



# Annual Report

2022/2023

# About Us

East Coast Community Healthcare (ECCH) is a community interest company which has been providing NHS and public health services across Norfolk and Suffolk since 2011.

Our vision is to build healthy communities. We aim to achieve this by continually reviewing and enhancing our services, working with our partners across the health system and social care. Crucial to our success are our exceptional teams. We have around 650 staff including specialist nurses, occupational therapists, healthcare assistants, physiotherapists and business support professionals.

On top of their vital professional roles, our colleagues are key to the company's success because ECCH is owned by its staff. Currently **76%** have taken up the option to become shareholders. It does not mean they receive a share of the profits because ECCH reinvests any surplus to benefit local people. However, it does give them a real say in how the organisation is run. We have an active Shareholder Council which is consulted on key decisions and two Staff Directors who are elected by their colleagues to sit on the Board, where they have full voting rights.

This Annual Report looks at some of our highlights between **October 1<sup>st</sup> 2022 and September 30<sup>th</sup> 2023.**



Inspected and rated

Good



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# Welcome from Our Chair

**As ECCH's Chair, I am delighted to introduce this Annual Report which looks at our operational and financial performance in 2022/23.**



During difficult trading conditions, ECCH's financial performance has shown a modest profit of £123,737. The reduced profit has been driven principally by the £600K impact of payments to staff for the nationally negotiated Agenda for Change pay award – for which social enterprises were excluded from Government funding. The Government initially funded only statutory NHS organisations for the pay award. However, following extensive lobbying, it has now been agreed to compensate social enterprises. The positive impact of this decision will be seen in the financial results for the year to 30<sup>th</sup> September 2024.

This role is still quite a new one for me, having joined the organisation in January. One of the things that drew me to ECCH was its role as a social enterprise within the Norfolk and Waveney Integrated Care System. It's clear from everything I have witnessed already that this status enables staff to be more innovative and flexible in their approach to designing healthcare services. You will see throughout this report the ways in which we are using technology to transform the way we work and enhance our services for our communities.

Being a social enterprise also means we don't exist to make a profit – our purpose is to have a positive impact on our communities. We aim to add value by using any extra resource, be that staff or income, to enhance our services for the benefit of our patients, and by supporting a variety of local good causes. In the period covered

by this report, we have also focused on improving our environmental impact with a new Green Plan outlining measures we will take to become a more sustainable workplace.

During 2022 ECCH made the bold decision to grow its business, with the purchase of Cavell Healthcare. In its first year as part of the ECCH Group, Cavell has expanded both geographically and in terms of the services it offers. The synergies between the two organisations are clear with staff from both organisations being able to share information and best practice, as well as training and development opportunities.

As I get to know the teams at ECCH, I am extremely impressed with the professionalism and dedication of everyone I meet. Their pride in providing care of the highest quality is unquestionable and I would like to thank them for their immense contribution to making ECCH the success that it is. I would also like to thank our partners across the system and in the voluntary sector, as we work together to share best practice and ensure equity of care across Norfolk and Waveney. I have very much enjoyed my first few months with ECCH and am excited at the prospect of helping to lead this organisation forward.



**Andy Wood**  
ECCH Chair



# ECCH's Board



**Andy Wood**  
Chair (from January 2024)



**Tony Osmanski**  
Chair (to September 2023)



**Ian Hutchison**  
Chief Executive



**John Niland**  
Non-Executive Director



**Julie Thallon**  
Non-Executive Director



**Lindsey Hoy**  
Non-Executive Director



**Tracy Cannell**  
Non-Executive Director



**Amy Vallis**  
Staff Director



**Roxy King**  
Staff Director



**Simon Bragg**  
Executive Director of  
Finance and Resources



**Adele Madin**  
Executive Director of  
Operations



**Paul Benton**  
Executive Director of Quality  
(to January 2023)



**Louise Notley**  
Executive Director  
of Quality



**Steve Berry**  
Executive Commercial  
Director



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



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

# Taking a Lead in the Development of Community Health Services

**This year has seen ECCH take a leading role in a number of initiatives that are key to the reshaping of community health services in Norfolk and Waveney.**



The Integrated Care Board carried out a comprehensive Community Services Review in 2023 to look at existing service provision and consider how to ensure that people receive 'joined up' and equitable services wherever they live. This gave us the opportunity to illustrate our forward-thinking approach, and to compare our model of working with that of other organisations both inside and outside the local system. We were able to demonstrate our strengths in exceeding targets for urgent community response times and for reducing waiting lists, as well as our work to build integrated neighbourhood teams, which was singled out as an example of national best practice.

As is widely recognised, the NHS is experiencing very significant change. This will see a shift towards more and more people being treated closer to home. With that in mind, we have continued our strategy of building healthier communities by developing our Primary Care Home teams and strengthening our networks with GP practices, system partners and the voluntary sector. This includes sharing technology with partners so patient records can be seen in real time by every clinician whether they be providing care at home, at a GP surgery or in an acute hospital. In the coming year, we will see more collaboration with our acute hospital colleagues to improve specialist

pathways and deliver care in the most appropriate place using resources from across the NHS.

As you will see within this report, we have launched a Community Virtual Ward, working with our colleagues at the James Paget University Hospital Trust to enable patients to receive hospital monitoring in their own homes. We are also now embarking on a joint patient pathway with Norfolk Community Health and Care NHS Trust for our MSK services, which involves a 'single point of access' and triage point for referrals into the service, as well as significant investment in digital referral processes.

It is an exciting time in community healthcare and I believe these various measures demonstrate how ECCH is ideally placed to work with our partners to find yet more original and sustainable ways to deliver these constantly evolving services. I would like to thank all our staff for their innovative thinking and dedication to excellence, because without them, none of this would be achievable.



