

ECCH ANNUAL REPORT

2018/19



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About Us

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

Our staff – whose roles range from nurses, therapists and healthcare assistants to smoking cessation specialists and business support professionals – all have the same goal: to provide our patients and clients with the highest quality services possible and strive for continuous improvement.

Those high standards have been endorsed by our patients through the national NHS Friends and Family Test. For the third consecutive year, 96% of patients surveyed said they would recommend ECCH's care to others.

As a staff-owned organisation all our staff have the opportunity to own a share in the business and have a real say in how it is run. They do not receive a dividend because our surplus is reinvested in adding social value. We have around 750 staff and 82% of them are shareholders. We have two elected Staff Directors who sit on the Board and our Shareholder Council is a sub-committee of the Board.

Our culture is what drives us to deliver our vision of Building Healthy Communities and we aim to demonstrate our values in everything we do:

- **We listen, we learn, we lead**
- **Work together, achieve together**
- **My responsibility, my accountability**
- **Be cost conscious, respect our resources**



This Annual Report looks at some of our highlights between October 1st 2018 and September 30th 2019.



Meet the Board



Tony Osmanski
Chair



Jonathan Williams
Chief Executive



Anna McCreadie
Non Executive Director



Dr Andrew Emerson
Medical Director



Sean Kent
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



Dr Noreen Cushen-Brewster
Director of Quality



Deborah French
Director of Human Resources



Julia Whiting
Director of Health Improvement
and Children's Services

As Chair of ECCH I am delighted to introduce the 2018-19 Annual Report, supported by my colleagues on the Board: the Chief Executive, Executive Directors, Staff Directors and Non Executive Directors.

Once again we have faced a period of significant challenge but also notable success.

The most notable success was winning the Adult Community Services and Palliative Care contract for Great Yarmouth and Waveney, which began on 1 April 2019 and is worth £207m over seven years. This new model of care was designed to bring together services in a much more joined-up way and will have a greater focus on patient outcomes.

We have also continued to embed our 'Evolve' cultural programme to ensure consistency in our values and behaviours from "Board to Ward". Where ECCH was once seen simply as a service provider for NHS Commissioners, we are now viewed as full strategic partners in the wider health and care system for the area.

Being a staff-owned social enterprise gives us various flexibilities whilst still operating as an NHS service provider. The Board works closely with our Shareholder Council on a wide range of topics including how we can build and demonstrate our social value in relation to our local community.

Once again during this period I was privileged to attend the annual Staff Awards event where outstanding achievements by individuals and teams were recognised.

I have been asked on numerous occasions what is so special about ECCH, to which I always give two answers. First of all, the dedicated and committed staff who work together across a number of disciplines to enable ECCH to provide excellent care with compassion to our patients. Secondly, the ECCH culture which creates the environment that enables our people to give their best and to feel supported.

Thank you to everyone who works in ECCH for making this such a great organisation.

Tony Osmanski, ECCH Chair

Meet the Executive Team

It's been quite a year, one in which the resilience and professionalism of all our staff has been put to the test. The challenges for all health and social care organisations have been well documented and we are really proud of the way our teams have continued to be collaborative, enthusiastic, innovative and, above all, determined to provide the highest quality services.

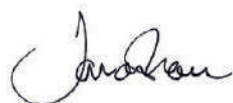
At the beginning of the year, our Adult Services teams began rolling out the most demanding transformation programme that the organisation has ever implemented, as we prepared for the start of our new five year contract for Great Yarmouth and Waveney. The model is ambitious and transformative with all staff refocussing their work towards clusters of GP practices in what have become known as Primary Care Homes. It offers more personalised care for patients through an integrated workforce, with partnerships spanning primary, secondary and social care.

The focus on teams working with smaller populations enabled the transformation to happen at a fast pace and we are really proud of the way in which our teams responded to the challenge. They have created the environment where changes can continue alongside our primary care colleagues to improve services for patients.

Other significant achievements that stand out for me this year include the raft of accolades we have won that reflect the ambition and pride our staff have in their work. We were recognised on the national stage with a commendation from the Employee Ownership Association as runner-up Public Service Mutual of the Year, and promoted as an example of best practice in the Parliamentary Review of the health sector, to name but two.

With our new contract in train we are able to look forward and see what innovations we can plan for the future to tackle our communities' health needs. To that end we have teamed up with the GP provider organisation Coastal Health to set up a GP Fellowship which will focus on the growing problem of diabetes and ensure patients in Great Yarmouth and Waveney have the most up-to-date and tailored care. We are also working with St Elizabeth Hospice to introduce enhanced palliative care services which the area has not benefitted from until now.

The launch of our new contract really is just the beginning.



Jonathan Williams, Chief Executive



Adele Madin



Jonathan Williams
CEO



Julia Whiting



Simon Bragg



Deborah French



Dr Noreen Cushen-Brewster

We Listen We Learn We Lead - We Work Together, Achieve Together - Be Cost Conscious and Respect Our Resources - My Accountability My Responsibility



Excelling

outstanding service delivery
resourceful and innovative
communicating and engaging
strong reputation
safe and responsive
improving health



Growing

commercially / ethically / responsibly
sound financial base / reserves
creating and sustaining
social value / entrepreneurs
understanding risk
anticipating the future



People

social focus / responsible
engaged and happy
empowered / self managing
skilled and resourceful
future focused
intentional culture
resilient workforce



Partnering

sharing / learning / growing together
understanding and empathising
enabling community action
connecting and networking
managing risks together
partner of choice



Building Healthy Communities
Social Value through Employee Ownership

**Our
Strategy**

Our strategy 'Building Healthy Communities' brings together a vision for the future that is derived from the hopes and ambitions of all who work within our staff-owned social enterprise. It is based on four themes: Excelling, Growing, People and Partnering.

Excelling

Innovative, resourceful, flexible and engaging - we want to build upon our reputation for high quality healthcare aiming to be outstanding in the service of our communities.



Excellent Friends and Family Test Results

96% of patients and service users said they would recommend ECCH's services in an NHS survey covering the period of this report.

Between 1st Oct 2018 and 30th Sept 2019 82.5% of people who were asked said they were extremely likely and 13.5% said they were likely to recommend ECCH. Only 2.5% 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.



Top flu results in the East for ECCH for third year running

ECCH topped the tables as the highest performing community health organisation in the country for staff flu vaccinations. We were also the highest performing healthcare organisation in the eastern region for the third year running.

