

Annual Report

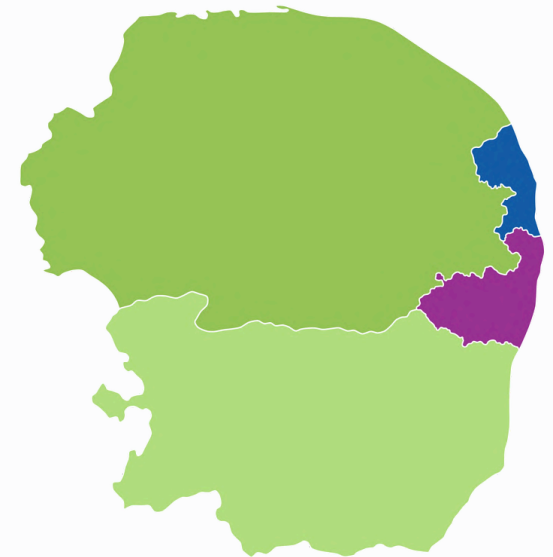
2024-2025



About Us

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

Our mantra is **Neighbourhood First**, putting the needs of the patients in our communities at the centre of what we do and how we do it. That means designing services to suit the specific needs of the population of Great Yarmouth and Waveney and working with our service users, as well as health and social care partners, to continuously evolve and enhance the care we provide.



One of the things that sets ECCH apart from other organisations in the local health system is that it is a **community interest company** – a social enterprise. That means we do not exist to make a profit, but rather we reinvest any surplus resources in our services and in benefitting our local communities.

The other thing that makes us different is that we are employee-owned, with **78%** of staff choosing to hold a share in the company. This does not mean they receive a financial dividend but does give them a very real say in how the organisation is run. They are represented at Board level by two elected Staff Directors with full voting rights, and our Shareholder Council is made up of representatives from across our services and consulted on key decisions.

This Annual Report looks at some of our key achievements between **October 1st 2024 & September 30th 2025**.

Inspected and rated

Good



Contents

- 04 Welcome from our Chair
- 06 Neighbourhood First – Our Strategy
- 08 Proud to Care
- 26 Proud to Learn
- 30 Proud of Our Staff
- 36 Proud to Add Social Value
- 45 Financial Statements



“ I was feeling trapped and useless until they came along and made a massive difference to how I am living.

Wheelchair Services

”

Welcome from Our Chair

It is my **privilege** to introduce this year's Annual Report for East Coast Community Healthcare.

This has been a year of transition. We said farewell to Ian Hutchison after four years of committed leadership, and we welcomed Adele Madin as Chief Executive. Leadership change is always a moment of reflection for a Board. It requires us to be clear about purpose, disciplined about governance, and confident enough to evolve.

ECCH exists for one reason: to **improve the health and wellbeing** of the communities we serve. As a social enterprise, we do not distribute profit; we reinvest it. That is not a slogan. It is a responsibility. Every pound we generate must ultimately strengthen patient care, workforce resilience, or community impact.

The financial environment remains challenging. Demand is rising, resources are constrained, and expectations are rightly high. The Board has been clear that long-term sustainability matters as much as short-term performance. We will not compromise quality, but neither will we ignore financial reality. A resilient organisation is one that can serve its communities not just this year, but for the next decade.

Our new strategy, Neighbourhood First, reflects that long-term view. It builds on strong foundations and sets a clear direction: care closer to

home, stronger neighbourhood teams, and deeper collaboration across the system.

We continue to diversify through Cavell Healthcare and East Point Business Services, and through new training ventures aligned to our values. Diversification is a means of strengthening our core mission and increasing the amount we can reinvest locally. Growth must always be purposeful and consistent with our Proud to Care ethos.

Above all, this report reflects the dedication of our colleagues. Nearly **80%** of our staff are shareholders. That is unusual, and it matters. I see daily the ingenuity, professionalism and quiet determination of our teams across Great Yarmouth and Waveney. They work in complex circumstances, often under pressure, yet remain steadfast in their commitment to patients.

As Chair, my responsibility is to ensure that ECCH remains well governed, financially sound, and true to its social purpose. I am confident that, with clear strategy and collective resolve, we will continue to strengthen community healthcare for the people we serve.



A handwritten signature in black ink, appearing to read 'Andy Wood', written over a white background.

Andy Wood
ECCH Chair

ECCH's Board



Andy Wood
Chair



Ian Hutchison
Chief Executive
(to January 2026)



Adele Madin
Chief Executive
(from January 2026, previously
Executive Director of Operations)



John Niland
Non-Executive Director



Julie Thallon
Non-Executive
Director
(to May 2025)



Lindsey Hoy
Non-Executive
Director



Tracy Cannell
Non-Executive
Director



Sam Chenery-Morris
Non-Executive Director



Ben Parish
Staff Director



Peter Bailey
Staff Director
(from May 2025)



Tanya Ayers
Staff Director
(to April 2025)



Simon Bragg
Executive Director
of Finance &
Resources



Louise Barrett
Interim Chief
Operating Officer
(from November 2025)



Geraldine Rodgers
Executive Director of
Quality & People



Steve Berry
Executive Commercial
& Transformation
Director



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

Neighbourhood First

The title of ECCH's strategy for the next five years – **Neighbourhood First** – sets out exactly where our priorities lie.

After nearly 15 years providing quality care for the people of Norfolk and Suffolk, we see ourselves as an **anchor institution**, rooted in our locality, whose long-term sustainability is tied to the wellbeing of our communities.



ECCH's heartland – Great Yarmouth and Waveney – is a diverse area with pockets of social deprivation and rural isolation. We understand those challenges and, through this strategy, we aspire to address the health conditions that are most prevalent and to tackle health inequalities.

We will further develop our efforts to re-orient care from hospitals to the community, and improve access to services through digital innovation in line with the NHS 10 Year Plan.

Great strides have already been made in that direction this year, which you will see reflected throughout this document. We have taken on the running of Carlton Court Hospital's Intermediate Care Unit, working closely with our partners at the James Paget University Hospital to ensure a seamless handover.

We continue to develop our Primary Care Home teams and work with our networks of GP practices, system partners and the voluntary sector to provide ever more integrated care.

Our Neighbourhood First strategy was developed with input from colleagues across every team at ECCH, as you would expect of a staff-owned organisation where nearly **80%** of staff are shareholders. This 'buy in' gives ECCH the freedom to think and act differently, piloting innovative ways of working and adopting them quickly. This agility allows us to act as a catalyst for change across our integrated care system, delivering greater value for local people.

“ I would like to **thank all our staff** for their dedication, their willingness to embrace change and for their sheer hard work, often under pressure, as we strive together to transform community care for the benefit of the populations we serve. ”



Adele Madin

Chief Executive Officer

Our Strategy

Our Vision is to build healthier neighbourhoods & deliver outstanding healthcare, as a **provider, partner & employer of choice.**



Improve health outcomes

by leading the development of community-based care



Build

a flexible and digitally focused organisation fit for the future



Innovate, diversify & partner

to increase the value we re-invest in our communities

Proud to Care



“Thank you so much for everything. I no longer feel like a fossil when I get out of bed! I have learned so much.”

**MSK Physiotherapy
& Biomechanics**

”

Developing integrated community care



ECCH's Neighbourhood First approach is focused on working with our acute and primary care partners to **remove pressure** on our hospitals by bringing more care into the community, **improving access** to our services through digital innovation and **better supporting** our communities to prevent ill health.

Our four multi-disciplinary Primary Care Home (PCH) teams are at the core of our care provision. They offer personalised care in patients' own homes, supporting the four groups of GP practices (Primary Care Networks, PCNs) covering Lowestoft, Great Yarmouth and the northern villages, Gorleston and South Waveney. Each PCH team is made up of nurses, therapists and pharmacists, working alongside our partners from social care as a single source that can be deployed wherever it's needed.