**Ian Hutchison**  
Chief Executive

# Our Strategy

## Improve

health outcomes  
by leading the  
development of  
community-based  
care



## Build

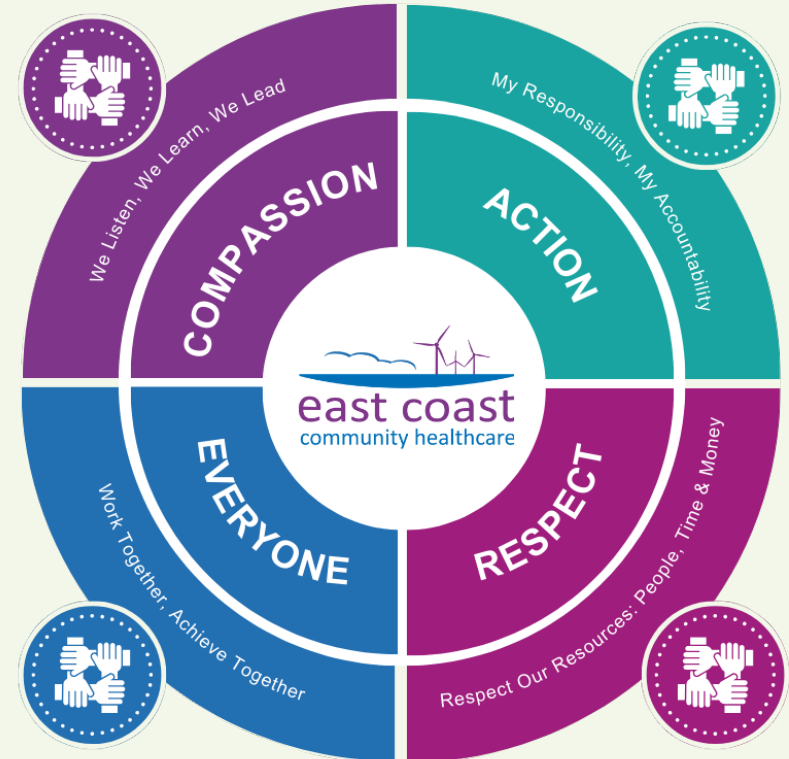
an organisation  
for the future

## Grow, diversify & partner

to increase  
the value we  
reinvest into our  
communities



## Our Values





# Building Healthy Communities

## Developing our Primary Care Home Model

**ECCH's four multi-disciplinary Primary Care Home (PCH) teams are central to our provision of community care.**

**They offer personalised care in patients' own homes, preventing avoidable admissions to hospital.**

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

We continually look for ways in which we can evolve and extend the service, introducing new digital innovations and new services. Here are some of the things we have introduced over the period of this report.

### Virtual Ward launches

**ECCH has launched a Community Virtual Ward which allows patients in Great Yarmouth and Waveney to receive hospital monitoring and treatment at home instead of in hospital.**

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

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

The service runs from 8am to 8pm, seven days a week and will work alongside established nursing and therapy teams including the intravenous (IV) therapy team, providing IV treatments at home.

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

## Award for Urgent Community Response

NHS East of England's 'Access to the Stack' programme, which involves ECCH's Urgent Community Response Teams, won the 'Improving Urgent and Emergency Care through Digital' category at the Health Service Journal (HSJ) Digital Awards. These awards recognise excellence in digitising, connecting, and transforming health and care.

The Access to the Stack project gives our Urgent Community Response team access to information about patients who are waiting for ambulances. They can then provide care, where appropriate, and thereby relieve pressure on the Ambulance Service while enabling people to be cared for in their own homes rather than in hospital.

Winners were chosen for 19 awards from a total of 162 shortlisted finalists, representing 120 NHS Trusts and other provider organisations.

HSJ editor Alastair McLellan said: "There's little doubt that digital services and tech innovation is important to the future of the NHS and brings with it much promise for improved patient experience, as well as cost efficiencies and staff morale."

The Access to the Stack initiative has also led to ECCH's Urgent Community Response Team being awarded a Bronze Certificate in NHS East of England's Recondition the Nation campaign.

The commendation reads: "Although in its infancy in Norfolk and Waveney, your involvement is starting to make a difference to patients every day, preventing avoidable conveyances and admissions to hospital and improving patient and carer experience."



“ ”

**What wonderful staff. They have done more in a few months than others have done in years.**

Patient Feedback, MSK Physiotherapy

## 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 (30<sup>th</sup> September 2022 to 1<sup>st</sup> October 2023), we exceeded all our Urgent Community Response requirements, achieving a combined result of 81% against a contractual target of 70% set by the ICS.

We achieved 87% of four hour responses, 79% of 2 hour responses and 77% of 24 hour responses.

Referral Urgency	Referral Count	Met Urgency Target	%
2 Hours	5996	4712	79%
4 Hours	638	555	87%
24 Hours	235	181	77%



## Extra therapists on ward increases patient recovery

Additional therapy staff were recruited to Minsmere Ward at Beccles Intermediate Centre to assess the potential positive impact this could have on patient recovery.



They work alongside our ward nurses offering physiotherapy and occupational therapy to patients, the majority of whom have been transferred from the James Paget University Hospital because they no longer require acute care, but are not well enough to be cared for at home.

A trial period has shown that there is now a lower average length of stay on Minsmere Ward than in intermediate care bed provision elsewhere in Norfolk and Waveney that does not have the additional therapy on offer. The average length of stay on Minsmere ward over the last year was 20 days compared with 32 days elsewhere.

At our daily ward rounds, therapists are able to assess which patients would benefit from reablement care. In addition, these ward rounds involve colleagues from social care and from the Transfer of Care Hub which is responsible for discharging patients from the James Paget University Hospital. This multi-disciplinary team approach helps to maximise flow through the ward for the benefit of our communities and results in Minsmere's bed occupancy levels being consistently greater than 100%, as empty beds are filled the same day.





## Collaboration unifies MSK services

**ECCH has been working with Norfolk Community Health & Care NHS Trust (NCH&C) to launch a unified approach to musculoskeletal (MSK) care.**

The new service includes a Single Point of Access (SPoA) for patient referrals. This provides a single 'front door' to MSK services across the region, with patients triaged to the most appropriate team depending on their clinical needs. It means patients with MSK conditions have access to the same care pathway wherever they live in Norfolk and Waveney.

Patients can also self-refer, without the need to see a GP, and can access a range of self-help material on the service's [website](#).

## Pioneering national initiative to improve wound care

**ECCH's Tissue Viability Nurses have been working with colleagues from Norfolk Community Health and Care on a new national initiative to improve lower limb wound care. Norfolk and Waveney ICS was the first in the East of England to be chosen for the project by the Academic Health Science Network.**



The project included introducing a digital app which supports wound care assessments and integrating it into the electronic patient record system used by both organisations. This gives clinicians access to the latest information wherever they are in Norfolk and Waveney and enables them to better record whether patients have had the expected and required levels of assessment, treatment and education.

ECCH's nurses also joined forces with students from East Norfolk Sixth Form College in Great Yarmouth who used their filming and video editing skills to produce a wound care training video, which has been shared with colleagues and GP practice staff across Norfolk and Waveney.

The project has standardised the treatment pathway for wound care for both ECCH and NCH&C, meaning patients will receive the same care pathway wherever they live in the area. One million people in the UK have a lower limb ulcer – that's 2% of all adults. It is estimated that this costs the NHS around £3.1 billion per year.

Tricia D'Orsi, Executive Director of Nursing for NHS Norfolk and Waveney, said: "Becoming a Transforming Wound Care Programme Test and Evaluation Site is a really exciting opportunity for us. This programme is supporting us to transform services at a greater pace, working together to deliver high quality care for our patients, ensuring our staff have more time to spend with our patients."



## Online appointment booking launched

**In May 2023 we launched online appointment booking for MSK Physiotherapy patients in Great Yarmouth, Waveney and North Norfolk, for telephone and clinic-based appointments.**

This means service users can make, amend or cancel appointments with our services via an app, which is called Airmid, at a time that is convenient to them. It also enables staff to contact patients instantly if they need to provide important service information and means patients and carers are not restricted to the working hours of our central communication hub, East Coast Community Access.

