digital patient monitoring system is linked directly to patients' GPs so all clinicians have access to 'real time' patient

records, ensuring that the ward is at the forefront of modern medical care. We also now have therapy staff working alongside nurses to offer physiotherapy and occupational therapy to patients on the ward, the majority of whom have been transferred from the James Paget hospital because they no longer require acute care but are not well enough to be cared for at home.

A trial period has shown that there is now a much lower average length of stay on Minsmere Ward than in intermediate care bed provision elsewhere in Norfolk and Waveney that does not have the additional therapy on offer.



Jess Asato MP visits ECCH

We had a visit from Labour MP Jess Asato in August who was keen to learn about ECCH, having been newly elected to represent Lowestoft in the May general election.

She visited Lowestoft Primary Care Home team and was briefed about our close working relationship with local GP practices and the James Paget University Hospital, we well as the expansion of our Urgent Community Response capability and Virtual Ward.

She also met the Cavell Healthcare staff based at Hamilton House before travelling to Kirkley Mill to hear about the new Norfolk and Waveney Community Musculoskeletal Service and meet some of ECCH's Neurology, Physiotherapy and Wheelchair Services team members.

Infection Prevention Conference for Care Homes

The IPC Team held its first Care Conference in Great Yarmouth in June. More than 70 delegates from care and nursing homes across Norfolk & Waveney attended the event at the Kingsgate Centre.

Speakers gave advice on sepsis, dementia care, tissue viability, hydration, nutrition, dental care and medicines management. ECCH's digital transformation team were also represented to speak to guests about the work we have been doing to offer patients online enhancements to their care.

Evaluation feedback following the event was extremely positive with many requests for another conference next year and suggestions for additional subject matter.



LAC Team report



The Looked After Children (LAC) team have signed up to the Flourish initiative which involves agencies who work with children, young people and families across Norfolk coming together with the shared ambition that Norfolk is a county where every child and young person can flourish.

The overall aim is to ensure that all children and young people have easy access to appropriate and effective support at the earliest opportunity and that their needs can be identified and understood early and the right help put in place before problems escalate,

The LAC team has pledged to involve looked-after children and young people in decision-making in their care, by gathering, understanding and championing their voices to ensure our service meets their needs.

The team also attended Suffolk Children in Care's 'Care Fair' event, which was a huge success, with stalls and activities for children to get involved in.



Estates and Facilities

The biggest project for the Estates team has been the relocation of many staff to consolidate teams and rationalise the number of ECCH bases.

Yare House on the Harfreys Industrial Estate in Great Yarmouth was identified as a suitable site following the repurposing of Northgate Hospital and an extensive refurbishment and improvement programme was carried out. A new open plan office was created on the first floor along with a training room, two meeting rooms, a kitchen area and equipment stock rooms.

Yare House is now the base for many of our clinical and administrative staff including Gorleston Primary Care Home team, Tissue Viability, TB, Heart Failure, Cardiac Rehab, Frailty and Stroke ESD. It also provides a base for two administrative support teams from Northgate and Shrublands, as well as the TB team and staff from St Elizabeth Hospice.

The Great Yarmouth and Northern Villages PCH team, who were also based at Northgate Hospital, were successfully relocated to Martham Health Centre following some reconfiguration of space already used by ECCH.

Cleaning audits have been carried out across our sites in line with the national cleaning standards for healthcare settings.



Compliments, Complaints & Concerns

During the period covered by this report 97% of ECCH patients said they would recommend our services in response to the NHS Friends and Family Test survey.

During that time our clinicians and staff had approximately **437,898** contacts with service users. Our Patient Liaison team received a total of **421** compliments which is a significant increase on the **272** received during the previous reporting period, and **26** formal complaints.

The Patient Liaison team helps patients to understand who provides which service and gives them the appropriate information to make contact effectively, as well as answering queries and concerns.

We welcome feedback and use it to continually improve and refine our services. The simplest way to leave feedback is via our [website](#).

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.

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 2024](#) on our website.