We have been developing our PCH teams through a number of initiatives. The aim of all these improvements is to enable patients to be more independent and live in the comfort of their own homes for longer, preventing avoidable admissions to hospitals and potential cost savings for social care services.



Working more closely with partners

We're ensuring close operational working with our local PCNs through the shared use of SystmOne patient record keeping software. **90%** of all interactions - such as patient referrals and tasking - are now carried out digitally. Meetings are held with PCN Clinical Directors to ensure we are working together in the most effective way to bring patient and health system benefits.

Seamless integration between our PCH teams and ECCH specialist services

by extending the capability of SystmOne. This means we can improve the way we refer patients between services and ensure they only have to tell their story once.

'Front door' initiative

We are working on a new 'front door' initiative with the James Paget University Hospital. It enables patients to be assessed on arrival at the hospital and offered suitable care from our PCH teams or a community hospital bed, rather than needing to be admitted to an acute hospital for treatment. This frees up hospital beds for more serious cases.

Using data to improve care

Increased use of data enables us to better direct and prioritise our resources. By identifying groups of patients who are disproportionately high users of services, we can take informed decisions and deploy resources in a different way to produce better outcomes for patients.

Diabetes 360

ECCH began a project in early 2025 to **enhance the quality of care** for frail patients with diabetes and **reduce** diabetes-related hospital admissions.



Each week, diabetes leads to approximately **184 amputations, 930 strokes and 2,990 cases of heart failure** in the UK, and the number of people diagnosed with diabetes is increasing every year. Locally, Great Yarmouth has the highest number of people with pre-diabetes in Norfolk and Waveney.

What we did

Our Diabetes Nurse Specialists collaborated with Primary Care clinicians and our PCH nursing teams to identify frail patients with lower blood glucose levels to take part. We then carried out a comprehensive review of their insulin treatment plans and produced individualised care plans for each patient in the study group. Our Primary Care Home nursing teams received specialist training and support to roll out our new approach.

The impact so far



Patients are better able to manage their condition **independently**.



Prior to the project's launch, 1 ECCH nursing team recorded making more than **60 visits** a day for diabetes management.



That equates to approximately **one third** of daily visits.



Early indications are showing a **reduction in visits** to the patients involved in this project, which means community nurses are able to focus on other priority patients.

What next?

ECCH now plans to engage more widely with the aim of collaborating across Primary Care, our acute hospitals and care homes in Norfolk and Waveney to **extend this approach** to the management of diabetes.

We are also carrying out a **diabetes review** with all our community ward inpatients on admission, and with all insulin-dependent patients on the community caseload, starting with those who are high risk with low dose administration to optimise treatment where possible.

Preventing unnecessary hospital stays



During the period covered by this report, ECCH continued to be part of **Norfolk & Waveney's Unscheduled Care Co-ordination Hub (UCCH)**.

The Hub sees clinicians from different health and care providers working together to provide urgent care in patients' own homes and avoid them going to hospital unnecessarily.

We have worked 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.

The UCCH triages 999 and 111 calls that don't require an ambulance, and directs teams to patients at home with appropriate support where it is clinically safe to do so. This helps to **reduce pressure** on emergency departments and the ambulance service.



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 (October 1st 2024 to September 30th 2025) we achieved a combined result for our community urgent response of **80.2%** against a contractual national target of **80%**.

Staff have worked really hard to achieve this by changing internal processes aligned to triage, as well as adopting partnership approaches with Unscheduled Care Co-ordination Hub and Norfolk Community Health and Care's night service, which have seen a significant increase in the referral count over this period.

We achieved **91% of 24 hour responses, 89% of 4 hour responses and 78% of 2 hour responses.**

Referral Urgency	Referral Count	Met Urgency Target	%
2 Hours	7657	5946	78%
4 Hours	575	509	89%
24 Hours	1408	1275	91%

Embedding Hospital to Community Shift

Intermediate Care Development



ECCH took on responsibility for running **Carlton Court Intermediate Care Unit** from the James Paget University Hospital (JPUH) in 2025.



We have worked in partnership with the JPUH to transform part of Carlton Court Hospital in Lowestoft into a community-based intermediate care facility, with **64 staff** transitioning to ECCH.

Under the new model of care, patients leaving JPUH 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 also sees 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 returned home** following their rehabilitation rather than needing further treatment in an acute hospital in the first year of the Intermediate Care Unit operating.

ECCH also runs an Intermediate Care Unit at Beccles Hospital.



Health Connectors build on success



In January 2025, **two additional Health Connectors** joined this small but key service which supports people leaving hospital - particularly those discharged without a formal care package - by providing practical and emotional support at home.

The two new Health Connectors are dedicated to supporting patients with chronic respiratory conditions, with the aim of preventing the exacerbation of symptoms linked to health behaviours and environmental factors.

The Health Connectors service is made up of **6** staff employed by ECCH. It operates in partnership with the James Paget University Hospital (JPUH) and in collaboration with local charities and support groups.



Since its launch in 2022, the service's achievements include:



8000+
patients

contacted within **1 working day** of discharge from JPUH.



1800+
referrals

Made for 1:1 support, including home visits, clinical checks, equipment provision, and onward referrals to over **200** organisations.



Supporting
older adults

Supported 67% aged 70+, with 10% aged 90+, and most living in areas of significant **health inequality**.



51%
of patients

had **long-term conditions** such as diabetes, hypertension, and frailty.

Reducing health inequalities



Having served local communities for nearly 15 years, ECCH has a deep understanding of the **wider factors that can impact health outcomes** and life expectancy among its population, such as income, housing and education.

Understanding our communities

According to the National Index of Multiple Deprivation, around **32%** of the Great Yarmouth and Waveney population are living in an area which is among the **20% most deprived** in the UK. **Smoking, alcohol abuse and mental illness are above national average** rates, and **obesity is 19% higher** than the UK average.

Our approach



Our Neighbourhood First approach recognises the need to tackle inequalities and address any barriers that may stop people from accessing the health services they need, whether they have issues with the times of clinics, convenience of location or simply do not understand what is available to them.

We have recently appointed a **Patient Experience Officer** to support our work with service users, charities and faith groups to influence future development of services. We will also ensure our staff at all levels have the skills to offer support using tools such as health coaching.



of the Great Yarmouth & Waveney population are living in an area which is among the **20% most deprived** in the UK.



Joint Physiotherapy Events Hailed a Success



More than **600** patients were seen by clinicians during 5 Community Assessment Days (CADs) across Norfolk & Waveney.

The initiative

Norfolk and Waveney Community Musculoskeletal Services (NoW MSK) - a partnership between ECCH and Norfolk Community Health and Care NHS Trust (NCH&C) - organised the events as part of a wider £100,000 initiative funded by NHS England through the Norfolk and Waveney Integrated Care Board (ICB). The funding supports a range of targeted actions to reduce waiting times, improve access to community MSK services and optimise care.

What we delivered

The events took place at accessible community venues in Thetford, Lowestoft, Norwich, Long Stratton and Fakenham. As well as **speeding up patients' access** to care, the days aimed to provide **tailored advice and treatment** and to support people in managing their conditions at home, where appropriate. Support was also on hand from organisations such as Talking Therapies, Age UK, and Slimming World, as well as local GPs.

The initiative was well received by patients, with the majority rating the booking process, information provided, and venue accessibility as either very good or excellent.

Norfolk and Waveney Community Musculoskeletal Services launched in 2024, in a ground-breaking collaboration aimed at providing a unified approach to musculoskeletal (MSK) services across Norfolk and Waveney.