Plans are in place to roll-out the use of online appointment booking to other ECCH services. Details of how to access the service can be found at [norfolkandwaveneycommunityhealth.nhs.uk/msk](https://norfolkandwaveneycommunityhealth.nhs.uk/msk)

## Introduction of e-Referrals

**A project took place to extend the number of ECCH services available to primary care professionals via e-referral within the SystemOne patient record keeping software that ECCH uses. This streamlines the referral process, removing the need for phone or email referral routes.**

ECCH worked closely with primary care colleagues, both in the implementation phase and in supporting them to use e-Referral in their own practices.

In March 2023, we conducted a survey within the four Primary Care Networks we serve to gain insight into how primary care colleagues felt about the ease of referral to ECCH, and our responsiveness.

- **84%** of respondents felt it was easy to refer into our services
- **86%** of respondents were satisfied with our responsiveness

We also asked some broader questions about respondents' experience of working with us. 79% said our staff are professional at all times and 75% said they place the patient at the centre of their work at all times. The most common words to describe ECCH staff were 'helpful' and 'committed'.



## Looked After Children service

ECCH's Looked After Children (LAC) service ensures that all children who enter the care system have an Initial Health Assessment carried out by a registered medical practitioner, followed by annual reviews.

During the period covered by this report:

- **198** initial health assessment requests were received, for new children placed in our area
- Team members attended **188** strategy meetings
- **191** A&E attendances and **39** Police Domestic Incident Reports have been reviewed.

The team has been working closely with the LAC service at Norfolk Community Health and Care NHS Trust (NSFT) to share ideas and ensure that LAC services across Norfolk and Waveney ICB are consistent for all young people.

This year the service has developed a Health Assessment questionnaire as part of the review assessments. The team use it to create a bespoke report for each child which will enhance future assessments and has enabled more accurate performance reporting.

As well as undertaking health assessments, our LAC nurses support and offer training to foster carers.



“ ”

The care plan you have done is the most thorough plan we have had since having D stay with us . Good to have everything written out so professionally.

Carer Feedback, LAC Service



## Carer Support Nurse Service wins NHS Parliamentary Award

**Our Carer Support Nurse pilot programme for unpaid/family carers in the Great Yarmouth area won a prestigious NHS Parliamentary Award.**



This service saw a specialist nurse assist unpaid carers with their health and wellbeing. An assessment at home led to any immediate health needs being addressed, as well as referral to other ECCH teams such as Occupational Therapy or Physiotherapy, if required. The aim was to boost unpaid carers' skills and confidence to care, with signposting to organisations which offer financial or social support, if needed.

Great Yarmouth MP Brandon Lewis nominated ECCH for the award. The service was developed following research by a team from the University of East Anglia (UEA), led by Professor Morag Farquhar, into the perceived lack of health provision for unpaid carers. They worked with ECCH to develop the pilot which was funded by Norfolk and Waveney Integrated Care Board.

Carer Support Nurse Karen Murphy was also a finalist for the Innovations in your Specialty category of the Royal College of Nursing Awards 2023.

## Peter Aldous MP visits ECCH

**In March 2023 we welcomed Waveney MP Peter Aldous to our headquarters at Hamilton House, Lowestoft.**

He met with staff from Lowestoft Primary Care Home team and heard how they have been working hard to help ease pressure on beds at local acute hospitals.

Peter Aldous said: "I was delighted to visit ECCH and to meet their dedicated teams of health and care professionals, to find out more about their caring and innovative work. The health and care sector faces enormous challenges in the coming months and years and social enterprises, such as ECCH, who are deeply embedded in and committed to their local communities, have a key role to play, working alongside local GPs and hospitals such as the James Paget, in providing tailor-made care and support to people in their own homes and on their discharge from hospital. It is vital that they are provided with every opportunity to support and work alongside the NHS."



*Peter Aldous with the Cavell Healthcare Team*

## Patricia Hewitt praises innovative working

**We had the chance to showcase our services when the Rt Hon Patricia Hewitt, Chair of Norfolk and Waveney Integrated Care System, paid us a visit.**



Patricia Hewitt attended a meeting of our Board and a Community Services Review meeting. She heard about our digital transformation work and how we have been working with local GP practices to share our electronic patient record system and introduce electronic referrals. She also heard about a new diet and exercise pilot programme for patients with Type 2 diabetes which has had encouraging results in terms of reducing their blood sugar levels.

Patricia also met with a team from our subsidiary company Cavell Healthcare, which provides domiciliary and live-in care across Norfolk and Suffolk. She was keen to hear about Cavell's work with Norfolk and Waveney ICB's Home First Service, which assists people to come out of hospital and be cared for at home.

The team also told her how having ECCH as a parent company is enabling them to explore providing a wider range of services for their clients, as well as potentially creating opportunities for Cavell staff to further develop their skills.

Patricia Hewitt commended ECCH for its innovative working and willingness to collaborate with health partners across Norfolk and Waveney.



“ ”

**Absolutely phenomenal service. As soon as you walk into my home I feel my mood immediately uplifted and feel completely reassured.**

Patient Feedback, PCH Service



## Positive results for patients on new diabetes programme

**In 2023 ECCH commissioned a pioneering diet and exercise programme for people with diabetes in Great Yarmouth, which resulted in a marked improvement in their condition.**

The programme, which was launched in partnership with East Norfolk Medical Practice, provided individualised personal training and nutritional advice to patients with a long-term diagnosis of Type 2 diabetes. It was aimed at those who had already been referred to ECCH's Specialist Diabetes Service with a history of difficult diabetic control.

Since the COVID pandemic, the referral rate to this service has risen from 23 to 128 referrals per month. Great Yarmouth also has the highest figures of pre-diabetes in the Norfolk and Waveney area.

The 11-week programme was completed by 32 patients who received nutritional advice and were encouraged to follow a 'Mediterranean' diet, eating lots of fruit, vegetables, pulses and wholegrain cereals. They were offered 10 activity sessions delivered by an experienced personal trainer either at a fitness facility or, for one housebound patient, at their home.

At the end of the programme, results showed the majority of participants had significantly reduced blood sugar levels and were far less 'addicted' to carbohydrates such as white bread, pasta and sugar.

The programme is set to continue in Great Yarmouth to enable more data to be gathered on its long-term effects. It is also hoped that funding can be secured to roll it out to a wider geographical area.

## Ministry of Defence invites ECCH to share insights into Long COVID rehabilitation

**Two ECCH clinicians were invited to visit the Defence and National Rehabilitation Centre in Stanford Le Soar to discuss Long COVID treatment pathways.**

This was the result of positive feedback to the MOD from a serving military personnel who had been treated by our ME/CFS and Long COVID Service and was impressed by the positive impact it had had on their health.

Professional Leads Jo Wiggins and Louise Halliday met with members of the MOD's Medical Rehabilitation team and presented the current treatment programmes offered to people who have a diagnosis of Myalgic Encephalomyelitis (ME) and Chronic Fatigue Syndrome (CFS) or Long COVID in Norfolk and Suffolk. They were also able to share ideas on how the MOD team could develop their programme for serving personnel with either Long COVID or ME/CFS.