A total of 84.1% of ECCH staff were vaccinated between 1st September and 31st January 2019 in order to protect them, their patients and families against catching flu. The national average was 68.6%.

ECCH highly commended for national Employee Ownership Award

ECCH was voted runner-up Public Service Mutual of the Year in the prestigious UK Employee Ownership Association (EOA) awards for the second year.

The awards, which are run by the EOA and sponsored by Baxendale, celebrate the significant contribution employee owned businesses make to the UK economy. The Public Service Mutual of the Year Award celebrates an organisation that demonstrates how its employee owned status is driving great impacts within the business and in the communities it serves.



Deb Oxley OBE, CEO of the EOA, said: “Our awards recognise the productivity, innovation and excellence driven by teams and individuals in employee owned businesses. What ECCH shows is how firms can drive strong employee engagement through offering a stake and a say, and by adopting governance that supports a healthy culture of transparency. Not only does this lead to happier, more engaged workplaces, it means we have better businesses, which have outstanding growth and stronger foundations for the future.”



Award for warm home health research

Research by ECCH into the impact of warm homes on people’s health has won the organisation the RISE (Research, Innovation, Sustainability and Enterprise) award for Social Value by the Sustainable Ecological Engineering Design Society.

ECCH’s Research and Development team was asked to assess Suffolk County Council’s ‘Warm Homes Healthy People’ project which involved installing insulation in the homes of vulnerable people, some with physical or mental health problems, living in fuel poverty in the county.

Following the intervention, fewer individuals reported their health as poor. Improvement was most notable in those with the very poorest levels of health. All those interviewed reported a positive impact on their health and wellbeing, and some reported economic benefit.

Fuel poverty levels in some parts of Suffolk have reached 46% but evidence shows the annual cost of heating Suffolk homes could be halved by implementing energy efficiency measures.

The RISE awards were set up to recognise that design and construction of sustainable buildings enables people to live well. They bring together academic, industry, third sector and community groups who are helping to change the way we build and live in the future.





Waveney nurses receive special honour

Two of our staff were awarded the title of Queen’s Nurse in 2019 by the community nursing charity The Queen’s Nursing Institute.

Lead Nurse for our Waveney Primary Care Home team, Shona Andrews, and Locality Lead for Lowestoft’s Primary Care Home team, Kate Spence, were presented with their awards at two Queen’s Nursing Institute awards ceremonies in London.

The title of Queen’s Nurse demonstrates a commitment to high standards of patient care, learning and leadership. It is open to registered nurses with more than five years’ experience working in the community, and the application process requires feedback from patients and managers.



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 445,107 contacts with service users. Our Patient Liaison team received a total of 681 compliments and 45 complaints. Eight of those complaints were later withdrawn by patients and treated as concerns (a less formal complaint) and two were submitted without the consent of the patient.

ECCH recognised in Parliamentary Review

ECCH was recognised in the 2019 Parliamentary Review as an example of best practice in the health sector.

The article highlighted how ECCH has developed a new way of providing NHS community health services through its Primary Care Home teams. It also outlined how, as a community interest company, we aim to give 'added value' to local communities.

The Parliamentary Review is a publication sent to over 500,000 leading business executives and policy makers. It is independent of parliament and the Government and highlights significant developments and concerns for MPs and business leaders across the country.

The article about ECCH can be viewed here:

<https://www.theparliamentaryreview.co.uk/organisations/east-coast-community-healthcare>



PLACE Audit

Beccles Hospital scored highly in all areas for its annual Patient-Led Assessment of Care Environment (PLACE) audit.

It received a score of 100% for ward food, 99.4% for cleanliness and 95.8% for dementia friendly facilities in the assessment which measures and rates the condition, appearance and maintenance of the external and internal areas of the building. It also takes into account the privacy, dignity and wellbeing offered to the patients.

The assessors, who were members of the League of Friends of Beccles Hospital, sampled the meals available to patients as well as touring the facilities. In their final report they said: "The new and refurbished areas are excellent, extremely clean. Having spoken to the cleaning staff, some have been working at Beccles for 25+ years. We witnessed the pride they have in ensuring the building is clean for both patients and visitors."

They said they were "very confident" that a good level of patient care and experience would be delivered within the environment and agreed that the food was good and well presented.



Emergency Preparedness, Resilience and Response

Under the Civil Contingencies Act, ECCH remains committed to its duties as an active partner within the local health sector resilience arena. We work 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 major incident affecting our community.

After embedding the 2018 revision to our business continuity management and planning processes, we were subject to our annual independent audit which tests our performance in the resilience arena, and is benchmarked against the national NHS England Emergency Preparedness Resilience and Response Core Standards. This resulted in ECCH achieving a rating of full compliance in July 2019 with no follow-up actions required.

Annual Governance Statements

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 2018/19 on our website:

www.ecch.org/media/2115/ecch-ags-2018-19.pdf

Growing

ECCH is embedded in the local healthcare system, pioneering new NHS services while also diversifying into other areas. We want to ensure our business grows in a sustainable and responsible way. We strive to be innovative, dynamic and flexible, looking to combine both commercial drive and social value.



New community services launched

In 2019 ECCH began providing new additional community services and specialist palliative care to adults across Great Yarmouth and Waveney when it was awarded a new £207m contract.

The five year contract, awarded by NHS Great Yarmouth and Waveney Clinical Commissioning Group (CCG), has seen a range of new community health services phased in to improve care for local people and prevent them from having to travel further afield or to an acute hospital for treatment. They include:

- Primary Care Home teams – these are multi-disciplinary and include nurses, physiotherapists, paramedics and occupational therapists who work alongside GPs to ensure patients receive more 'joined up' care
- a new consultant-led specialist palliative care service, which gives patients access to consistent palliative and end of life care, as well as a helpline OneCall - which is available 24 hours a day, seven days a week to offer advice and support for patients, families, carers and health professionals. New specialist palliative care beds are now provided at Beccles Hospital, as well as a specialist palliative day care clinic
- an improved diabetes service which provides a one-stop shop for assessment and checks to improve care for patients with diabetes
- a new IV service at Beccles Hospital which enables people to receive intravenous treatments, such as antibiotics, in the community rather than at an acute hospital
- enabling several specialist services to be more community-focused by basing them in the community, such as dietetics, stoma nurses and pulmonary and cardiac rehabilitation teams, including some heart failure nurses. This means that patients can get more support to manage their own health and wellbeing within the community
- increased patient input into service provision through public engagement activities and ongoing dialogue with Patient Participation Groups

Adele Madin, Director of Operations with ECCH, said: "We have listened to our staff, patients and stakeholders and used their feedback to develop new services which will meet people's needs and enable them to access high quality care closer to home. Our focus throughout the duration of the contract will be on keeping our patients at the heart of everything we do and working effectively with our partners so that we can make sure they receive the right treatment from the right professional every time."