Emergency Preparedness, Resilience and Response

ECCH is 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 health care support in the event of an emergency or incident affecting our community.

During the period of this report, ECCH maintained its position of substantial compliance against the national NHS England Emergency Preparedness Resilience and Response Core Standards and continues work on developing and implementing local and national emergency planning guidance.

Emergency training exercises have been undertaken, at which ECCH has worked closely with its system partners to test business continuity management systems and plans in order to ensure the safety of our patients and employees should a real incident occur.

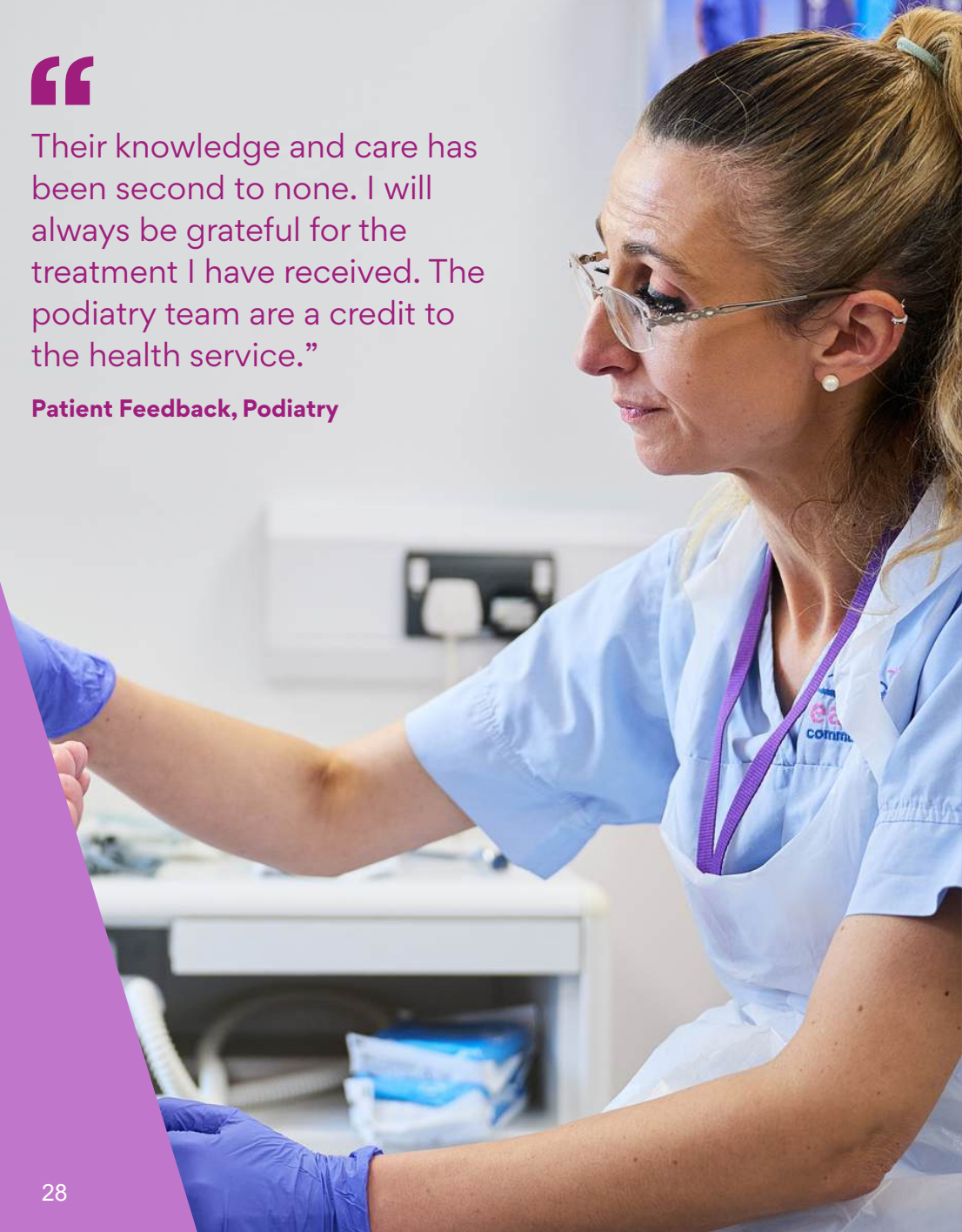


Growing our business

“

Their knowledge and care has been second to none. I will always be grateful for the treatment I have received. The podiatry team are a credit to the health service.”