## Quit target success for Smokefree Norfolk

**More than 2,000 clients set a quit date following support from ECCH's Smokefree Norfolk (SFN) service during the period covered by this report. Of those, 64% were still 'smokefree' after 4 weeks, against a target quit rate of 51%.**

In December 2022, SFN launched an enhanced smoking cessation service, in collaboration with key partners Together for Mental Wellbeing, Norfolk County Council and Norfolk & Waveney ICB, to support clients in Great Yarmouth, Gorleston and Norwich who smoke and have a severe mental illness. By 30<sup>th</sup> September 2023, it had received 165 referrals and was reporting a 4-week quit rate of 57%.

In May 2023 SFN, in collaboration with Norfolk County Council and the Local Maternity and Neonatal System, started a pilot Pregnancy Incentive Scheme in the Great Yarmouth area. This was aimed at pregnant women who smoke and want to quit with the offer of up to £300 of shopping vouchers as long as they continue to stop smoking, verified by carbon monoxide monitoring.

SFN also provided a 12 week scheme for adults who want to use vapes to aid smoking cessation. This reported a quit rate of more than 51% at both 4 and 12 weeks. Vape scheme-specific training was designed to enable community practitioners to offer this smoking cessation aid to their clients.

## Parkinson's support event

**ECCH hosted a free support event to mark World Parkinson's Day in partnership with Parkinson's UK and Everyone Active.**

More than 150 people attended the event at Waterlane Leisure Centre in Lowestoft which brought together people with Parkinson's and their relatives/carers to provide information about local services, as well as a chance to catch up and meet other people with the condition.

The event was organised by ECCH's Integrated Community Neurology Service, which offers support and advice to people who have been diagnosed with neurological conditions such as multiple sclerosis, Parkinson's, motor neurone disease and stroke.

Other ECCH services in attendance included our memory impairment nurses, Tissue Viability and Continence teams.

They were joined by representatives from Parkinson's UK, Disability Advice North East Suffolk (DANES), BACT, Sailability, Ping Pong Parkinson's, Everyone Active and Suffolk Family Carers.





## Health ‘MOT’ for visitors to heart event

Visitors to a special roadshow in Great Yarmouth were offered a full health ‘MOT’ when our Cardiac Rehabilitation team organised an event to mark World Heart Day.



People were able to have their blood pressure and weight checked as well as their heart rhythm. ECCH's Physiotherapy Service offered support for people with mobility issues, and advice was available from Smokefree Norfolk advisors to help people stop smoking.

Instructors were even showing people life saving techniques such as cardiopulmonary resuscitation (CPR) in case of an emergency where someone's breathing or heartbeat has stopped. Organisations including Heart2Heart, Active Now, Sports Club 88 and Freedom Leisure also had stands at the event at the Marina Centre.

Around 14,000 people are living with heart and circulatory disease in Great Yarmouth and around 19,000 have been diagnosed with high blood pressure.



ECCH Cardiac Rehabilitation Nurse Emma Gainsborough said: “This was an opportunity for people to stop and think about their heart health and it was great to see so many people interested in how they can improve how they look after themselves. Coronary heart disease is the biggest killer in the UK so we're keen to get the message out there that there are lots of small things we can change in our lives to make sure we look after ourselves better.”

World Heart Day is organised by the World Heart Foundation to remind people around the world to take care of their hearts and promote measures to reduce the risk of cardiovascular disease.

“ ”

Thank you so very much for the wonderful care you gave to my husband – and for looking after me too. Such a lovely, peaceful ward where my husband was shown such great care and kindness.

Patient Feedback, Specialist Palliative Care



## Kirstie becomes our sixth Queen's Nurse

District Nursing Sister Kirstie Websdale has been awarded the title of Queen's Nurse by the community nursing charity The Queen's Nursing Institute (QNI).



Kirstie is part of our Lowestoft Primary Care Home team, and has recently started a secondment with St Elizabeth Hospice which partners ECCH to provide specialist palliative care.

Kirstie began her career as a Healthcare Assistant in 2005 and registered as an Adult Nurse in 2011, after attending university. She worked for St John Ambulance and Ipswich Hospital prior to joining ECCH. She completed her District Nursing Degree in 2018 and became a District Nursing Sister.

Kirstie is one of six nurses at ECCH to receive the prestigious title which denotes 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.

The Queen's Nursing Institute is a registered charity founded in 1887. There are 60 Queen's Nurses across Norfolk and Suffolk, and 2,500 in England, Wales and Northern Ireland.

## Estates and Facilities

Our Estates and Facilities team has had another busy year. Continued pressures across the healthcare system have seen them scaling up beds, carrying out deep cleans, providing additional meals and meeting extra laundry requirements, often at short notice.

Cleaning audits have been carried out in line with the national cleaning standards for healthcare settings and a programme of refurbishment projects has been underway, including at the following sites:

**Beccles Hospital:** a new rehabilitation gym has been created for Minsmere Ward patients as well as a staff room and a male staff changing room. The reception area has been refurbished, with the aim of making it more inviting for visitors and staff.



**Hamilton House:** the underground storage area is being cleared to make maximum space available for future use. This includes the removal and disposal of expired PPE required during the COVID-19 pandemic.



**Sole Bay Health Centre:** The team moved the PCH base from an office which was shared with the GP practice to their own designated space.

Our in-house multi-skilled technicians have also continued to undertake a programme of refreshment painting of rooms across our estate.



# Research Activity

**The number of ECCH clinical teams engaged with research has expanded since 2022 when our focus moved from working on studies with GP practices to developing a portfolio of community studies. ECCH's Community Matrons, Podiatry and Continence teams have all been involved in research studies for the first time.**

A suite of research training has been put together for clinicians and we have a cohort of Research Champions who meet bimonthly and encourage research participation among their services.

Over the past 12 months ECCH has been actively involved in 10 community-based studies, including:

- **CHELsea 2** – Our Specialist Palliative Care team and staff on Minsmere Ward at Beccles Hospital are working on a trial of clinically assisted hydration in patients in the last days of life.
- **REDUCE** – ECCH's Podiatry team is leading on a study investigating the effectiveness and cost-effectiveness of the REDUCE intervention for patients after diabetic foot ulcers have healed.
- **VenUS 6** – ECCH's Tissue Viability Nursing team is recruiting people with one or more leg ulcer to a randomised controlled trial of compression therapies.
- **c-SIGHT** – Our Early Stroke Discharge team screened more than 100 stroke survivors as part of this University of East Anglia (UEA) study of computerised Spatial Inattention Grasping Home-based Therapy equipment.

To support the development of our community-focused research portfolio, the research team has been working to develop research awareness and engagement, both within ECCH and our wider community.

We have revised and relaunched our awareness survey focusing on visibility, engagement and opportunity to participate in research. An action plan has been developed to address areas of clinical practice where respondents wanted to see further evidence created, as well as to look at what training and support would be beneficial to clinicians.



As a result of ECCH's recent collaboration with UEA to deliver the Carer Support Nurse pilot, we have been invited to become one of the UEA's health and social care partners. ECCH is supporting the UEA project team as they seek funding to develop a new version of The Carer Support Needs Assessment Tool (CSNAT- I), specifically for young carers. CSNAT- I is an internationally recognised evidence-based assessment and intervention tool which was developed for adult carers, but which is not yet ready for use with young carers.