You Said:

Derek Wilkin, from Holton, commended ECCH's Waveney Primary Care Home team who cared for his wife Erika after she was diagnosed with pancreatic cancer.

He said: "We received a number of phone calls from different people followed by an assessment visit. We were offered various pieces of equipment that would be useful and, within what seemed like just hours, it was there. I thought, "This is a slick organisation. These people really have their things in order."

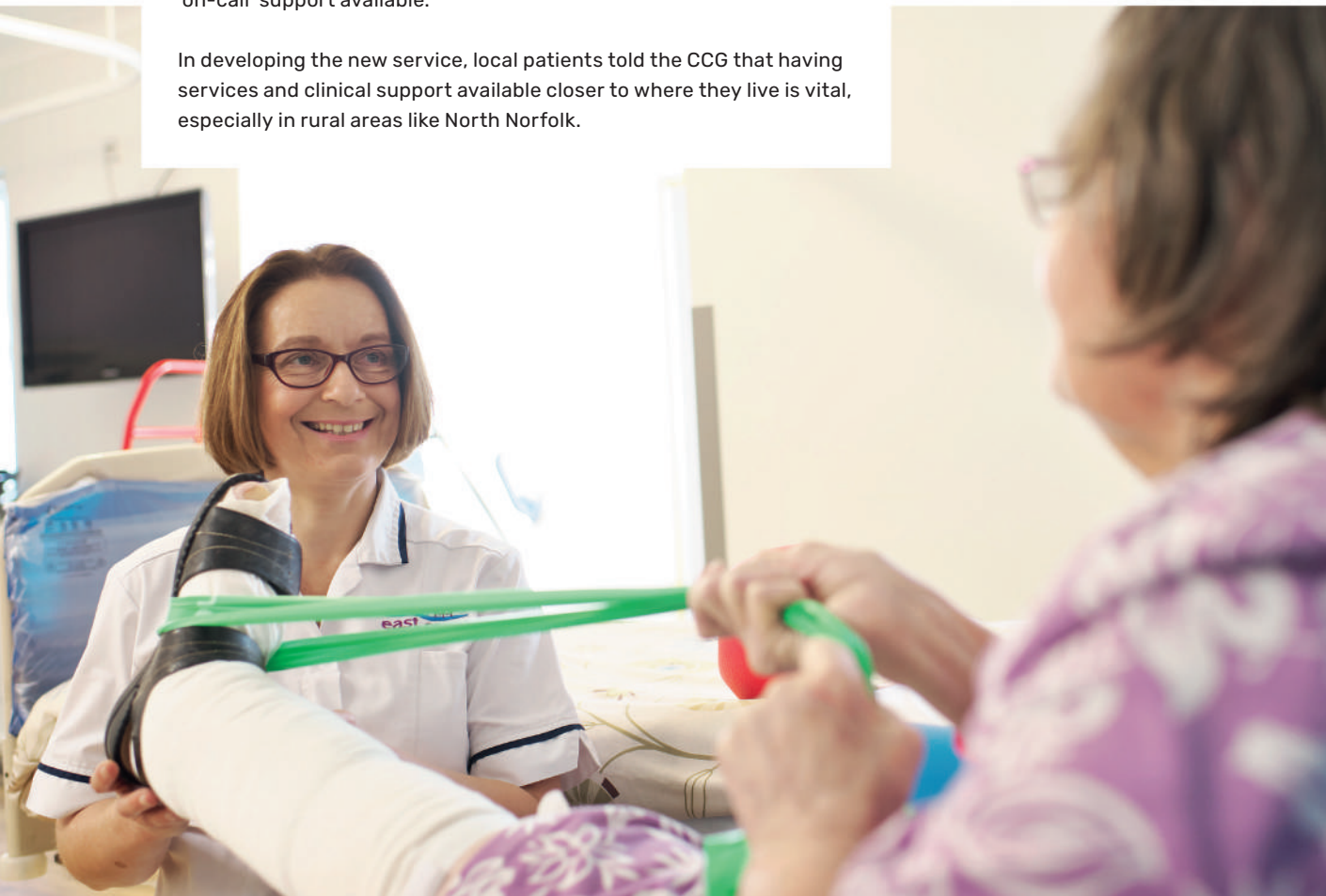
"And, from then on, care was available. We saw old faces, new faces and nobody ever needed a briefing about what had gone before – they knew what their colleagues had been doing previously. It was continuous and you didn't have to go over old ground. All the time they were keeping in touch with each other so they all knew what needed to be done. It was brilliant – a real positive."

NHS awards contract for physiotherapy services in North Norfolk

NHS North Norfolk Clinical Commissioning Group awarded a two-year contract to ECCH and North Norfolk Primary Care (NNPC) to provide Musculoskeletal services for patients living in North Norfolk and rural Broadland.

The service launched on 1st October 2019 and aims to align a physiotherapist with every GP practice in the North Norfolk area, with 'on-call' support available.

In developing the new service, local patients told the CCG that having services and clinical support available closer to where they live is vital, especially in rural areas like North Norfolk.