Digital First

ECCH is transforming the way we care with the ongoing introduction of **digital technology**. Last year many of our services introduced **online appointment booking and self-help apps** to support patient recovery alongside clinic appointments. The aim is to improve access to our services, while reducing strain on NHS resources.

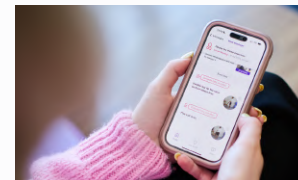
Tech Award Finalist

ECCH was **shortlisted for a Health Tech Newspaper (HTN) award** in the category of Best Use of Digital for Improving Care Pathways. This recognised the digital advances that have been developed by our **MSK Physiotherapy and Digital Health** teams to support MSK patients to self-manage their conditions.

The introduction of online self-referral and appointment booking has meant thousands of additional patients being able to access support without needing to attend a GP appointment. Patients can now receive a response, guidance and start their rehabilitation journey within **48 hours** of self-referral, rather than waiting for their first appointment.

The ability to book, amend or cancel appointments via an app means patients can ensure clinic visits are most convenient to them. Since introducing these changes, the service has seen a drop in appointment non-attendance from **13% to 7.8%**.

A **free rehabilitation app** also 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.



 **150+ new exercise videos**

& clinical content were added to the app in July to improve the user experience

 **48-hour response time**

Patients can receive a response and start within **48 hours** of referring themselves.

 **Non-attendance rate reduced**

From **13% to 7.8%**

Digital Support for Clinicians



A number of **cutting-edge initiatives** are being introduced to help services run more **efficiently**.

ECCH has been piloting **Ambient Voice Technology** which uses artificial intelligence (AI) functions to discretely record conversations during appointments and convert the dialogue into text. This means the quality of the conversation between clinician and patient is enhanced because the clinician does not have to take notes. In relieving some of their workload, the aim is also to improve clinicians' wellbeing.

We have also been piloting a mobile version of our **electronic patient record keeping system** with our phlebotomists and district nurses in Martham. It allows clinicians to have real-time information available about their community visits, make notes and check details on the go, rather than having to call back to base for information.

Going forwards, we plan to equip all our services with:

- ✓ **Online appointment booking**
- ✓ **Self-referral** (where appropriate)
- ✓ **Better information on our website** for managing conditions between appointments.

Testing VR for stroke recovery



ECCH's Early Supported Discharge Team has taken part in a research study to test how a **virtual reality headset** can support the recovery of patients following a stroke.

The study looked at whether using the headset as part of their rehabilitation would **improve arm and wrist function**. When wearing the headset, patients enter a 3D world that makes exercises more interesting, helps maintain concentration, and encourages more frequent practice, all of which are important for rehabilitation.

To date, participants and clinicians have responded positively to the intervention.



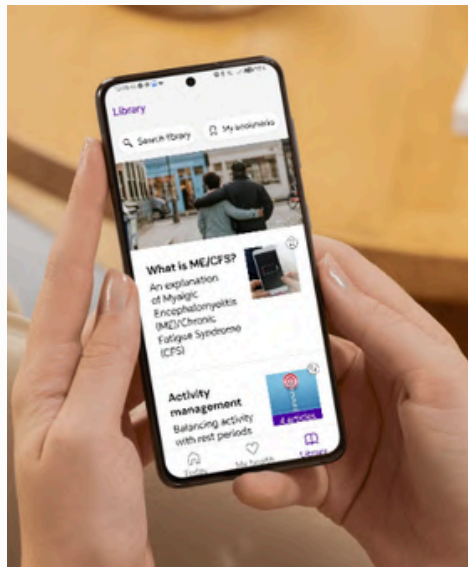
New app for ME/CFS patients



A **new app** has been developed for patients of our ME/CFS (Chronic Fatigue Syndrome) Service.

It provides a comprehensive **library of information** on ME/CFS and digital self-management tools to support patients to effectively manage their ME/CFS symptoms.

Patients will have ongoing access to the app, even if they are discharged from our services.



Remote monitoring innovation

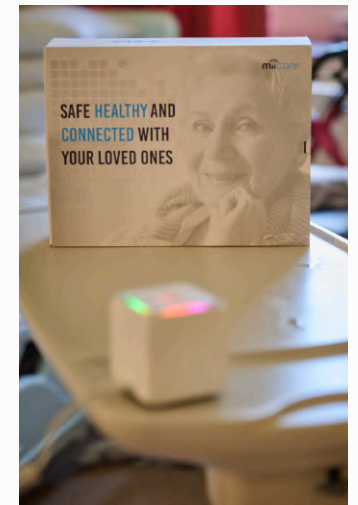


ECCH is **investing in monitoring technology** which can be used in its in-patient units and for those who have been discharged from hospital.

Digital Care is a unique managed service, powered by MiiCare digital technology. It is designed to support older adults to live safely, independently and confidently at home. At its heart is Monica, an **AI-powered conversational coach** that provides friendly reminders, wellbeing prompts and round-the-clock companionship.

Working alongside discreet in-home sensors, Monica can monitor sleep, mobility, hydration and daily routines, building a detailed picture of a person's wellbeing and identifying early signs of deterioration before they escalate. The system helps reduce avoidable hospital visits, missed medication, loneliness and missed appointments, while providing real-time evidence about how someone is coping to professionals and the person's loved ones.

Digital Care was initiated by ECCH's domiciliary care subsidiary, Cavell Healthcare. It is being piloted in a number of settings, one of which will be at Carlton Court Intermediate Care Unit.



Focus on prevention

Top national results for staff flu vaccinations



ECCH was the **highest performing** health organisation in the country for staff flu vaccinations in 2024/25.

75%

of ECCH frontline staff were **vaccinated** in order to protect themselves and their patients from the potentially deadly virus.

The average uptake for health organisations in the East of England was **40.8%** and the national average was **37.5%**.

ECCH's Infection Prevention and Control Team set up 'flu crews' across the organisation's sites in Norfolk and Suffolk to make it easy for staff to drop in for their jobs wherever they were working.

They also attended team meetings and publicised their running total via a thermometer graphic in company newsletters so everyone knew how well they were doing on reaching an impressive target.

Infection Prevention Event for Care Providers



ECCH's IPC team held their second **Care Home Conference** at the Kings Centre in Great Yarmouth in September 2025.

Delegates from care and nursing homes across Norfolk & Waveney attended the event which was organised in partnership with East of England Ambulance Service NHS Trust, St Elizabeth Hospice, Norfolk and Waveney ICB and NHS England.



Specialist updates were provided for care homes on subjects such as sepsis awareness, stoma care, diabetes management and minimising the risk of aspiration pneumonia. A session was also held on managing an infectious outbreak in a care home.

Feedback from attendees was **extremely positive** and the team are already planning the 2026 conference!

Research activity



ECCH **actively seeks opportunities** to support and deliver research activity which will benefit our patients, employees and local population. During the period covered by this report, ECCH was actively involved in **11** community-based research studies, including its first commercial research study.

The team carried out **9 non-commercial National Institute of Health Research (NIHR) portfolio studies** and **1 academic study, including:**

RaCeR2 - This compared patient-directed rehabilitation with standard rehabilitation, following surgical repair of a rotator cuff injury. For this research, our MSK Physiotherapy Service supported participants discharged from James Paget University Hospital.

REDUCE – This study looked at patients who attended 8 one-hour REDUCE sessions with an external specialist following discharge from our Podiatry Service, with a healed diabetic foot ulcer. It sought to determine whether attendance reduced the chance of re-ulceration and empowered patients to access support quickly if re-ulceration did occur.

An academic study explored the inequality of provision and access to palliative care in a coastal region. This saw a researcher working directly with ECCH's Business Intelligence team to conduct searches and reviews clinical records.