To mark Clinical Trials Day in May, ECCH's Research team worked with social and health research partners from across Norfolk and Waveney Integrated Care System to deliver a 'Be Part of Research' event at Lowestoft Library. The event aimed to raise the profile of opportunities to participate in research and gave members of the public the opportunity to provide feedback on barriers for participation in research.

## Compliments, concerns and complaints

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.

We welcome feedback and use it to continually improve and refine our services. The simplest way to leave feedback is via our website:

[www.ecch.org/feedback/how-to-leave-us-feedback](http://www.ecch.org/feedback/how-to-leave-us-feedback)

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 513,202 contacts with service users. Our Patient Liaison team received a total of 272 compliments and 19 formal complaints.



## Emergency Preparedness, Resilience and Response

ECCH is an active partner within the local health sector resilience arena, working collaboratively with our health and social care partners, NHS England and local authorities to ensure cohesive healthcare support in the event of an emergency or incident affecting our community.

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

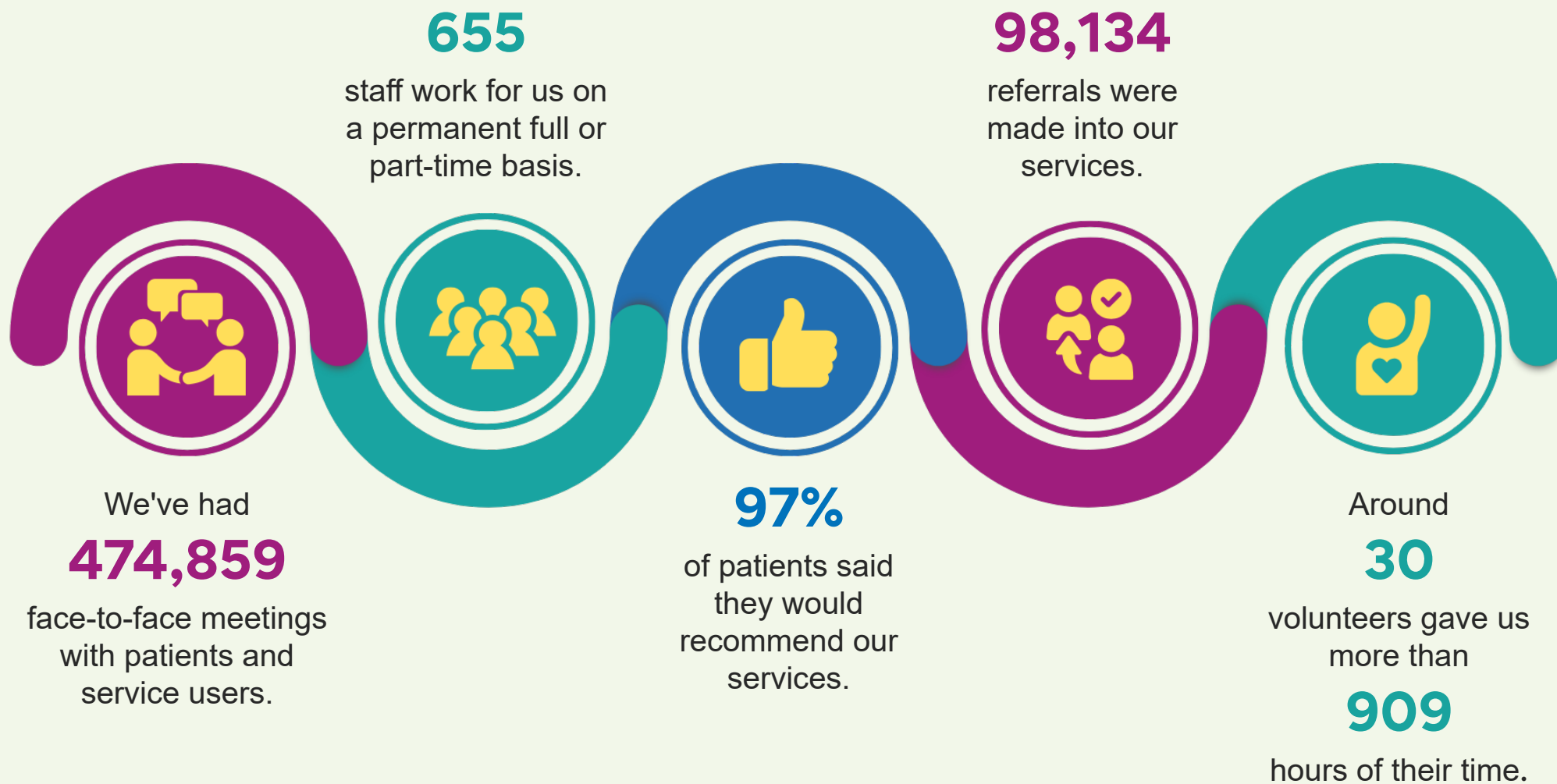
Emergency training exercises have been undertaken, in addition to close working with our system partners over a challenging winter period. Along with our partners, ECCH has implemented its business continuity management systems and plans in order to ensure the safety of our patients and employees.