ME/CFS clinic for Aylsham

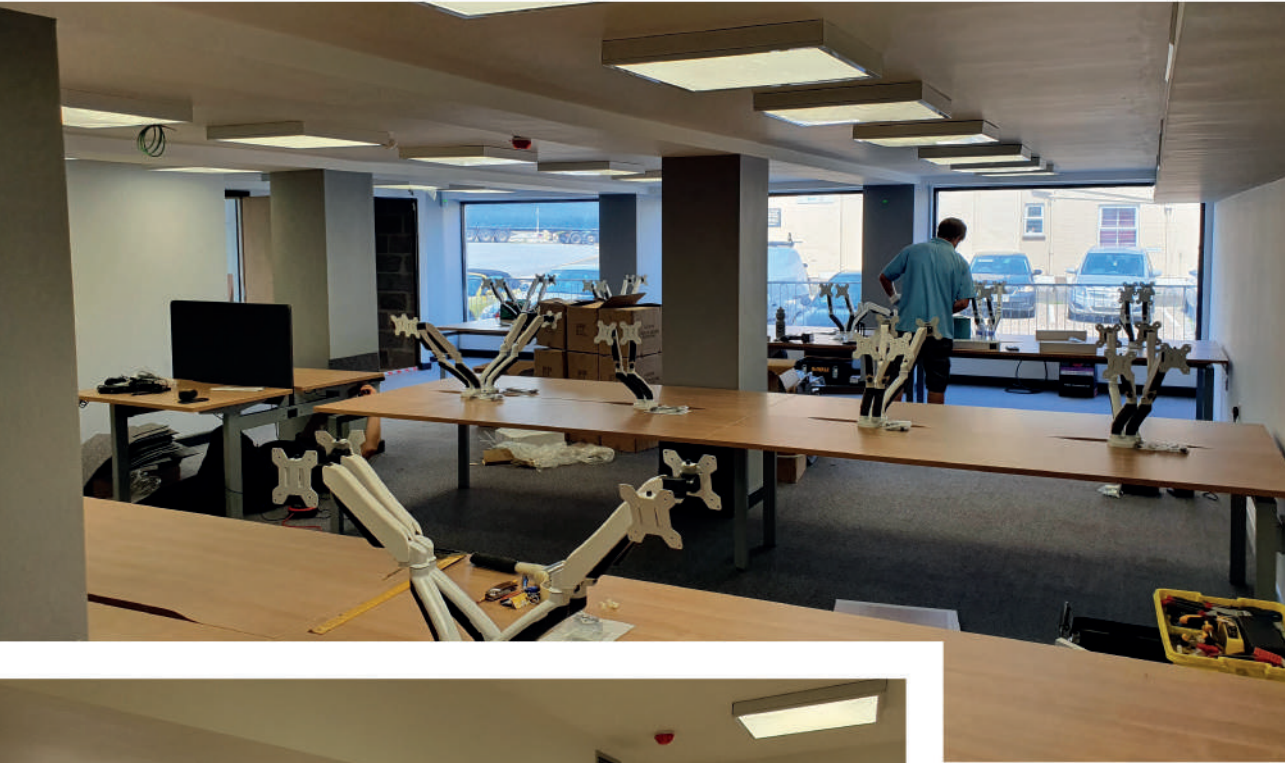
ECCH were commissioned to open a new clinic in Aylsham offering advice and support to people with ME/CFS. The service is based at Aylsham Care Trust Centre and operates every Thursday and Friday.

The clinics offer face-to-face appointments with an occupational therapist, as well as advice and support via email, telephone and, in a small number of cases, home visits.

People can be referred to the service by their GP. Patients below the age of 16 must also be under the care of a paediatrician.

ECCH now runs four ME/CFS clinics across Norfolk in Kings Lynn, Norwich, Great Yarmouth and Aylsham.

Growing



East Point Business Services

East Point Business Services (EPBS) is a subsidiary company of ECCH that provides building, facilities management, cleaning, telephony and IT services to the public and private sector.

In the year covered by this report EPBS refurbished part of the first floor of Hamilton House in order to provide premises for Lowestoft Town Council, as well as maintaining and cleaning the office space for them, and providing their telephony and IT services.

The company also provided cabling and IT installation for the offices of a Norfolk electric vehicle manufacturer and provided a fibre optic network, CCTV and security systems for an East Anglian commercial property development group and its tenants.

EPBS is currently further refurbishing Hamilton House including turning the front of the building, which previously housed a kitchen showroom, into more workspace for ECCH employees who are moving from a temporary site at Kirkley Mill Health Centre. In the course of this work a number of environmentally friendly measures will be introduced, including installing an energy saving heat recovery system and replacing the existing lighting system with LED lighting and sensors to turn off lights in unoccupied rooms.

→ epbs.co.uk



Partnering



ECCH aspires to be a "partner of choice" in order to achieve our ambition of building healthy communities. We understand that collaboration and partnership is essential to succeeding as a health and wellbeing organisation. We will learn together with our stakeholders to achieve the common goals that will deliver success.



New Palliative Day Care Service in Beccles

East Coast Community Healthcare and its partner provider of specialist palliative care, St Elizabeth Hospice, launched a day care service in Beccles in June 2019.

The service runs every Tuesday at Beccles Hospital with the aim of improving the quality of life of those with life limiting conditions, and that of their families and carers, and enabling them to maximise independence.

Patients and their families can receive care and support from the service's multi-disciplinary team which includes a specialist doctor, physiotherapist and occupational therapist. Volunteers also help patients under the direction of a registered nurse and assist with mobility and transfers.

Patients can take part in creative activities, seated exercise sessions, and receive counselling and therapies.

The infographic is titled "Understanding our services" and features several service areas:

- Partnership:** St Elizabeth Hospice and East Coast Community Healthcare (East Coast Community Healthcare logo: "east coast community healthcare") partnering to provide specialist palliative care in hospital and at home.
- Beccles:** Beds, counselling, therapies and day care.
- James Paget:** In-reach support to James Paget University Hospitals.
- Louise Hamilton Centre:** Dedicated presence at the Louise Hamilton Centre, including counselling and therapies.
- At home:** 24-hour care advice line; At home hospice nurses, advisors and therapies; United-team approach to all needs and requests.

Contact information:

Get in touch
call the OneCall number:
0800 567 0111
.....
stelizabethhospice.org.uk

Partnering

Diabetes is focus of new GP Fellowship

ECCH has teamed up with the GP provider organisation Coastal Health to set up a GP Fellowship aimed at ensuring that diabetics in Great Yarmouth and Waveney have the most up-to-date care tailored to their needs.

With the help of a grant from Great Yarmouth and Waveney Clinical Commissioning Group, we have employed Dr Rupert Talboys, a recently qualified GP, at East Norfolk Medical Practice in Great Yarmouth to lead the year long programme.

Dr Talboys qualified as a doctor from the University of East Anglia in 2011, and after a period of training in orthopaedics switched to General Practice. His work will follow the Norfolk and Waveney Sustainability Transformation Plan which aims to provide better integrated care in the area.



He said: "I'm excited to be undertaking this Fellowship because I'm interested in developing leadership skills and learning about how health systems work. The project aims to improve lifestyle through education and health coaching, simplifying the health advice delivered by professionals and focusing on prevention."