The Podiatry Service secured a **commercial study** investigating the effects of a wound dressing (Sorbact/Cutimed) for preventing infection in diabetic foot ulcers. ECCH was praised by the study team for its open communication, responsiveness, and level of preparation.

In addition, a clinician from ECCH's Neurology team successfully completed the **Norfolk Initiative for Coastal and Rural Health Equalities (NICHE) Quality and Service Improvement Scholarship**. During this scholarship they explored the role of digital technology within a community neurology service. This has led to post-scholarship work with ECCH's digital health team and a contribution to the full digital refresh of the Neurology service pathways, due for launch in February 2026.

The Research team has devised a suite of **training for clinicians**, and 'champions' from across the organisation meet bimonthly and encourage research participation among their services.

We also maintain strong working relationships within the **East of England Research Delivery Network (RDN)**, with partners across the Norfolk and Suffolk Integrated Care System, and with partners in social care and higher education institutions, actively seeking opportunities to collaborate on research studies.

ECCH in numbers



636

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



418,394

face-to-face meetings with

31,164

patients & service users.

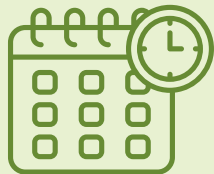


238,961

calls were processed by our **administration, ECCA and equipment teams** – that's

34,000

more than last year!



56%

of staff have worked for us for

5 years

or more - we like to think this indicates **job satisfaction**.



425

admissions were made to **Minsmere Ward**



63

volunteers gave us more than

3,308

hours of their **time**.



our PCH teams completed

236,717

patient visits, performing

250,837

care plans.



99,982

referrals were made into our **services**.

VIP visits



The Chief Executive of the new NHS Norfolk and Suffolk ICB **Ed Garratt** visited us in August, as did Lowestoft **MP Jess Asato**.



Ed Garratt was given a tour of our Lowestoft headquarters and met members of the Primary Care Home (PCH) team. He heard how ECCH's PCH teams work closely with our GP partners to understand the needs of our communities and ensure they receive the best, most 'joined up' care.

Meanwhile, Lowestoft **MP Jess Asato** visited Beccles Hospital where she met staff and toured Minsmere Ward. She learned about our reablement services and our partnership with St Elizabeth Hospice to provide six consultant-led Specialist Palliative Care beds within the ward.



Ms Asato also heard about our ongoing programme to improve the ward's digital capabilities to enhance patient care. It was her second visit to ECCH since becoming an MP in July 2024.

Patient Voice



We have been expanding the ways in which we **gather feedback** from our service users to improve our opportunities to listen to their views.

Improvements were made to our **website** to make it easier for people to share their experiences and we began work with Knowing Works (formerly known as Healthwatch Suffolk) to carry out an independent survey evaluating ECCH's patient feedback systems and how effective they are.



We also appointed a **Patient and Carer Experience Lead** who is introducing a range of measures to help us capture patient voice. Some initiatives which have already come to fruition include:

- **Interviewing** inpatients at Carlton Court Intermediate Care Unit
- Launching monthly **Patient Feedback Cafés** for inpatients, their families and carers on Minsmere Ward at Beccles Hospital
- Gathering **video and audio reports** from service users describing their experiences of our care

This feedback will be shared at our Board and Sub-Committees, as well as in our internal and external communications.

Empowering Looked After Children

This year the Looked After Children (LAC) service introduced a raft of new measures to help the children and young people they support feel **listened to, respected and empowered**.

Designing services around young people

The team devised **child-friendly health assessment reports, easy-read care plans and a learning disability passport** which can be handed to clinicians at appointments so the needs of attendees can be easily understood and addressed. They also set up **drop-in sessions** at residential homes for children and young people.

These measures were the result of consultations with young service users to ensure our service meets their needs. The improvements mean children and young people can better understand their health and be more involved in decision-making.

In addition, each nurse within the LAC team has taken a special interest in a specific area of practice, such as young parents and unaccompanied asylum-seeking children. This targeted approach has led to a number of service improvements designed to meet the specific needs of these groups.

Working together to improve services

The developments are part of the LAC team's commitment 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. Their achievements were recognised with a nomination for a Norfolk Flourish Pledge Award.

Developing the new more accessible resources has also made processes more efficient for the team, saving time for a small service with a busy caseload.



Key impacts



Child-friendly health assessment reports, easy-read care plans and a learning disability passport



Targeted support for young parents & unaccompanied asylum-seeking children



More efficient processes, saving time for a small team with a busy caseload

Compliments, Concerns & Complaints



During the period covered by this report, **88%** 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 **461,080** contacts with service users. Our Patient Liaison team received a total of **519 compliments** which is a significant increase on the **421** received during the previous reporting period, and **31** formal complaints.

Supporting patients

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 2025](#) on our website.



Emergency Preparedness, Resilience and Response



ECCH works with our health and social care partners, NHS England and local authorities to ensure **cohesive healthcare support** in the event of an emergency or incident affecting our community.

Maintaining compliance

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.

National emergency training

We took part in the national emergency training exercise **Operation Pegasus**, which simulated a fast-moving respiratory pandemic and involved participation from all 38 Local Resilience Forums in England. This tested participants' abilities to make decisions under pressure, and addressed inequalities in response and access. It was aimed at ensuring lessons learned from the COVID-19 pandemic and previous simulation exercises are embedded in response plans and organisational practice.

Local emergency training exercises have also been undertaken. 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.

Estates & Facilities



Our Estates and Facilities team played a large part in ensuring a **smooth transition** when ECCH took over Carlton Court Intermediate Care Unit.

Prior to operating, it was necessary to register the three inpatient units with the Food Safety Agency and, in doing so, we obtained a **5 Star rating for food safety**. New domestic, portering and catering team members were appointed to help service the site, as well as a Site Co-ordinator. The team also made improvements such as providing space for laundry storage within the inpatient units, which in turn freed up another large area for storing equipment.



Following some infection control incidents, we revised processes in consultation with our landlord (NHS Property Services). This has led to process changes across NHS sites nationally and has been well received by the health system locally and nationally.

The team has faced challenges with structural issues and increased costs of maintenance in some of our buildings. However, they have worked hard to ensure that these have had minimal impact on the delivery of patient care.

They are now investigating the introduction of electronic menus for inpatients which can be accessed via mobile devices, as well as digital cleaning audits. They are also looking to recruit an Accommodation Officer to help with external room booking requirements, leases, and licences.

Proud to Learn



“ Very approachable staff, all very loving and caring with such a happy atmosphere. I've never known a hospital to feel like a home before.

Minsmere Ward

”

An organisation built for the future

Our staff are at the **heart** of everything we do. We are committed to supporting, developing and empowering our staff so they can continue to deliver high quality care, both now and in the future.



Our people, our strength

ECCH would not be the success that it is without the **talent, dedication and enthusiasm** of our staff, both those who meet with and support patients and those 'behind the scenes' who make sure our services and teams feel supported and are able to provide the best possible care.



Empowering our staff

We believe in empowering our staff to reach their **personal goals**, to take decisions and be **innovative** in their approach for the benefit our organisation and our neighbourhoods.



Investing in wellbeing and support

We also take staff wellbeing very seriously and continually work to improve our staff support programmes. In response to the NHS Staff Survey 2025, the number of staff who would recommend ECCH as a place to work has increased significantly from **70% to 76%**, compared to a national average for similar organisations of **60.4%**.



Developing skills and understanding



At ECCH, all staff are encouraged to undertake **continual professional development** throughout their careers. In the past year, this has ranged from communication training to specialist courses in palliative care, leg ulceration and phlebotomy.