## Governance Statement

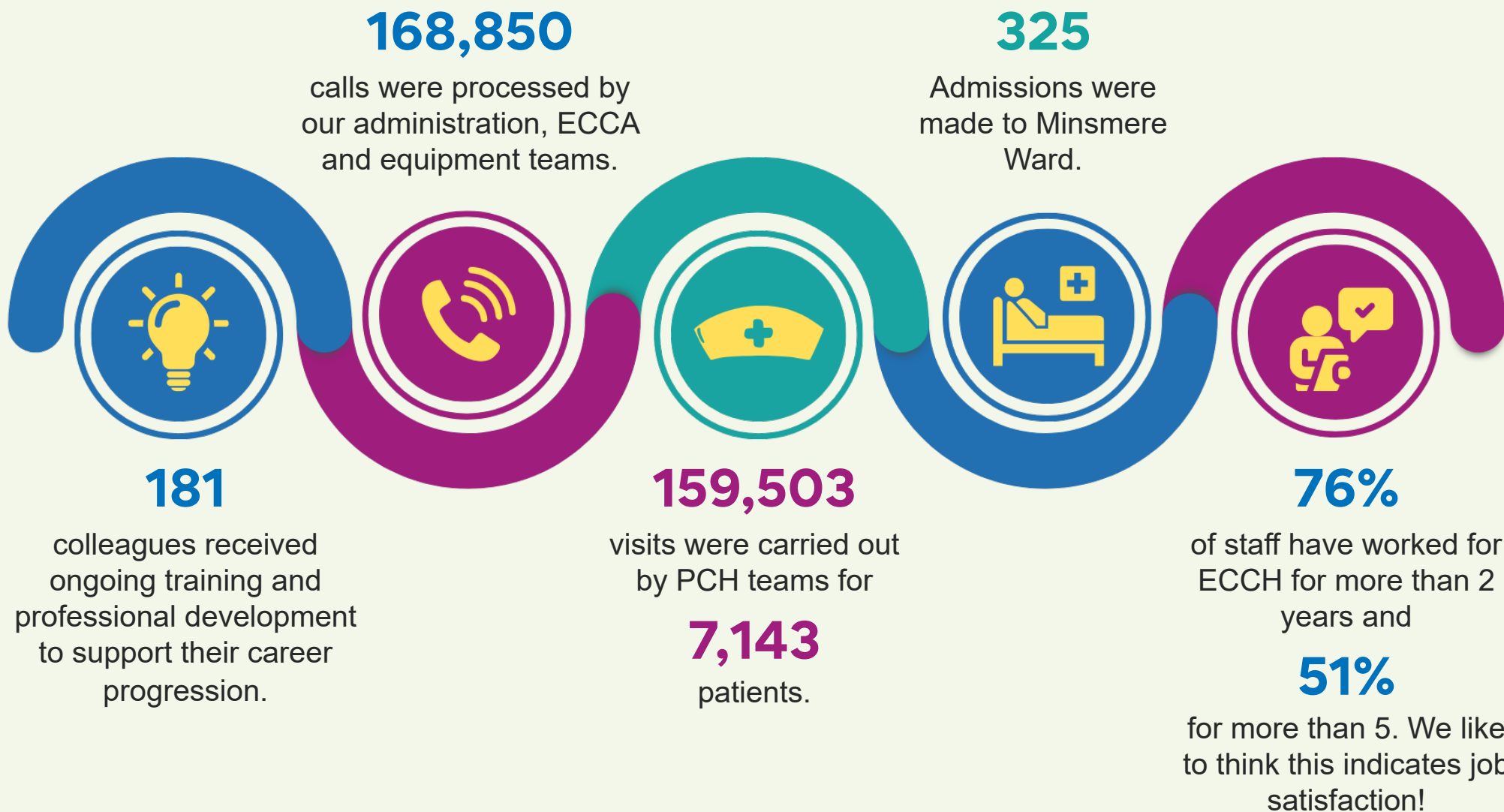
**ECCH publishes an Annual Governance Statement every year. It draws together position statements and evidence on governance, risk management and control in order to record the stewardship of the organisation, and to supplement its accounts.**

You can find our Governance Statement for 2022/23 on our website here: [www.ecch.org/media/2q0kxwx5/annual-governance-statement-2022-to-2023.pdf](http://www.ecch.org/media/2q0kxwx5/annual-governance-statement-2022-to-2023.pdf)

## ECCH in Numbers







# Growing Our Business

## Cavell Healthcare



**The first year since ECCH bought Cavell Healthcare has seen the domiciliary care provider go from strength to strength.**

Cavell has moved its Lowestoft base into Hamilton House and expanded the team. It has also opened an office in Cromer, meaning Cavell now has 90 staff working across Lowestoft, Norwich and North Norfolk. They provide around 2,000 care hours per week, with 70% of the work relating to contracts with Norfolk and Suffolk County Councils, and the remainder with private clients.

In January 2023 Cavell recruited extra staff for a new Home First Support Service which supported people to be discharged from hospital and receive care to recover in the comfort of their own homes.

The company has also been awarded a Care for Better Outcomes contract by Norfolk County Council, which sees Cavell carers providing a six week reablement package to help people get back on their feet at home after a hospital stay, or if they have been taken ill suddenly but do not require treatment in hospital.

In June the team won the Recruitment and Retention Award at the national Stars of Social Care Awards, and in November Operations Manager Victoria Lee won the Workforce Development Award at the East of England region Great British Care Awards. It recognised the work she has done to set up in-house training programmes and help staff progress their careers. Victoria is now a finalist for a national Great British Care Award.

We continue to explore ways in which ECCH can add value to Cavell's current offering, increasing its use of digital technology and providing opportunities for staff to develop their skills in order to be able to offer more services to clients.



## East Point Business Services



**Our subsidiary company East Point Business Services has now been operating for 9 years.**

It provides property services and facilities management to public and private organisations, as well as some IT and digital support systems. Its staff are also responsible for refurbishment and maintenance work at ECCH's sites.

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

- Alterations to office spaces at Hamilton House
- Creating a new office for the Occupational Therapy team and reception area at Beccles Intermediate Care Centre
- Installing air conditioning to all side rooms and bays on Minsmere Ward
- Replacing 50% of the lighting around Beccles Intermediate Care Centre with LED lighting, and upgrading the water treatment system



“ ”

**What a team! I am incredibly grateful for all your efforts. Keep using your magic as you have done on me.**

Patient Feedback, Minsmere Ward



# Building an Organisation for the Future

**It would not be possible to achieve our vision without the commitment of our amazing teams.**

We believe in developing our staff from the very start of their careers to reach their personal goals and feel empowered to take decisions and make improvements that benefit our organisation and our community.

We also take staff wellbeing very seriously and continually work to improve our various staff support programmes. When surveyed in 2023, 70% of staff said they would recommend ECCH as a good place to work, compared to a national average of 65% for similar organisations.

## Quality Mark for supporting newly qualified practitioners

**ECCH was one of the first organisations in the east of England to receive an award for its support to newly qualified practitioners.**

NHS England have given us the National Preceptorship Interim Quality Mark in recognition of our Preceptorship Programme.

Preceptorship provides a period of guidance and support for newly registered nurses and health practitioners to develop their knowledge, skills and ability to work as confident and competent health professionals. The aim is to welcome and integrate them into their new teams and roles, giving them the best possible start to their careers.

ECCH's support for newly registered practitioners now includes a series of face-to-face support sessions, preceptee-led online workshops and a clinical induction.

The Quality Mark was introduced in September 2022 as the gold standard for NHS organisations to benchmark themselves against. It was awarded at ECCH's Lowestoft headquarters, Hamilton House, by Catherine Morgan, Chief Nurse for the East of England Region, and Debbie Cubitt, Preceptorship Lead for NHS England – East of England.



## Developing our staff

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

Our Health Ambassadors attended a number of career events at local schools, colleges and universities to provide support with career conversations and represent ECCH as a potential future employer. Our Health Ambassadors also attended the Royal Norfolk Show STEM Fayre in July 2023.

Over the past year 7 employees have completed their apprenticeship programmes, and we currently have 18 employees following clinical and non-clinical apprenticeship programmes. We have supported a further 25 apprentices on clinical placements from local practice partners.

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



## Students present ECCH with Award

ECCH's Practice Education team was presented with a Gold-Plated Employer Award by East Coast College after guiding nine T-Level students through their industry placements.

The students worked across our Primary Care Home teams and Minsmere Ward as part of a new partnership with the college.



## Employee Support Fund

**Recognising the difficulties some face in the current economic climate, ECCH has partnered with Norfolk Community Foundation to provide an Employee Support Fund to provide help to any employee who is in temporary or unexpected financial hardship.**

Employees can apply for a maximum grant of £300 within a 12 month period to help with costs such as household bills, essential household equipment, food shopping, car fuel or essential repair of a vehicle.