The number of people diagnosed with diabetes in Great Yarmouth and Waveney is already higher than the average for England. Since ECCH took over the contract to run community diabetic services in April 2019, diabetes specialist nurses have been working closely with GPs providing clinics in their surgeries.

'One stop shops' are also being rolled out in each of the Primary Care Networks in Gorleston, Great Yarmouth, Lowestoft and Waveney so that patients can be seen by a number of professionals in one visit. It means they can have access to retinal screening, blood tests, urine tests, lifestyle and stop smoking advice, as well as an essential foot check.

Amanda Sear of Coastal Health said: "Partnership working with ECCH and the CCG, strengthened under the new community contract, is something we really value. We are proud to be part of an innovative way of working to support the development of diabetic care which is accessible to all. It is part of our overall aim to break down historic barriers between primary and community care and improve outcomes for our local population."

ECCH also has a partnership with Slimming World to raise awareness of the link between carbohydrates, blood sugar and the impact on diabetes.



You Said:

Robert Rouse, from Lowestoft, lost five stone in 18 weeks and has been able to cut back on his medication for Type 2 diabetes after seeing one of our Lead Diabetes Specialist Nurses. He said:

"She sat there for half an hour and explained everything to me and I came out of there thinking "I can do this. I can change this." She telephoned me, she emailed me, she really got me on the straight and narrow. It's changed my whole feeling, not just physically - I feel mentally better, happier with myself, more confident - how I used to be many years ago."



Team-up with Fitness Trust benefits heart patients

Partnership working is integral to our new Cardiac Rehabilitation Service and has produced great results since its launch in 2019.

The team provides service users with information, support and advice to help them get back to everyday life as quickly as possible after an acute cardiac event or surgery. Most importantly, they aim to reduce the chances of further heart problems.

Through our partnership with Sentinel Leisure Trust (SLT), we have moved cardiac rehabilitation sessions from the James Paget University Hospital to fully air conditioned environments in SLT's leisure centre at Water Lane, Lowestoft, thereby offering a variety of supported exercise options, as well as free parking facilities.

This enables people to introduce or maintain active lifestyle changes while promoting cardiac health and better long-term health outcomes.

You said:

"The nurse gave my husband so much reassurance, information and talked to him about all his concerns that as soon as he left the meeting he was a new man. This is an invaluable service."

"A very caring and understanding cardio nurse has gone above and beyond her duty. She has helped me at a very difficult time in my life. My sincere thanks to her and her team."

In addition, we support people to explore options to improve health with our partners One Life Suffolk and Active Norfolk, both of whom offer alternative approaches to using gyms including healthy walks, local low level sports such as bowls and pilates, and simple ways to increase activity without committing to a sports regime.

Active Norfolk and One Life Suffolk also provide access to weight loss groups with low cost or free sessions. That means we can support people to think about how and what they eat and help them to make small changes that can have a big impact on their health and wellbeing.

There has been a 53% drop in cardiac failure admissions to the JPUH since ECCH took over the contract to provide Adult Community Services. The most recent Friends and Family Test result for the Cardiac Rehabilitation Team showed 100% of service users would be extremely likely to recommend the service.

Partnering

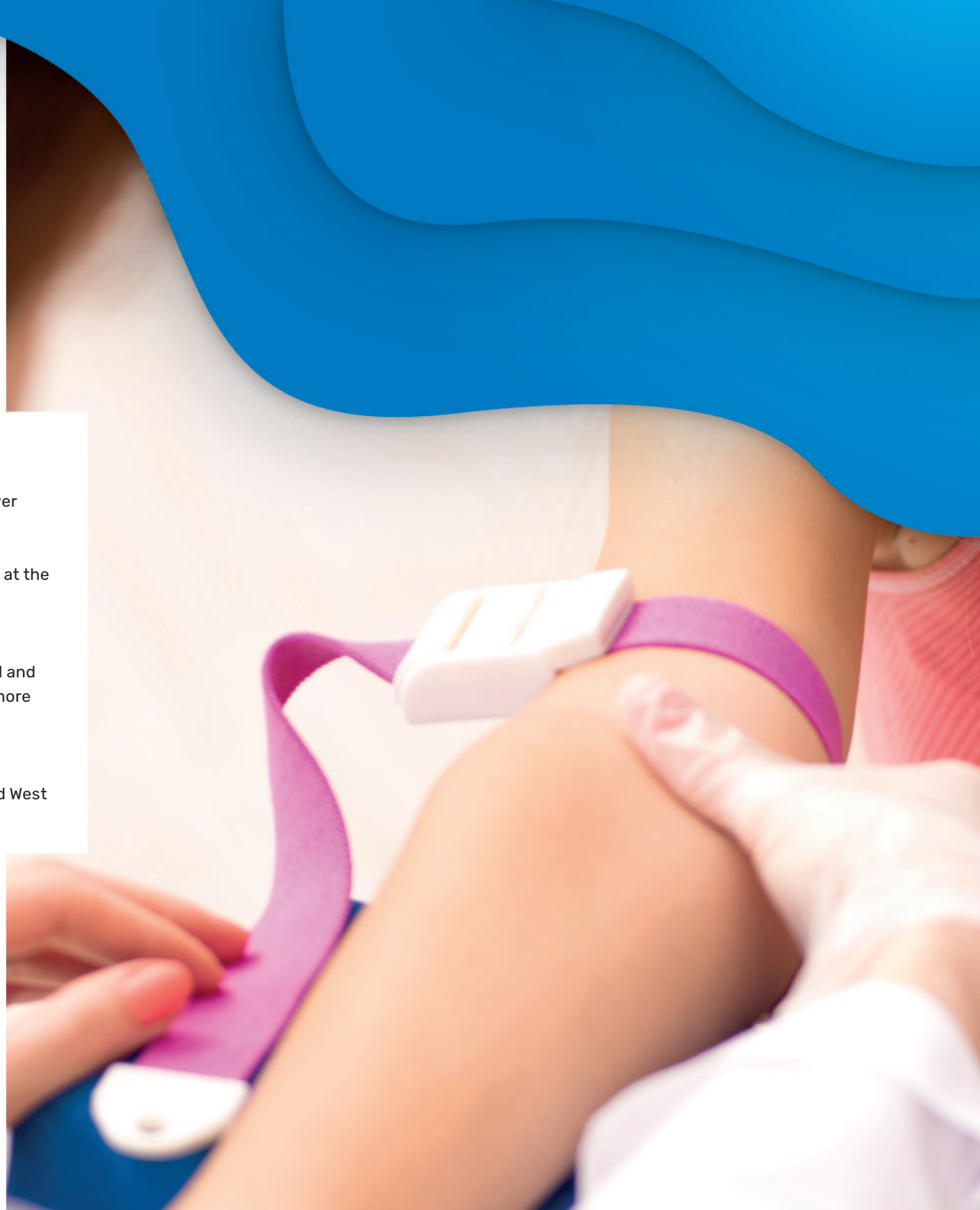
Phlebotomy service at Patrick Stead Hospital

ECCH joined forces with the League of Friends of Patrick Stead Hospital to deliver phlebotomy services from the site in Halesworth.