Our Practice Education team supports **all clinical employees** with access to professional development, apprenticeships and preceptorship. Within this team, we have **5** full-time Clinical Educators who delivered evidence-based training to more than **400** clinical staff and **42** new starters over the period of this report, in courses ranging from basic observations and syringe pump usage, to taking blood. They were also involved in devising and rolling out a diabetic training package for local care homes.

In 2025, ECCH supported **9** clinicians towards attaining a Nursing Masters degree and **3** nurses towards completing Bachelor of Science degrees.

Supporting apprenticeships

We had **18** members of staff undertaking clinical and non-clinical apprenticeship programmes, from Assistant Practitioner and Registered Nursing, to Business Administration and Senior Leadership. A further **5** people completed their apprenticeships.



Preceptorship

For newly qualified practitioners, preceptorship aims to ease the transition from student to healthcare practitioner, offering both clinical and pastoral support. 2025 saw ECCH's highest figures for recruiting Newly Qualified Professionals, with **27** enrolling for preceptorship - 5 of whom were ECCH apprentices and 8 who had previously been on placement with us as students. Of the 64 Preceptees enrolled since 2022, only 5 have since left ECCH to work in other healthcare settings.



Highest figures for recruiting newly qualified professionals in 2025

27 Preceptorships

64 Preceptees enrolled since 2022 (only 5 have left ECCH)

Healthcare Support Worker programme

The Practice Education team has also developed a Healthcare Support Worker programme to support colleagues who are new to care or community healthcare. This is a 6-month programme which includes face-to-face training such as the Care Certificate, Wellbeing and Emotional Intelligence sessions, and a Day in the Life of a Patient experience.

Growing our Future Workforce



ECCH is keen to encourage the **healthcare stars** of the future. Our Practice Education team also organises support for those who are considering or are keen to pursue careers in healthcare.

Placements & apprenticeships

In 2025 ECCH's clinical services provided placements for **58** pre-registration students on Adult Nursing courses, **10** Occupational Therapy students and **21** Physiotherapy students from the Universities of East Anglia, Suffolk and Coventry. In addition, we have supported **5** Nursing Degree Apprentices from local practice partners to undertake placements within our community nursing teams.

T Levels

T Levels are an alternative to A Levels, focused on vocational skills; a placement accounts for 20% of the qualification. We currently have **1** T Level student on placement with Great Yarmouth Primary Care Home Team. This figure is lower than our usual cohort, owing to a lower intake of students on the local college course this year. However, we will have higher numbers in 2026. We also have students continuing their second year of T Level placements in a variety of services such as Minsmere Ward, MSK Physiotherapy and Pharmacy.

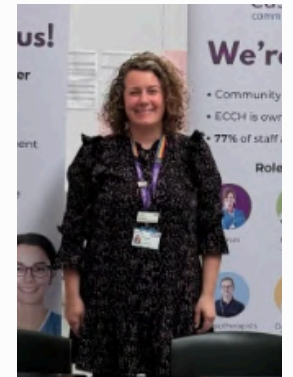
Work experience

ECCH provided work experience to **9** Year 10 pupils from local

schools in rotational clinical roles, and supported **10** students from colleges and university with clinical work experience in their specific areas of interest.

Health ambassadors

In addition, our Health Ambassadors attended a number of career events at the University of East Anglia, University of Suffolk, and local schools and colleges to encourage people to think about a career in healthcare and promote ECCH as a potential future employer. Following these events, we have received a high number of work experience applications from students who met our health ambassadors.



Student feedback

“I feel like placement has benefited me since I'm now able to **apply my knowledge** from placement into the classroom and my job, and develop on areas I know I'm not certain on which I learnt from being out on placement and having the opportunity to try certain things with the help of the community team.”

Proud of Our Staff



“ Incredibly kind, caring, calm and efficient towards (the patient) and our family also. We really appreciated such good support at a difficult time.

PCH Service

”

Employee Ownership makes a difference



ECCH is a staff-owned business with **78%** of staff taking up the option to hold a share in the company. According to research by the Employee Ownership Association (EOA), employee-owned businesses are **more efficient and resilient**, with staff who are more committed because they have a meaningful say in how the business is run. Other benefits include **improved employee health and wellbeing, creativity and innovation**.

ECCH shareholders are represented by our Shareholder Council which is a formal sub-committee of the Board. It is led by **2 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 could affect the organisation and staff. Its core members report back to services and give shareholders the chance to contribute to meetings, which enables open channels of communication at all times.

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

EO Day

Staff across ECCH celebrated being employee-owned on EO Day in June. This is an annual event co-ordinated by the EOA. Staff Directors Ben Parish and Peter Bailey spent the day visiting sites and speaking with staff about the benefits of holding a stake in ECCH. Colleagues were encouraged to have lunch together to mark the day and enhance team spirit and wellbeing.



The Shareholder Council has supported:

- ✓ Staff engagement with consultation on ECCH's new strategy '**Neighbourhood First**'
- ✓ Giving feedback on new ECCH **intranet** prior to launch
- ✓ Senior management **recruitment** including for Non-Executive Director roles
- ✓ Championing the right of staff to take **short breaks** during shifts to improve wellbeing and productivity
- ✓ Undertaking extra **Freedom to Speak Up training** and encouraging colleagues to raise concerns when necessary
- ✓ Staff engagement with the **NHS Staff Survey**
- ✓ Shortlisting **nominations** for Staff Awards
- ✓ Choosing the recipients of our **Star of the Month** recognition scheme who best represent our values and signature behaviours.

Thank you to our volunteers



In the year to October 2025, **63 volunteers gave us 3,308 hours of their time**, recruited and trained with the support of our partners Voluntary Norfolk. Our youngest volunteer was just 17 and our newest recruit, Mr Finch, is a volunteer Pets as Therapy dog who joins his owner for monthly visits to see our inpatients on Minsmere Ward.

One of the key roles our volunteers play is chatting with inpatients to support their rehabilitation on our intermediate care units at Beccles and Carlton Court, as well as organising games and craft activities for them.

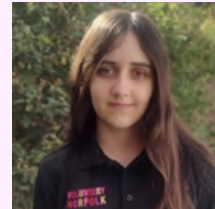
Some of the other activities they undertake include:

- **Assisting** at leg ulcer clinics at 6 ECCH sites
- **Administration** duties
- **Telephoning** patients to help them complete Friends and Family Tests
- **Supporting** our teams at health awareness events
- **Tending** Beccles Hospital's newly planted garden.



The ECCH Volunteer Service makes a huge difference to our teams and the patients they support. We are so grateful for the time they give and in June we celebrated their support with a visit to Somerleyton Hall and Gardens to mark Volunteers Week.

Anna's Volunteer Journey



Anna is 17 and recently volunteered for 6 months in the leg ulcer clinic at Kirkley Mill Health Centre. It was her first volunteering role and she wanted to gain experience in a medical setting to kick-start her career in healthcare.

During her weekly shifts, Anna supported the nurses with a range of practical tasks, such as collecting equipment from the stock cupboard, calling patients in from the waiting room and cleaning the equipment between appointments. These practical tasks made a **real difference** for both staff and patients. By helping with jobs that nurses would otherwise have had to do, Anna reduced the workload on clinical staff and thus helped appointments run more smoothly.

“It was an incredibly rewarding experience and supporting your community in this way feels meaningful. I felt that my social skills were being developed by talking to the patients. Watching how the nurses interacted with and treated patients was very **insightful** and helped me feel that medicine was right for me.”

Inclusive working

ECCH is committed to creating a culture where **equality, diversity and human rights** are promoted actively, and unlawful discrimination - either directly or indirectly – is not tolerated whether it be against employees, patients, carers or visitors.