Norfolk Community Foundation is an independent local charity which administers the Employee Support Fund on ECCH's behalf and is responsible for processing applications and making any approved payments.

## Our amazing volunteers

**The ECCH Volunteer Service is now in its fourth year and we are very grateful for the time and enthusiasm volunteers give us and the real difference they make to the staff and patients they support.**

In the past year, 30 volunteers have given us 909 hours of their time. Here's a snapshot of some of the activities volunteers have undertaken to support our teams:

- Providing company and conversation to patients on Minsmere ward at Beccles Intermediate Care Centre
- Manning Smokefree Norfolk drop-in sessions, taking clients' carbon monoxide readings and reporting these to the Smokefree team
- Picking up and delivering grocery essentials for a patient recovering from surgery
- Assisting at the Leg Ulcer Clinic at Northgate hospital
- Making calls to patients to gather feedback for our NHS Family and Friends Test survey
- Taking a patient to the shops and for a coffee to help them regain confidence after a fall
- Accompanying a patient out on walks to build their confidence following a stroke
- Calling a patient once a week for a chat to help them with their speech recovery
- Giving feedback on the design and content of new ECCH leaflets



Through our partnership with Voluntary Norfolk, we continue to create roles for volunteers which we hope will give them a fulfilling insight into how we care for our communities.



## Shareholder Council

**Our Shareholder Council represents the 76% of staff who choose to hold a share in ECCH. It is a formal sub-committee of the Board and is led by two Staff Directors who are elected by shareholders and who also sit on the Board with full voting rights.**

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

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

- The recruitment of new Non-Executive Directors
- The roll-out of the NHS Staff Survey and People Pulse
- Shortlisting nominations for Staff Awards
- Choosing the recipients of our Star of the Month recognition scheme.

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

## Activities Project

**Having introduced a project in 2022 to raise staff morale following the pressures of working during the pandemic, we built on it in 2023 with a range of new activities to enable teams to enjoy some time together outside the work environment.**

Colleagues were invited to suggest ideas for events that could be organised during the summer. These were shortlisted by the Shareholder Council and then voted on by staff. The Communications Team organised the top five choices below which were free to attend. Staff feedback was very positive and another series of activities is being organised in spring/summer 2024.



**A murder mystery evening**



**A boat trip on the Broads**



**Seal spotting boat trips**



**An escape room session**



**Tubing**

# Awards recognise staff achievements

**ECCH's Primary Care Home teams were named Clinical Team of the Year at our annual Staff Awards event in recognition of the care they provide for patients in their own homes across Great Yarmouth and Waveney.**

It was one of seventeen awards presented to celebrate ECCH staff, those working for our subsidiary companies and our partners within the local NHS system.

On presenting the award at the Ivy House Country Hotel in Oulton Broad, ECCH Chief Executive Ian Hutchison said:

"Throughout the pandemic these teams demonstrated extraordinary commitment and resilience, going into people's homes to ensure patients continued to receive appropriate care. Their role continues to evolve and expand to support the growing need for care outside of acute hospitals, to patients with increasingly complex needs and, no matter what the challenge, they support each other with a positive outlook, always striving to deliver the highest quality care possible."



The Non-Clinical Team of the Year award went to ECCH's Waveney Administrative Team. They are the first port of call for patients at Beccles Intermediate Care Unit's reception area, and also provide the support which enables their clinical colleagues to concentrate on delivering face-to-face patient care.



The award for Delivering Exceptional Care was given to Heart Failure Nurse Specialist Joanne Hayles who has developed a 'Patient Passport' and service information packs to help patients better understand and manage their conditions.

The winner of the Patient Choice Award was Paula Baker, a Specialist Nurse with the Cardiac Rehabilitation team. This award was based on the amount of compliments and positive feedback by service users for an individual clinician.

The Innovation Award was won by Occupational Therapist Abigail Newson for her contribution to the launch of a new continuous service improvement programme.

Jade Wilson won the Emerging Talent award. Jade began her career with ECCH in a clinical role before seeking project management experience which proved so successful she now has a full time Project Co-ordinator post.

Specialist Physiotherapist and Stroke Team Lead, Anne-Marie Gaul, was awarded the title of Inspirational Leader in recognition of her passion for her work and ability to motivate her colleagues and create a positive working environment.



Health Connector Valerie Manning received the Making a Difference Award after she helped access appropriate support for a number of vulnerable patients, including someone who was homeless and a patient with safeguarding concerns at home.

The Unsung Hero award was shared by Wheelchair Service Co-ordinator Julie Tobutt and Night Service Staff Nurse Jane Smith, in recognition of their commitment to their services and the support they give to colleagues.

The Star of the Year Award was won by Estates and Facilities site co-ordinator Liz Cable for her work leading the Domestic and Catering Service at Beccles Intermediate Care Unit, and the award for ECCH Champion was presented to MSK Physiotherapist Suzanne Blowers who, on top of her busy clinical caseload, uses her role as a Clinical Educator to provide support for students.

The Chair's award was presented by ECCH Interim Chairman John Niland to the Systems Support Team, who have helped to introduce many new digital initiatives in recent years which benefit both staff and patients. These include online e-Referral for physiotherapy patients, a new patient record-keeping system and turning Minsmere Ward at Beccles Intermediate Care Unit into a paperless ward.

As well as awards for ECCH staff, three Partnership Awards were given to colleagues from partner organisations who have been instrumental in helping ECCH implement collaborative projects and ways of working. These were awarded to Emma Bray, ICS Head of Urgent, Emergency & Integrated Care (East Locality) from Norfolk and Waveney ICB, Tracie Bitters, Corporate Lead Nurse at the James Paget University Hospital and Andrew Butcher, Head of Service Improvement Partnerships at Norfolk Community Health and Care NHS Trust.

“It's wonderful to be able to celebrate all our staff, whether they're in clinical posts or office-based roles.”

Two awards were given to staff at Cavell Healthcare, the domiciliary care provider which ECCH took over a year ago. Field Care Supervisor Charmain McGinty won Care Worker of the Year and Care Manager Laura Panter won the Outstanding Contribution Award.

Maintenance Technician Grant Burwood received an Outstanding Contribution award for the difference he makes to his team at East Point Business Services, another subsidiary of ECCH.

A special award was also presented to former ECCH Chair Tony Osmanski who ended his term at ECCH in September after leading the Board of the social enterprise since 2017.

Interim Chair John Niland said: “It's wonderful to be able to celebrate all our staff, whether they're in clinical posts or office-based roles. These awards single out a few individuals who have shown exceptional ability, but they really represent all our staff and the amazing work they do every day to serve the people of Norfolk and Waveney.”

A total of £1,000 was raised through ticket sales for the event. ECCH's Shareholder Council decided the money would be donated to a project to improve Minsmere Ward patients' garden at Beccles Intermediate Care Centre which ECCH staff have chosen to refurbish themselves.





# Celebrating 75<sup>th</sup> birthday of the NHS

## Staff attend special service

The NHS celebrated its 75<sup>th</sup> birthday on 5<sup>th</sup> July 2023 and five ECCH colleagues attended a special service at Westminster Abbey to mark the anniversary. They had been nominated by their managers and then chosen through an online lottery.