We have been operating blood testing every weekday morning at drop-in clinics at the hospital following a pilot programme in 2018.

ECCH was also given the contract by Great Yarmouth and Waveney Clinical Commissioning Group to operate drop-in phlebotomy clinics in Beccles Hospital and Sole Bay Health Centre in Southwold, as well as booked appointments at Longshore Surgery in Kessingland and Bungay Medical Practice.

The drop-in blood testing service at the James Paget University Hospitals NHS Foundation Trust, Norfolk and Norwich University Hospital, Ipswich Hospital and West Suffolk Hospital is now for hospital blood testing only.



Volunteering

We have begun working in partnership with Voluntary Norfolk to introduce volunteers more widely into our workforce. Our first Volunteer Co-ordinator has been appointed and is actively recruiting.

This is a very exciting venture for ECCH and one that will bring individuals under the ECCH umbrella who are able to support patients and staff, while gaining a fulfilling insight into how we care for our communities.

Initial roles we have recruited to include:

- Hospital Support Volunteers to support frontline staff by undertaking non-clinical aspects of their roles, such as stock room maintenance and administration to allow staff to focus on patient care
- Transport Volunteers who drive equipment, supplies and medication between our services and sites
- Check in and Chat Volunteers who provide short-term friendship and emotional telephone support to individuals who are at risk of loneliness following discharge from hospital or as a result of self-isolation

In addition to our work with Voluntary Norfolk, we are supported by a volunteer workforce provided by Halesworth Volunteer Centre. These volunteers support our daily Patrick Stead Hospital phlebotomy clinics by meeting and greeting patients. We also have volunteers helping with our palliative care day centre in Beccles. They carry out tasks such as serving drinks and meals to patients, helping patients with activities under the direction of a registered nurse and assisting with mobility and transfers.

**VOLUNTARY
NORFOLK**


HALESWORTH
VOLUNTEER
CENTRE

Partnering

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 Clinical Research Network.

Our ME/CFS team took 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 advisers 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 who has spent time on a special care unit to either stop smoking, maintain their quit status and to create and protect a smoke-free home environment.

In collaboration with Clinical Research Network Eastern, ECCH supports three GP practices with research. An example of one of the ongoing practice based studies is the Glucose Lowering through Weight Management Study (GLOW). This evaluates the clinical effectiveness of a tailored diabetes education and behavioural weight management programme, versus diabetes education in adults with obesity and a recent diagnosis of type 2 diabetes. The study is being led by the University of Cambridge.



People

ECCH aspires to be a "partner of choice" in order to achieve our ambition of building healthy communities. We understand that collaboration and partnership is essential to succeeding as a health and wellbeing organisation. We will learn together with our stakeholders to achieve the common goals that will deliver success.



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 in September 2018. The Shareholder Council and our two elected Staff Directors play a key role in helping to set the organisation's direction of travel.

Employee Ownership Day 2019

The theme of 2019's Employee Ownership Day in June was "Spreading a Smile" which is exactly what Staff Director Libby Goddard aimed to do when she dropped in on many of our teams to help them celebrate.

She talked to staff at each of the sites she visited about the benefits of employee ownership, being a shareholder and having a say in the running of the company by becoming part of our Shareholder Council.

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.

Evolve Cultural Programme

This was the second year of our Evolve cultural development programme and demonstrations of our signature behaviours have become part of our working life. In team meetings, communications and on noticeboards around the organisation staff recognise their colleagues' achievements and efforts to embody our values.

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.

Our four signature behaviours are:



We Listen, We Learn, We Lead

- We convert ideas and feedback into action
- We lead every day in many different ways (including following)
- We take the time to hear what people say, not what we want to hear
- We believe lifelong learning improves the wellbeing of all



Work Together, Achieve Together

- When the team wins, we all win
- We are part of our community and a system of care (no person is an island)
- To do what I do, I need you (My team needs your team for ECCH to succeed)
- Wellbeing is Key – Comfortable, Healthy, Happy



My Responsibility, My Accountability

- We do what we say we will do
- We are part of the solution, not the problem
- We are positive: where blame is present, accountability is absent
- Our Evolve behaviours are our responsibility



Be Cost Conscious, Respect Our Resources

- We understand that every pound wasted is a need left unmet
- We all share in ECCH's success
- We innovate to grow our success
- Saving 0.5% of our budget generates £175,000 – What could we achieve?

Four surveys are carried out each year in which staff and the Executive team assess their own and their colleagues' performance at demonstrating these behaviours. It 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.



ECCH Awards recognise staff talents

Many staff were recognised for their efforts to provide the highest standards of patient care at our annual Staff Awards Ceremony.

The Primary Care Network Night Service - a team of nurses and therapists who care for patients in their own homes during the night - were named Clinical Team of the Year.

The Night Service is a multi-disciplinary team that responds to unplanned incidents and works with GPs and colleagues from acute hospitals and social care to ensure that patients receive care from the most appropriate person for their particular condition.

The Unsung Hero award was presented to a healthcare assistant whose quick thinking came to the rescue of a patient who had fallen and was unable to move. Lisa Jones, who works for the Waveney Primary Care Home team called the police and ambulance service when there was no answer at a property she was visiting. The door had to be broken down to gain access and the patient was found on the floor where they had been for some time. Lisa's award also recognised the support she gives to her fellow colleagues on a daily basis, her positive attitude and sense of humour.

The Innovation Award was given to Laura Marjoram, Anuja Venugopal Nair, Liz Toole and Kate Eastwood from ECCH's Musculoskeletal (MSK) Physiotherapy Service. In 2019 they volunteered to trial a new national pain treatment programme to see if it would benefit local patients. The programme supports and empowers patients to manage their symptoms, be more active and understand more about their condition and what they can do to manage it long-term. They also go on to provide peer support for each other after completing the course. So far around 50 people have taken part in the programme with very positive results, and the team is planning to expand it.