Inclusion Steering Group

Our Inclusion Steering Group oversees all aspects of **Equality, Diversity and Inclusion (EDI)**, in relation to both our workforce and our local communities. It has developed a Workforce Race Equality Scheme plan, and a Workforce Disability Scheme plan, to ensure we focus on actions that will make a real difference to the experiences and treatment of staff from ethnic minority groups, and staff with a disability within our workforce.

The group supports and monitors the implementation and future development of the NHS Equality Delivery System 2, as well as our Inclusion Strategy.

Our aim is to build a workforce whose diversity reflects the communities it serves and we are working to increase representation of staff from ethnic minority groups through the introduction of an Applicant Tracking System, which offers opportunities for targeted recruitment campaigns.

Equality and Diversity training

We provide face-to-face **Equality and Diversity training** as part of our induction process for new staff, as well as training for all line

managers that highlights the issues of conscious and unconscious bias, and encourages cultural and behavioural awareness.

Addressing incidents

The Inclusion Group undertakes reviews of all EDI-related incidents and complaints, and reviews all relevant Equality Impact Assessments, a process designed to ensure that no ECCH policy, project or scheme unlawfully discriminates against anyone with a protected characteristic.

A Prevention of Violence and Abuse Strategy has recently been introduced which includes a revised Staff Abuse Flowchart. We encourage staff to report any instance of bullying, harassment or abuse they receive from patients, relatives or public so that these can be fully investigated.



Celebrating colleagues' achievements



In November 2025, we celebrated the achievements of our colleagues at our annual Staff Awards held at the Wherry Hotel in Oulton Broad, with 15 awards recognising **outstanding contributions** from staff across ECCH, our subsidiaries and NHS partners.

Victoria Mansfield, a Nursing Sister with Great Yarmouth and the Northern Villages Primary Care Home Team, received the **Making a Difference Award** after she helped a young man with a life-limiting condition to marry his partner. Victoria demonstrated ECCH's values at their best when she coordinated services, managed logistics and ensured the couple had a wonderful day, despite it being a very difficult time.



The Looked After Children Service were named **Clinical Team of the Year** in recognition of the support they provide for children and young people in Norfolk and Waveney. This year the team introduced a raft of new measures to ensure that those in their care feel listened to and empowered, including child-friendly health assessment reports and a health passport which helps individuals with learning disabilities to share important information about their needs.

The award for **Delivering Exceptional Care** was given to Vlad-Razvan Stanciu, for his patient-centred approach as a Rehabilitation Support Worker with Lowestoft Primary Care Home team, which works alongside GP practices to treat patients in their own homes.



The **Innovation Award** was won by Alice Burnett, Claire Wilson, Angie Weston and Amy Vallis-Allen who together developed a special group exercise programme to help improve strength, confidence and mobility for people with Parkinson's, which has made a noticeable improvement to patients' quality of life.

ECCH Chief Executive Adele Madin said:

“ This was a remarkable act of kindness and empathy “which shows the kind of nurse Victoria is, and the commitment to going above and beyond that sums up all our staff. Our awards recognise colleagues who have shown particular talent, initiative and leadership, but also give us a chance to thank all our teams for their dedication to serving the people in our local neighbourhoods every single day.” ”

The winner of the **Patient Choice Award** was Tanya Hendry, a nurse with the Continence Service. This award was based on the highest number of compliments and positive feedback from service users for an individual clinician. Patients praised Tanya's ability to combine expert knowledge with compassion and put her patients at ease.

The **Non-Clinical Team of the Year Award** went to ECCH's People Team for providing exceptional support to colleagues across the organisation, despite significant changes within their own service.



Newly qualified Speech and Language Therapist Emily Farrow won the **Emerging Talent Award**, and Operational Lead Pharmacist Hannah Wicks won the title of **Proud to Care Champion**, which recognises staff whose behaviour demonstrates ECCH's values.

Specialist Occupational Therapist Debbie Dean was named **Inspirational Leader of the Year** in recognition of the way she has guided the ME/CFS team through a service redesign, while keeping patients' wellbeing at the heart of decision-making.

The **Unsung Hero Award** was presented to Digital Health Team Lead Chris Ottley who has played a key role in introducing new technologies and systems that have transformed how ECCH's services are delivered and helped staff to work more efficiently.



The **Chair's Award** was presented to Rob Black, Safeguarding Lead for Adults and Children for his outstanding commitment to the safety and wellbeing of ECCH's patients and staff.



As well as awards for ECCH staff, we celebrated colleagues from other organisations who have been instrumental in helping ECCH implement collaborative projects and ways of working. **Partnership Awards** were given to Hanna McDowell, Head of Therapy and Community Care Units at St Elizabeth Hospice with whom ECCH provides Specialist Palliative Care Services, Jonathan Barber, Acting Executive MD at James Paget Hospital, and Jenny Blades, Head of Operations and Partnerships (Waveney) at Suffolk County Council.

Two awards were given to staff at Cavell Healthcare, the domiciliary care provider which is part of ECCH's group of subsidiary companies. Sarah Gillings won **Care Worker of the Year** and Sam Parsons, Cromer office Registered Manager, won the **Outstanding Contribution Award**.

Carpenter Sam Nicholls received an **Outstanding Contribution Award** for his work with East Point Business Services, another subsidiary of ECCH.



Proud to Add Social Value



“ Your team are out of this world! They are polite, caring and very understanding, happy with their jobs and looking after their patients.

Continence Service

”

Proud to add Social Value



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 the causes that matter most locally.

Finalist for national award



ECCH was a finalist in the UK Social Enterprise Awards 2025, shortlisted in the **Public Service of the Year** category.

The awards, which are run by Social Enterprise UK, recognise sector-leading **excellence and innovation**.

Around 130,000 social enterprises exist in the UK, employing more than two million people and contributing £60bn to the national economy each year.

Chief Executive of Social Enterprise UK, Peter Holbrook CBE, said:

“Our Awards are the ultimate showcase of social enterprise impact and excellence – so those who made the shortlist represent the future of business, and a beacon of hope in turbulent times. Despite economic challenges, these trailblazers are not only making profit but using it for the good of people and planet.”



Environmental Accreditation



ECCH has been awarded **Bronze Level** accreditation by Suffolk Carbon Charter.

The Charter recognises businesses in Suffolk and Norfolk who are taking **positive action towards Net Zero**. In order to meet the Bronze level requirements, companies must demonstrate that they have a working energy management policy, an environmental action plan and effective systems to measure and monitor their progress.

The Panel commended ECCH's Green Plan and also highlighted the solar panel and LED lighting installation and insulation upgrades in various buildings as positive achievements. Other elements that contributed to the accreditation include:

- Swapping our energy supplier at Hamilton House and Rayner Green to renewable energy
- Recycling of old ICT equipment
- Replacing appointment letters with texts and emails
- Reducing patient travel by offering virtual appointments
- Reducing staff travel by having Teams meetings and adopting hybrid working.



In addition, the Beccles Hospital garden project supports the environment and biodiversity.

Having gained Bronze accreditation status, we will now take time to review the recommendations put forward by the Carbon Charter Panel. We can then begin to implement the required actions that will enable ECCH to progress towards gaining a Silver accreditation level.

Green Plan



ECCH's **Green Plan** was launched in 2024.

It looks at how we can reduce our carbon emissions through innovation and new ways of working in elements of our business, such as energy usage and waste reduction.

In 2025 the environmental charity **Groundwork East** assessed ECCH's carbon footprint and provided us with a report which will assist us in our long-term planning. It recommends emissions reduction measures including installing additional solar panels and battery storage systems to help power some of our sites, investing in more electric pool cars, and encouraging staff to purchase electric vehicles to reduce emissions from business travel.

We are also recruiting '**Green Dragons**' – volunteer members of staff - across the organisation who will encourage colleagues to support sustainable initiatives and come up with new ideas for ways in which we can reduce our impact on the environment through changes in how we operate day-to-day, such as recycling and energy saving.