Patient Feedback, Podiatry



Cavell Healthcare

ECCH bought the domiciliary care provider Cavell Healthcare in 2022, recognising synergies between the two businesses and opportunities to offer new ways to improve patient care.

In 2024 Cavell Healthcare was awarded PCN Framework contracts with Norfolk County Council and nominated for 5 awards within the social care sector.

It is now offering a new service - Cavell Choice - a bespoke care package which focuses on personalised reablement care to help people regain strength, confidence and independence at home. It includes the use of cutting-edge digital technology to improve client outcomes.



East Point Business Services

In 2024 our subsidiary company East Point Business Services (EPBS) marked 10 years of operating.

EPBS provides property services and facilities management to public and private sector clients in Norfolk and Suffolk including local government, education, healthcare and commercial. It is also responsible for day to day refurbishment and maintenance work of ECCH sites including Beccles Hospital.

Over the period of this report EPBS has undertaken a wide-ranging programme of work such as:

- Refit of Yare House office space
- Alteration works and fit out for new offices, physio clinic rooms and gym at Cromer base for Cavell Healthcare and ECCH
- Office refit for Cavell Healthcare at Wensum House in Norwich
- Replacing the hot water gas boiler in Beccles Hospital basement plant room
- Installation of new sewage pumps at Beccles Hospital
- Installation of door entry systems at various ECCH sites
- Upgrading of the fire alarm system at Beccles Hospital
- Building a new suspended ceiling in the reception waiting area at Beccles Hospital



Building an organisation for the future

Our staff are our most valuable asset and ECCH would not be the success that it is without their dedication and enthusiasm.

We believe in developing our staff to reach their personal goals and empowering them to take decisions and make improvements that benefit our organisation and our community.

We also take staff wellbeing very seriously and continually work to improve our various staff support programmes. In response to the NHS Staff Survey 2024, the number of staff who would recommend ECCH as a good place to work has increased slightly from **69.7%** to **70.1%**, while the national average for similar organisations has dropped from **65%** to **61.4%**.

“

I can't fault the excellent care and attention I have received. I have been looked after by wonderful, friendly, kind-hearted and caring staff. Nothing was too much trouble.”

Patient Feedback, Minsmere Ward

Developing our staff

The Practice Education team has continued to support the development and career progression of all clinical employees through the provision of internal training, access to continuing professional development, and apprenticeships.

Our Health Ambassadors attended a number of career events at local schools, colleges and universities to provide support with career conversations and represent ECCH as a potential future employer.

During the period covered by this report, **7** employees have completed their apprenticeship programmes and we currently have **18** employees following clinical and non-clinical apprenticeship programmes. We have supported a further 25 apprentices on clinical placements from local practice partners.

We supported **6** T-Level students with their industry placements, which accounts for **20%** of their Health T-Level qualification. In addition to this, we also facilitated placements for **20** work experience students, including 10 Year 10 students.

We have provided clinical placements for **58** students following Nursing, Occupational Therapy, Physiotherapy and Speech and Language courses at the University of East Anglia and University of Suffolk. At least five newly qualified nurses who have been on placement within ECCH have been recruited into our clinical services.



“

So refreshing to speak to someone who had taken the trouble to research my condition and my medical record to see my journey. I felt I was speaking to someone who was really interested in helping me. Thank you.”

Patient Feedback, Speech and Language Therapy

Proud to be Employee-Owned

ECCH is a staff owned business with 78% of staff holding a share in the company. Research by the Employee Ownership Association has shown that staff-owned businesses benefit from improved employee health and wellbeing, as well as greater creativity and innovation.