The Making a Difference Award was won by Tuberculosis Nurse Victoria Chadwick, who works with patients who are often in vulnerable situations, including homeless people and those from migrant communities. She visits them to ensure they have the opportunity to maintain their treatment, as a break in the medication routine could prove fatal.

The award for Inspirational Leader was presented to Specialist Occupational Therapist, Frailty Service Team Leader and Early Intervention Vehicle Therapy Lead Jessica Lorraine. Speech and Language Therapist Jessica Marler won the award for Delivering Exceptional Care.

ECCH's Equipment and Medical Devices Team were named Non-Clinical Team of the Year. They support the organisation's clinicians by issuing and returning equipment, calibrating medical devices and auditing care homes.

Meichelle Anns and Simon Friston were each awarded the title of ECCH Champion - which recognises staff whose commitment and professionalism make them ambassadors for the organisation.

The Chairman's Award was won by Rebecca Blackstone, Jordan Weavers and Kat McGill from the Transformation Team. They were responsible for project managing the launch of ECCH's new Adult Services contract in April 2019.

All the finalists had been nominated by their colleagues and shortlisted by the Shareholder Council. The event was sponsored by Birketts, Ontex, Ross Care, Capsticks and Pulse UK.

People

Week of Wellbeing

We held a 'Week of Wellbeing' in July in collaboration with Suffolk Police.

It included a range of exercise classes as well as masterclasses in good sleeping practice, mindfulness, healthy eating and musculoskeletal health run by our therapists. These were run at our headquarters - Hamilton House - and Lowestoft Police Station.

Staff also had the opportunity to book in for a confidential mini MOT health check that measured weight, body mass and body fat.



Careers Events

Throughout the year we attend a number of careers fairs to encourage young people to consider working in healthcare.

In October a group of nurses and therapists attended an event at the University of East Anglia (UEA) where students from the UEA Health School were invited to speak to health organisations about future career prospects. We have also attended fairs at various schools and colleges including Ormiston Denes Academy and East Coast College in Lowestoft.

At the UEA event we received really positive feedback from students who had previously been on placements at ECCH. Many told us that they would like to work with us when they graduate.

These events are a great opportunity for us to raise the profile of ECCH and the professions we represent, and a reminder that it is a privilege to work in the healthcare sector.



Social Value

As a social enterprise we don't exist to make profits, instead we reinvest our surplus resources in extra services such as clinics for the homeless, health coaching programmes and social prescribing projects to benefit our local community. In addition to that 'extra value' within our core NHS services, we have undertaken a number of other initiatives in the year covered by this report. Here are a few of those:

Celebration for trainees from The Prince's Trust

Twelve young people from The Prince's Trust celebrated successfully completing a training course at ECCH in March 2019.

The trainees from Lowestoft and Great Yarmouth spent six weeks attending a 'Get into Healthcare' programme which found them undertaking clinical placements with different ECCH teams as well as classroom sessions covering employability skills, and mock job interviews.

They all obtained a Care Certificate at the end of the course which can be used to help them find work in the healthcare sector. All NHS health and social care support workers require a Care Certificate to prove they are equipped with the knowledge and skills to provide safe, compassionate care.

This is the third year ECCH has worked in partnership with The Prince's Trust to offer the training programme to unemployed 16 to 30 year olds. During their placements the delegates spent time with ECCH's physiotherapy, podiatry, occupational therapy, health visiting and community nursing teams as well as with staff on the in-patient ward at Beccles Hospital. Non-clinical placements were provided by the James Paget University Hospitals NHS Foundation Trust and social care placements with the social enterprise Independence Matters.

Following the course the students will also be able to apply for apprenticeships, as well as permanent and temporary (bank) positions at ECCH. Many of the students who have attended the course in previous years have since gone on to successfully obtain jobs.

Three in four young people on The Prince's Trust programmes move into work, training or education. The Prince's Trust helped more than 58,000 disadvantaged young people last year.





Anaphylaxis training for Wymondham High Academy

ECCH's specialist trainers stepped in when Wymondham High Academy wanted its teachers to know exactly what to do if a pupil suffers a life threatening allergic reaction.

We carried out training sessions for 120 staff including teaching them how to recognise the signs and symptoms of anaphylaxis, types of allergens, treatment and how to administer an auto injector.

An estimated 20 deaths from anaphylaxis are reported each year in the UK with a 615% increase in the rate of hospital admissions in the 20 years to 2012.

ECCH's Training and Development Lead Cheryl Jarvis said: "An estimated two million people in the UK have a diagnosed food allergy. People need to be able to spot the signs and react very quickly to prevent serious and possibly fatal consequences, so we were only too pleased to be able to help the school and ensure that staff will know exactly what to do in the event of an emergency of this type."

ECCH Change Makers' Beach Clean Ups

ECCH's team of Change Makers have been getting stuck in cleaning up local beaches.

Teams took part in litter picks at North Denes Beach in Great Yarmouth and Lowestoft Beach after finishing a day's work.

Great Yarmouth Borough Council and Waveney Norse provided equipment for the litter pickers to use. The Change Makers are now planning more rubbish collections in the future.

All staff are invited to become Change Makers and join in activities that will make a difference locally. They have appointed Green Champions across the organisation and encouraged staff to take part in initiatives such as donating old towels to Friends of Horsey Seals to help care for injured seal pups.



Defibrillator support for Somerleyton

ECCH supported residents of Somerleyton to become better equipped to cope if someone in the village suffers a heart attack.

Claire Diggins, a member of our Lowestoft Primary Care Home team, felt a defibrillator would benefit the rural community and spoke to Somerleyton Parish Council about its potential benefits. As a result, the Somerleyton Award charity bought a defibrillator which has been installed outside the village hall.

Claire also asked ECCH's training team to provide some training for villagers free of charge. They were taught to operate the defibrillator and also to give CPR in the event that someone stops breathing. Claire then set up a telephone support group of 19 volunteers who attended the training and who are willing to be contacted by anyone requiring help using the defibrillator in the future.

Claire said: "Every minute without CPR or defibrillation reduces a person's chance of surviving a cardiac arrest by around 10% so, in a rural location like Somerleyton, this equipment and training could really be a life saver. It's very reassuring for people to know that they have this life-saving piece of equipment close by should they ever need it. It also means the people who attended our training now have the confidence to respond to a cardiac arrest elsewhere."