Free Awareness Events



Every year we hold **free events** for the public to give information that can help prevent illness or support those suffering from existing conditions, their family and carers. Events held in 2024/25 included:



Healthy Joints and Active Lives

This saw our Musculoskeletal and Research Teams providing advice to people in Lowestoft living with conditions affecting their **muscles, bones and joints**.



Diabetes Awareness

ECCH's Podiatry, Neurology, Dietetics and Cardiac Rehab Services held an event in Lowestoft to mark **World Diabetes Day**. They offered advice to those living with diabetes, their families and carers, and also offered guidance to others on lifestyle changes that can help to avoid the condition.



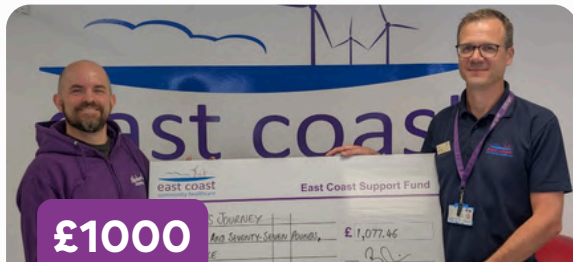
Heads Up

Healthcare professionals from ECCH's Speech and Language, Neurology, Stroke, Equipment and Memory Impairment Services were on hand to offer advice in Great Yarmouth aimed at supporting people with **dementia, stroke or those who have suffered a brain injury**. The event was organised in partnership with Norfolk and Suffolk NHS Foundation Trust, Admiral Nurses, Different Strokes, Headway, and Reed Wellbeing.

Supporting local causes

ECCH 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:



£1000

Nelson's Journey

which supports bereaved children and young people in Norfolk.



£1000

Bike Active North Suffolk

helps less able adults and those recovering from an illness or injury enjoy cycling sessions.



£1000

Caister Walking Football Club

supports male and female players over 40 who want to improve their health or have suffered illness.

£1,000+



raised through ticket sales for our **Staff Awards** event. The Shareholder Council will choose a local charity to benefit from this money.

Other fundraising & donations



We also supported **Lighthouse Women's Aid** through Microhive fundraising which sees staff donate the pennies from their pay total each month, and staff collected toys and games to give to local children at Christmas.

Beccles Hospital Garden improvements



The first phase of refurbishing the gardens at Beccles Hospital was completed in May 2025, creating a **welcoming space** for patients and their visitors to relax and enjoy.

The garden beside Minsmere Ward has been **redesigned** with a wildflower area and planting chosen for its sensory impact. New seating and a water feature have been installed along with parasols to provide shade in the summer, and lighting so the garden can still be enjoyed in the evenings.



The idea was originally conceived by Equipment Administrator, Ashley Langner, and his former colleague Rachel Browne. Their enthusiasm spread to ECCH colleagues who embarked on many sponsored events, raffles and bake sales to help raise funds. Generous donations by the League of Friends of Beccles Hospital, Beccles Town Council and local businesses enabled them to reach the £12,000 target needed to carry out the work.

Feedback from patients has been very positive and the League of Friends has now given a further £25,000 towards a second phase of the project. This will include a memorial path, more seating areas at the front of the hospital and a memory tree on which families can record the names of their loved ones.

Marking Social Enterprise Day



In November we marked Social Enterprise Day at a **public showcase event** in Norwich.

ECCH joined around 100 organisations who are all members of the FUSE Network of social enterprises in Norfolk.

The event provided a **great opportunity** for ECCH staff to share information about our services and strengthen connections with other companies united by a shared commitment to social and environmental impact and community wellbeing.

Representatives from Cavell Healthcare and EPBS were also part of our exhibition stand, explaining to visitors the synergies and shared working between our ECCH Group companies.



Proud to Grow



“ Gold standard. Very professional and so helpful.

Occupational Therapy

”

Diversifying to reinvest



Our subsidiary companies enable us to generate the profits we need to deliver the most challenging elements of our strategy. We will invest any profits in **developing our organisation** to meet future challenges and **improve the health outcomes** of our communities.

Cavell Healthcare



Cavell Healthcare has been part of the ECCH Group for **3 years** during which time it has increased revenue by **£1.29m** (to Sept 2025) – that's 60%. At a time when 35% of Norfolk's care providers are reporting operating at a deficit, Cavell's client base has been growing with new offices opening in Lowestoft and Cromer.

Cavell achieved a **120% increase** in Operating Profit in 2024/25 over 2023/24. It also achieved revenue growth of **18%**, equating to **£515,456** additional income.

As well as offering bespoke private care packages, Cavell has contracts with Norfolk and Suffolk County Councils. Under Norfolk's Caring for Better Outcomes initiative, Cavell provides reablement care to people after a stay in hospital. Clients supported in this way typically require fewer ongoing care hours - reducing long-term cost to the commissioner.

ECCH ownership has enabled Cavell to invest in workforce development. In response to the increasing complexity of clients being discharged from hospital into community care, Cavell has

invested in broader training for its carers such as stoma care and wound care. It is also beginning to create pathways for staff from social care into wider health careers.

A new bespoke care package - **Cavell Choice** - launched in 2025, aimed at empowering people to manage their health and maintain their independence at home through a focus on reablement and personalised care. This includes the use of a Digital Care service (see page 18) to monitor clients' health and activity, providing insights for Cavell's care team who can respond quickly if the need arises. It also includes a range of home assistance services such as personal grooming, meal preparation and home maintenance. Additional 'stand-alone' services are also now being offered including hairdressing, foot and nail care, and ear wax removal.

East Point Business Services (EPBS)



East Point Business Services (EPBS) provides **facilities management and property services** in Norfolk and Suffolk.

It is responsible for the day-to-day refurbishment and maintenance of all ECCH sites which ensures a quality service and quick response when assistance is requested. EPBS' profits are reinvested in the ECCH Group for funding frontline services.



EPBS also carries out work for private and public sector clients including local government, the education sector and other healthcare providers.

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

- Installing a **glass screen office** for Cavell Healthcare at Wensum House in Norwich
- Carrying out **fire and water risk assessments** for the Andaman Surgery in Lowestoft
- Replacing a **boiler and flues, installing safety flooring, alarms and a new water circulation pump** at Beccles Hospital

Shine People Development



Throughout 2025 planning was underway to launch our **training subsidiary**, Shine People Development.

Shine offers **in-person workforce training courses** in Norfolk and Suffolk designed to empower individuals to perform at their best, strengthen teams and support aspiring leaders.

ECCH's trainer Roxy King will be sharing her skills and enthusiasm with other organisations ready to invest in their workforce, and their culture.

Shine launched in April 2026.



Financial Statements



“ The treatment and care I received was amazing. I had great faith in the podiatrist and it is thanks to her that I am now able to exercise and walk daily. Without her intervention I may well have lost the toe or even the foot!