ECCH shareholders are represented by our Shareholder Council which is a formal sub-committee of the Board and is led by two Staff Directors who are elected by shareholders and sit on the Board with full voting rights.

The Shareholder Council is consulted on opportunities and challenges which affect the organisation and impact employees. Its core members are assigned to teams across the organisation to allow open channels of communication and give shareholders an opportunity to feed into meetings.

In the period covered by this report the Shareholder Council supported a number of projects including:

- Senior management recruitment including for the role of Director of Quality & People.
- Championing examples of excellent staff working through ECCH's "Star of the Month" recognition scheme.
- The roll-out of the NHS Staff Survey and People Pulse.
- Shortlisting nominations for Staff Awards.
- Choosing the recipients of our Star of the Month recognition scheme.

In addition, the Shareholder Council is responsible for choosing local charities and good causes to benefit from the East Coast Support Fund.

In June 2024 staff across ECCH celebrated being employee-owned during the annual EO Day which is co-ordinated by the Employee Ownership Association. Staff Directors, Roxy King and Tanya Ayers, along with members of the Shareholder Council spent the day visiting sites and speaking with staff about the benefits of being a staff-owned organisation.



Our amazing volunteers

The ECCH Volunteer Service is now in its fifth year and makes a huge difference to the staff and patients they support.

In the year to October 2024, **64** volunteers gave us **2,350** hours of their time, recruited and trained with the support of our partners Voluntary Norfolk. Here is a taste of some of the activities they undertake to support our teams:

- Assisting at **leg ulcer clinics** at 5 ECCH sites
- Completed **235** Friends and Family Tests with patients over the phone to collect their feedback on ECCH services, and **41** Virtual Ward evaluation surveys
- Providing **company and conversation** to patients on Minsmere ward at Beccles Intermediate Care Centre
- Making **weekly calls** to patients for a chat to help them with their speech recovery
- Giving **feedback** on the design and content of new ECCH leaflets
- Joining Beccles Hospital in-patients for an afternoon of **Christmas card crafting**

We are so grateful for the time our volunteers give to enhance the services we provide and in June we were able to celebrate their efforts with a walk around Carlton Marshes to mark Volunteers Week.



**VOLUNTARY
NORFOLK**



Chief Nursing Officer Award for Legacy Mentor

Legacy Mentor Andrew Saunders who works with Healthcare Support Workers at Beccles Hospital was awarded a national Chief Nursing Officer Award for his outstanding commitment to the role.

Andrew works weekly on Minsmere Ward assisting patients whilst having a focus on staff wellbeing. He holds regular discussion groups with the Healthcare Support Worker (HCSW) team, as well as offering 1:1 peer support. Dedicated to improving support for HCSWs at ECCH and beyond, Andrew is actively engaged in developing a support programme for HCSW staff across the region.

The award recognises the vital contribution of healthcare support workers who consistently demonstrate the values of the NHS in supporting their fellow colleagues to deliver the highest possible patient care.

Andrew was presented with the award by Catherine Morgan, Chief Nurse for the East of England Region.



Reciprocal Mentoring programme

In 2024 ECCH introduced a mentoring programme to support the further development and commitment of ECCH as a diverse and inclusive organisation.

The aim was to provide opportunities to staff members who have a protected characteristic to mentor senior managers, including our Leadership and Board members, and help build awareness of others' experiences, challenges and perspectives.

Under the Equality Act 2010 the nine protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Full training was provided for both mentors and mentees who were paired to work together as 'equal partners in progress'. By mentoring our senior team, it is hoped that there can be a positive influence on ECCH's culture so that everyone feels included, listened to and valued for who they are and what they bring to work.

Recognising staff excellence

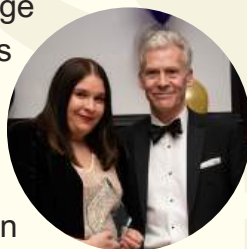
The **Dietetics team** were named Clinical Team of the Year at our annual Staff Awards event in recognition of the quality of care they provide to patients in Norfolk and Waveney.