ECCH Silver Sunday party at Beccles Hospital

Our staff at Beccles Hospital held a tea party for patients to mark Silver Sunday.

Those receiving care on Minsmere Ward and their visitors enjoyed afternoon tea, including cake made by the staff, while joining in with a sing-along of old time favourites. The day room was decorated with bunting and balloons.

Silver Sunday is a national event which celebrates the value and knowledge older people contribute to communities. It also aims to combat loneliness and isolation after a report discovered more than a third of people over 75 said they were lonely.





Reusing Paper

Over the last few years, ECCH has stopped using coloured paper and now almost 100% of our printing is done on standard copier paper.

This meant we had piles of coloured paper gathering dust in cupboards so we decided to repurpose it. Several large boxes were given to Big Sky Nursery for the children to use for artwork. Others were given to Halesworth Library for their regular craft sessions.



ECCH staff charity gift wrap

ECCH staff volunteered to wrap Christmas presents to raise money for homeless and vulnerable people in Lowestoft

Teams parcelled up gifts at the Britten Centre for anyone who was willing to make a donation to the Thin Ice Project, an incentive run by the charity Access Community Trust to support homeless and vulnerable people with food and toiletry parcels, and give them somewhere to access hot food during the winter season.

We also held a charity Christmas wrap at our headquarters in Hamilton House, Lowestoft, so staff could donate money to have their own presents wrapped.



Team fundraising

Throughout the year thousands of pounds has been donated to charity, both by ECCH as an organisation and through the efforts of specific teams and individuals. Here are some of the ways this has been achieved:

- The food bank and toiletry collection points at our various bases continue to inspire staff to donate generously
- Staff across ECCH and Big Sky Nursery wore their festive knits for Christmas Jumper Day in aid of Save the Children
- Six staff were among more than 6,000 competitors in this year's RUN Norwich 10km road race, organised by the Norwich City FC Community Sports Foundation. They raised £505.
- Another team completed the Tour de Broads cycle event as part of the #WeActive Challenge
- Fourteen staff completed a 20 mile walk to raise money for the Anthony Nolan Trust, as part of its Walking Together, Saving Lives campaign for blood cancer awareness and raised more than £2,200.



Financial Statements

ECCH Group

(including ECCH company, Big Sky Nursery and EPBS)

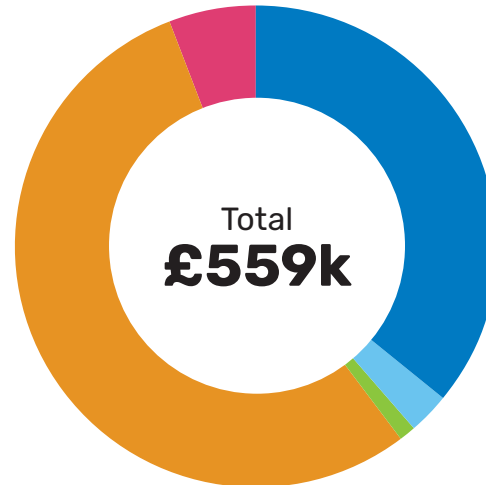
Turnover:

£34,704,135

Profit before tax:

£(146,801) i.e. a loss

Investment in assets



Freehold Land and Buildings
£201k

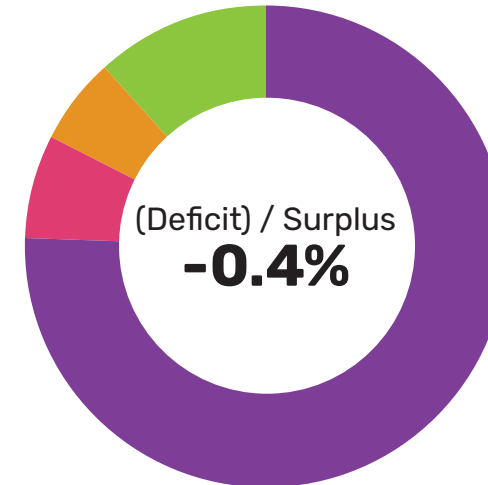
Leasehold Property Improvements
£16k

Medical Equipment
£6k

IT
£304k

Other
£32k

How we spent our money



Staff Costs
76.1%

Equipment and Medical Supplies
6.8%

Estate Costs
5.9%

Other Expenses
11.6%

Tax
0%

ECCH company

Turnover:

£34,378,501

Profit before tax:

£(103,938) i.e. a loss

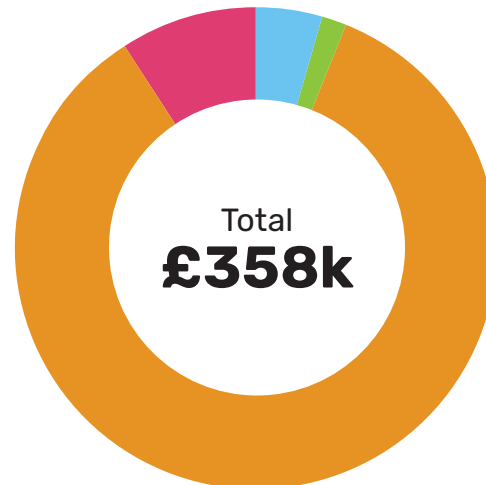
Number of staff:

753

Shareholding:

82%

Investment in assets



Freehold Land and Buildings
£0

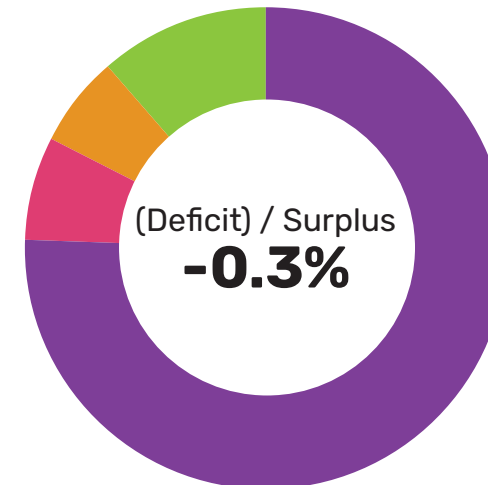
Leasehold Property Improvements
£16k

Medical Equipment
£6k

IT
£304k

Other
£32k

How we spent our money



Staff Costs
76%

Equipment and Medical Supplies
6.9%

Estate Costs
6.3%

Other Expenses
11.2%

Tax
0%



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