”

Podiatry

Financial Performance - ECCH Company



Turnover
£45,122,210



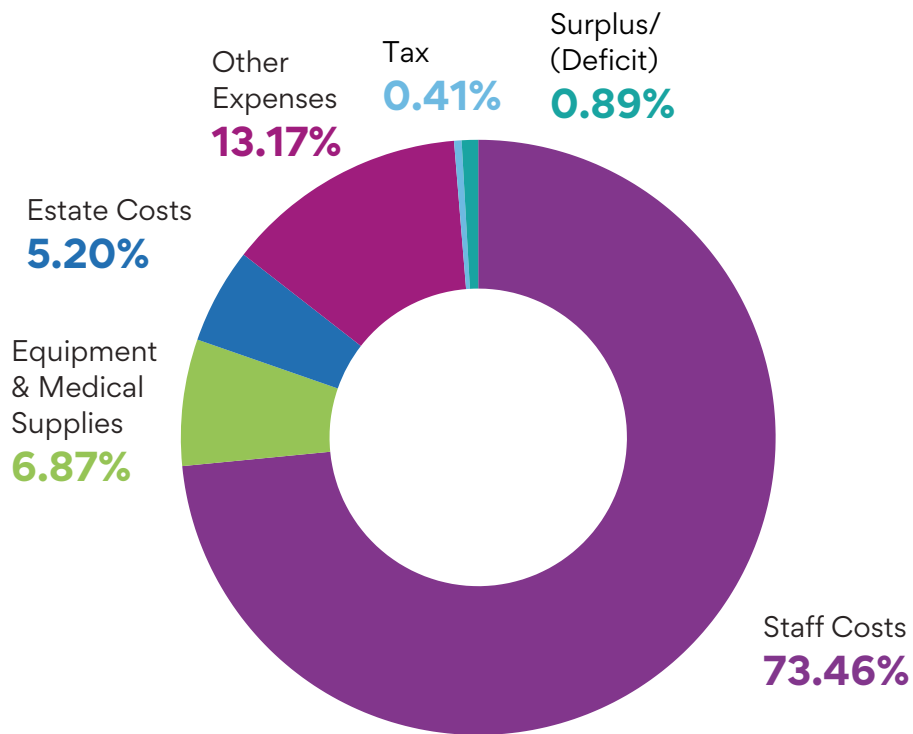
Profit before tax
£402,421



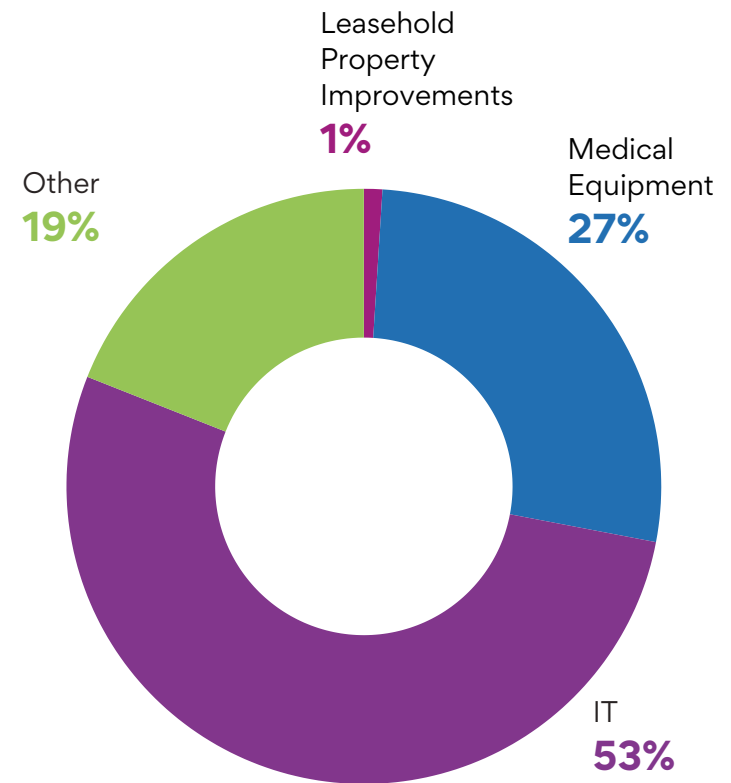
Number of staff
648



Shareholding
78%



How We Spent Our Money



Investment in Assets

Financial Performance - ECCH Group

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



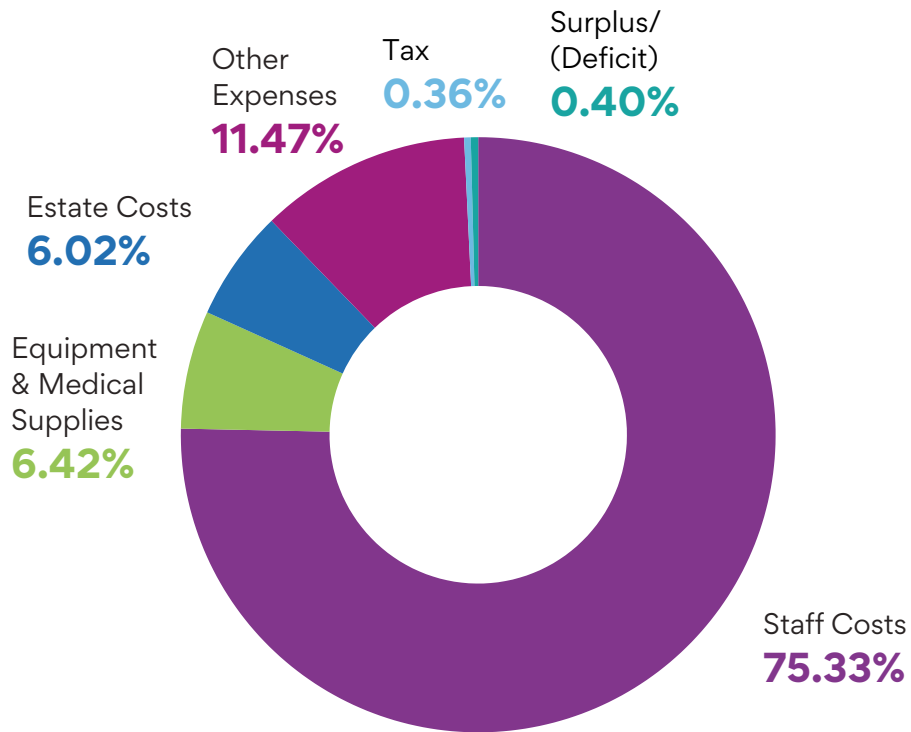
Turnover

£48,254,577

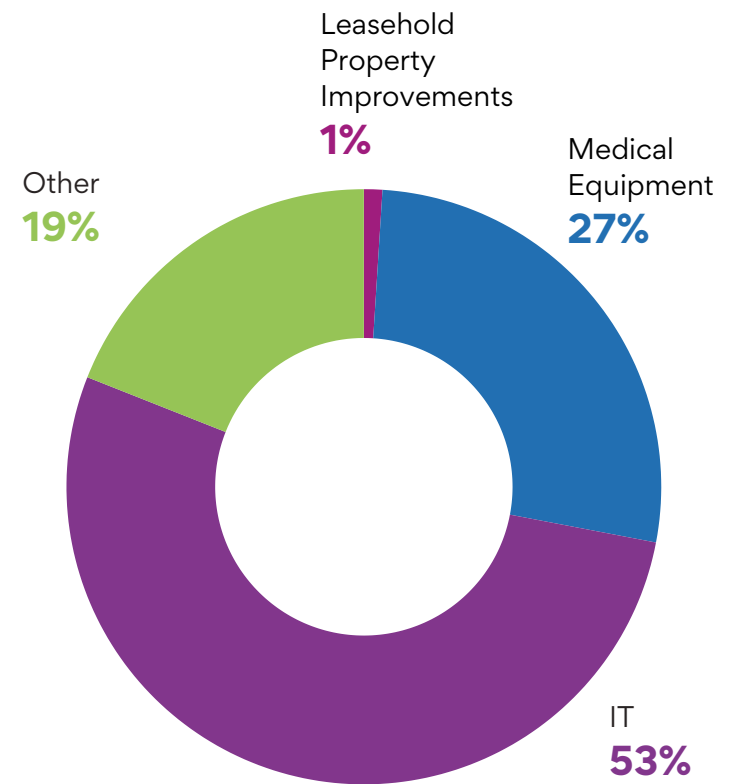


Profit before tax

£193,006



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