The team ensures patients receive the right nutrition and hydration to improve and maintain their wellbeing. This includes people with learning disabilities or diabetes, those who have problems swallowing, have had a stroke or need a feeding tube.

The award was one of sixteen presented to colleagues, as well as to staff from our subsidiary companies and partners within the local NHS system.

On presenting the award, Chief Executive Ian Hutchison said: "Dietetics is a small team with a huge caseload, but their forward-thinking attitude ensures they provide the highest quality care and is indicative of ECCH's ethos for innovation and flexibility. Through these awards, I am proud to be able to recognise those colleagues who have shown particular drive, initiative and leadership, but it's also an opportunity to thank all our staff for the fantastic work they do every day to serve our local communities."



The Non-Clinical Team of the Year award went to **ECCH's Operational Administration teams** and its 'single point of access' for patient calls East Coast Community Access for providing exceptional support during the launch of a new MSK Service.



The award for Delivering Exceptional Care was given to **Tracey Palmer**, Healthcare Assistant with the Continence Team, for demonstrating clinical excellence and making patients feel at ease when discussing sensitive issues.

The winner of the Patient Choice Award was MSK Physiotherapist **Suzanne Blowers**. This award was based on the amount of compliments and positive feedback from service users for an individual clinician.

The Innovation Award was won by Musculoskeletal (MSK) Physiotherapist **Kieran Morling** who was integral to the creation of a new website for the MSK service and the use of a new app which has enabled patients to self-refer and book or change appointments themselves.

Ellen McRoberts won the Emerging Talent award. She joined ECCH six years ago as a newly qualified nurse and her ability and drive has helped her progress to the role of Community Matron.

MSK Operational Lead **Emma Beard** was awarded the title of Inspirational Leader in recognition of the way she has led ECCH's MSK team through a significant transformation.

Therapy Lead with South Waveney Primary Care Home Team, **Matthew Dagless**, received the Making a Difference Award for championing wellbeing among his colleagues, organising lunchtime walks and press-up challenges to motivate and build resilience within his team.

The Unsung Hero award was presented to Pharmacy Support Worker **Joanna Church** who works tirelessly to ensure patients leaving Minsmere Ward at Beccles Hospital have the necessary medication and information to carry on their treatment independently at home.

The award for ECCH Champion, which recognises staff whose behaviour demonstrates ECCH's values was won by People and HR Business Partner, **Susannah Bridges**, and Community Staff Nurse **Karen Peat**.



The Chair's award was presented to Head of Estates and Facilities, **Sharon Warner**, for the work she has done in the past year to relocate a large number of staff to a new workplace in Great Yarmouth.

As well as awards for ECCH staff, the social enterprise celebrated colleagues from other organisations who have been instrumental in helping ECCH implement collaborative projects and ways of working.



The Integrated Working Award was presented to **Ruth Knox**, Advanced Clinical Practitioner with Norfolk Community Health and Care NHS Trust who works with ECCH to provide a Virtual Ward which enables patients to receive hospital care in the comfort of their own homes.

The Partnership Award was given to Lowestoft Primary Care Network's Clinical Director **Lucie Barker**, and Practice Manager at Bridge Road Surgery **Clive Sillitoe**, for their work to align the clinical systems of Lowestoft's GP practices with those of ECCH in order to provide more responsive care for patients.

Two awards were given to staff at Cavell Healthcare, the domiciliary care provider which ECCH took over two years ago. **Aron Riedmeier** won Care Worker of the Year and **Joanne Williams**, Deputy Care Manager for Waveney, won the Outstanding Contribution Award.

Julie Hand received an Outstanding Contribution award for her work as Office Administrator at East Point Business Services, another subsidiary of ECCH.



Investing in our communities

As a social enterprise, we exist to benefit our communities, rather than to make a profit. For this reason, we reinvest all our surplus resources in adding 'extra value' to patient services, and in supporting local good causes.

“

They managed my problems very professionally and competently. This has greatly improved my condition and made me feel that life is a lot better - can't speak highly enough of the team.”

Patient Feedback, Continence Service



Thinking Green

ECCH's **Green Plan** aims to promote innovation and new ways of working to support our long-term objectives. It outlines our plans to reduce our carbon emissions and address issues such as energy usage, business travel and waste reduction.

Our 2024 Energy Savings Opportunity Scheme (ESOS) evaluation showed that ECCH is working efficiently as a whole but there are potential savings to be made by specific measures such as managing the heating regime differently at our headquarters, Hamilton House, and changing all pool cars to electric vehicles, which we will look to address.

To further demonstrate our commitment to sustainability, we are working towards gaining Carbon Charter accreditation. This is an initiative delivered by the community and environment charity Groundwork East and overseen by the Environment Agency and Suffolk County Council. The Carbon Charter provides guidance and support to businesses throughout Suffolk and Norfolk as they take positive action towards Net Zero.

Hospital Garden refurbishment

A total of £12,000 has been raised for the refurbishment of the garden at Beccles Hospital following an idea by ECCH staff to enhance the space for use by patients, families and staff.

Donations were received from the hospital's League of Friends, Beccles Town Council and local businesses, while ECCH staff held bake sales, a raffle and many sponsored events over a two year period.

The garden is overlooked by Minsmere Ward which provides intermediate care for patients who have been discharged from acute hospitals but are too unwell to return home, as well as six specialist palliative care beds.

The revamp will include removing foliage from borders around the main garden, cultivating the soil and planting shrubs which will be chosen for their sensory impact. New seating will be installed along with movable screens, which will be planted up to ensure privacy for those using the garden.

The idea was originally conceived by ECCH equipment administrator, Ashley Langner, and his former colleague Rachel Browne.



Supporting local causes

ECCH reinvests all its surplus resources into additional services to care for its communities, and into good causes. It has a fund - the East Coast Support Fund - to which staff can apply on behalf of charities and local projects which they feel would benefit from donations. The Shareholder Council then votes to decide which will benefit.

During the period covered by this report ECCH donated to good causes including:



Waveney Jaguars football club

under-12's team who received **£750** to pay for sports kit and training jackets.



The REMAP charity

in Gorleston, which makes adaptive equipment for people with a disability, was given **£500**.



Musical Lifelines

received **£990**. This is a free musical workshop in Bungay for people in later life, especially those with dementia, Parkinson's or who are at risk of social isolation.



The Beccles Hospital Garden

project received **£1,000** in donations raised from the ticket sales for our Staff Awards event.



Financial performance



Financial Performance

ECCH Group

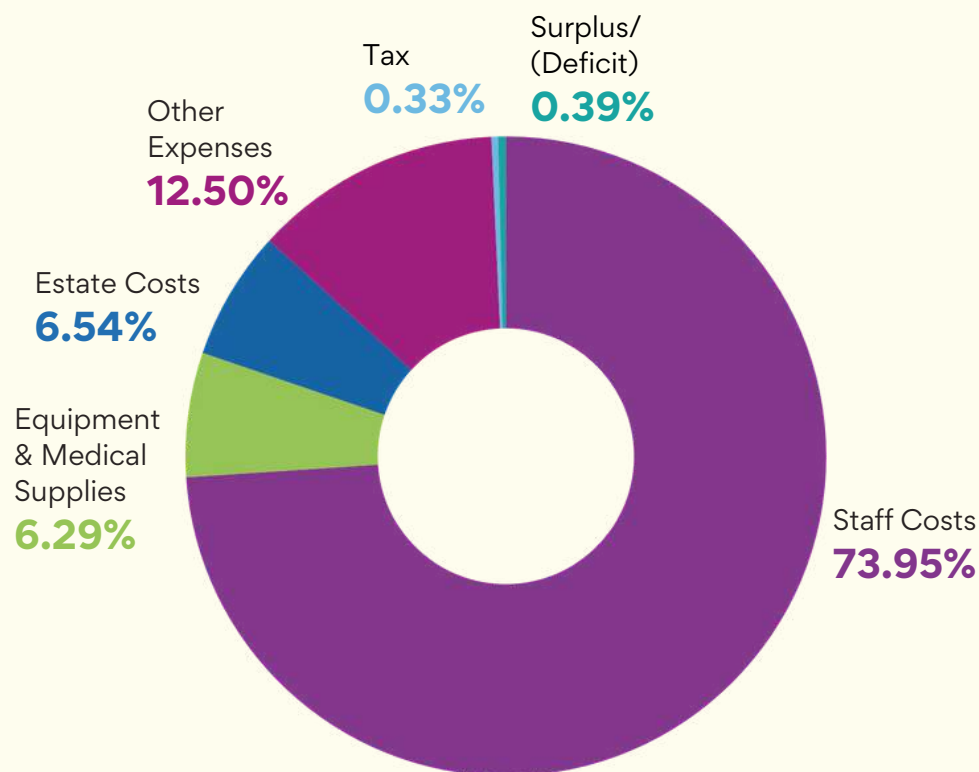
including ECCH, East Point Business Services and Eastern Specialist Services (Cavell Healthcare)

Turnover

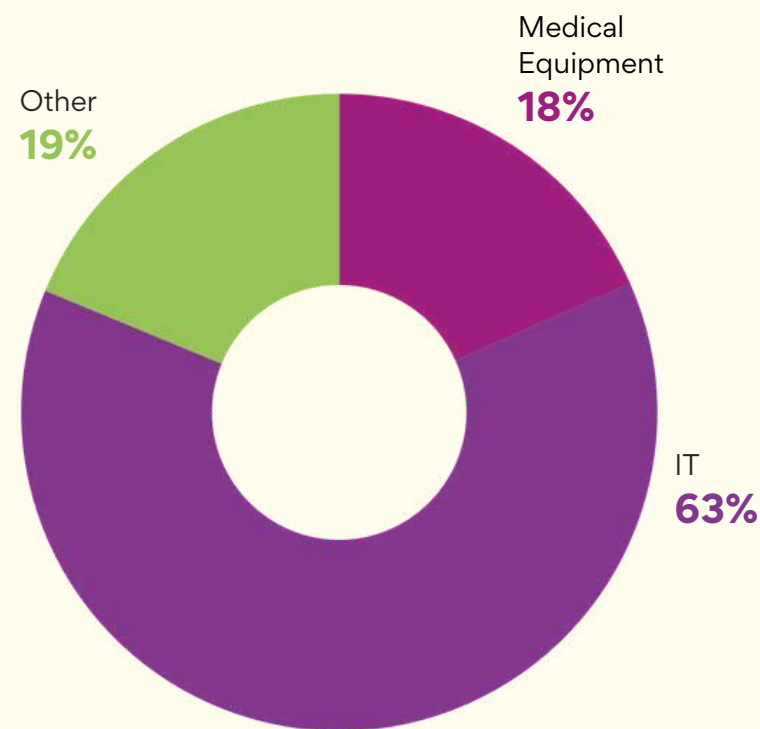
£42,640,966

Profit before tax

£307,233



How We Spent Our Money



Investment in Assets

ECCH Company

Turnover

£39,738,521

Profit before tax

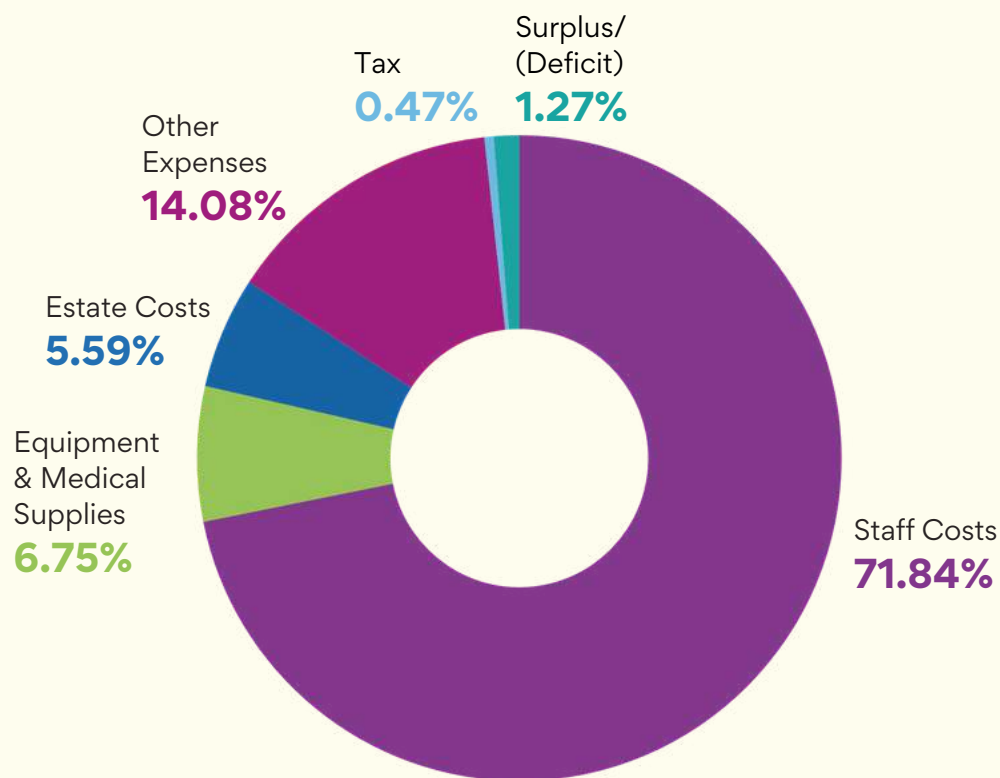
£688,541

Number of staff

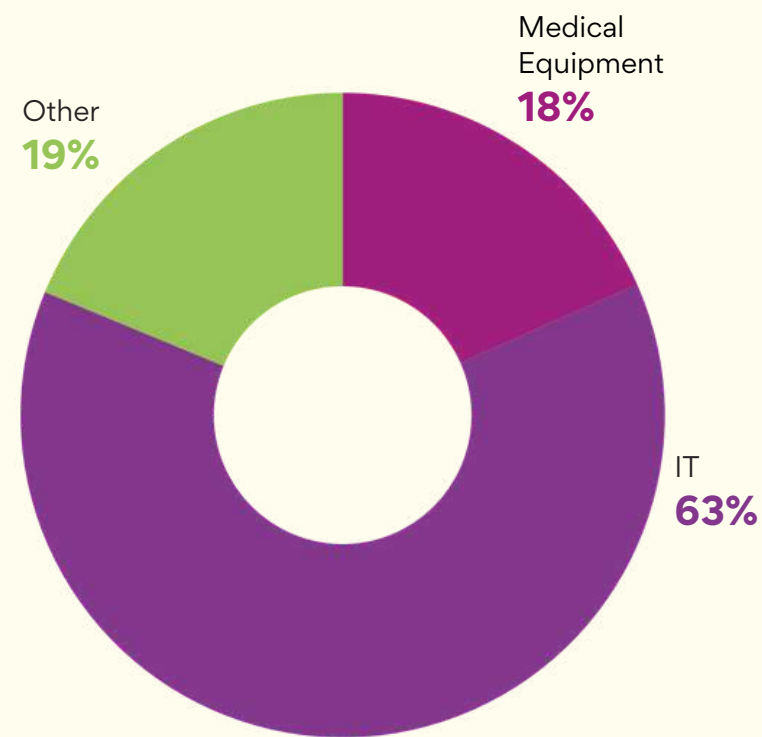
646

Shareholding

78%



How We Spent Our Money



Investment in Assets



East Coast Community Healthcare

Hamilton House
Battery Green Road
Lowestoft
Suffolk
NR32 1DE

Web: www.ecch.org