Meanwhile, our CEO Ian Hutchison joined Carer Support Nurse Karen Murphy and three others from ECCH and the University of East Anglia for the NHS Parliamentary Awards in London, where our Carer Support Nurse Service was shortlisted for the national Nursing and Midwifery Award.

Back in Norfolk and Waveney, specially commissioned birthday brownies were delivered across our sites for staff to enjoy a celebration tea break.



## Parkrun event

**ECCH also teamed up with Lowestoft parkrun to celebrate the 75th anniversary of the NHS.**

Around 400 participants ran, jogged or walked the 5km course along the seafront on Saturday, many of them wearing blue to mark the birthday event. ECCH had a team of 23 runners and also supplied bottles of water to everyone as they crossed the finish line.

The NHS and parkrun UK joined forces at events across the country to celebrate NHS staff and volunteers, past and present.

Lowestoft parkrun's Rob Fawcett said: "Our celebratory event provided the perfect opportunity to show our gratitude and appreciation to all past and present employees as well as services of the NHS. This was community cohesion at its finest."

## Staff Feedback

““““

I feel **refreshed** by our can-do attitude and our approach to finding a solution.



““““

I really enjoy and want to work for ECCH. I think it has **great staff and opportunities**. I feel **listened to** and have a great team around me.



““““

I feel really **proud** of the work I do and I enjoy working for this organisation and would not leave to work anywhere else. We have a great team **work ethic**.



““““

This is the **best** NHS organisation I have worked for in terms of **caring** for staff and patients.



*Quotes taken from ECCH's NHS Staff Survey 2023*

# Investing in our Communities

**As a social enterprise, our purpose is to benefit our communities, not to make a profit.**

As such, we reinvest all our surplus resources in our services, in adding 'extra value' to our NHS contracts and in supporting good causes.

## Thinking Green

**We have introduced a Green Plan in order that we reduce our environmental impact and play our part in helping the NHS with its aim to become the first net zero national health service.**

It looks at all elements of our business with a view to reducing our carbon footprint, particularly focusing on:

- Buildings and materials
- Areas of our supply chain such as medicines, medical equipment and catering
- Travel including patient and staff journeys.

We plan to have 'Green Champions' at each of our sites who will help to promote sustainability in our working practices.

Some recent changes that have been initiated include replacing the Estates team vehicle with an all-electric van, which is now shared with the ICT team, and having a hospital food supplier which uses non-carbon plastic packaging for its plated meals.

### Environmental Conference

We joined with Community Action Suffolk to hold an

environmental conference at our Hamilton House headquarters to encourage other businesses to be greener in the workplace.

'Thinking Green: Action for the VCSE Sector and Beyond' was attended by delegates from more than 15 local organisations.



They heard from speakers including Anglian Water, Ormiston Families and Lowestoft Rising who shared information on the development of a network which works with supermarkets to help prevent food waste and support people in need. Groundwork - the federation of charities working with communities to take action on the environment - discussed the work they have been doing to support VCSEs in Suffolk to become more environmentally friendly.

**You can read our Green Plan on our website here:**  
[green-plan-2024-final-1.pdf](#)



## Supporting local causes

The East Coast Support Fund has been set up to benefit charities and local community projects. ECCH staff nominate good causes they feel deserve a boost and the Shareholder Council votes to decide which will benefit.

We donated more than **£2,100** in the period covered by this report. The good causes which received funding included:

- **Corton Church of England Primary School** which received £500 to create a wellbeing area for children within their library space
- **Great Yarmouth and Gorleston Memory Club** which received £500 towards its vital service for those with dementia
- **St Benedict's Pre-School**, Lowestoft, received £150 to help fence their new nature garden and make it a safe and secure area for the children
- £350 was donated towards suits and dresses for the young people within **Suffolk County Council's Leaving Care Service** to enable them to enjoy dressing up for their winter ball.



In addition, our generous teams raise funds throughout the year for a multitude of great causes:

- Tanya Ayers from the Waveney Admin team raised money for the **Teenage Cancer Trust** by completing 50 squats every day for a month – and involved everyone else in the team as well!
- Staff at Shrublands got baking and held a **Macmillan Coffee Morning** to raise funds for the cancer charity
- An ECCH team took part in a charity 5-a-side football tournament to **raise awareness of dementia**. Our subsidiary company East Point Business Services sponsored their kit.
- Collection boxes have been set up at our sites which staff keep topped up with donations for the **Trussell Trust** foodbank charity.



“ This has made such a difference to the outside space and can now be used by all the children, regardless of their physical or sensory needs. All the children love this new area and it's where they now all want to be! ”

St Benedict's School parent

# Financial Performance

## ECCH Group

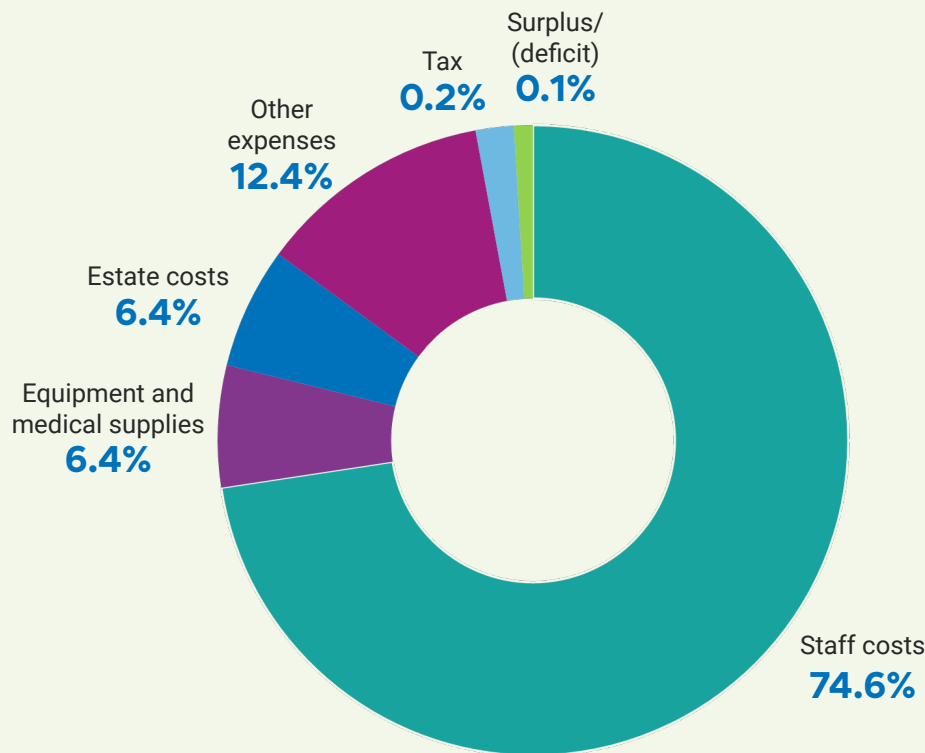
Including ECCH, East Point Business Services and Eastern Specialist Services (Cavell Healthcare)

Turnover

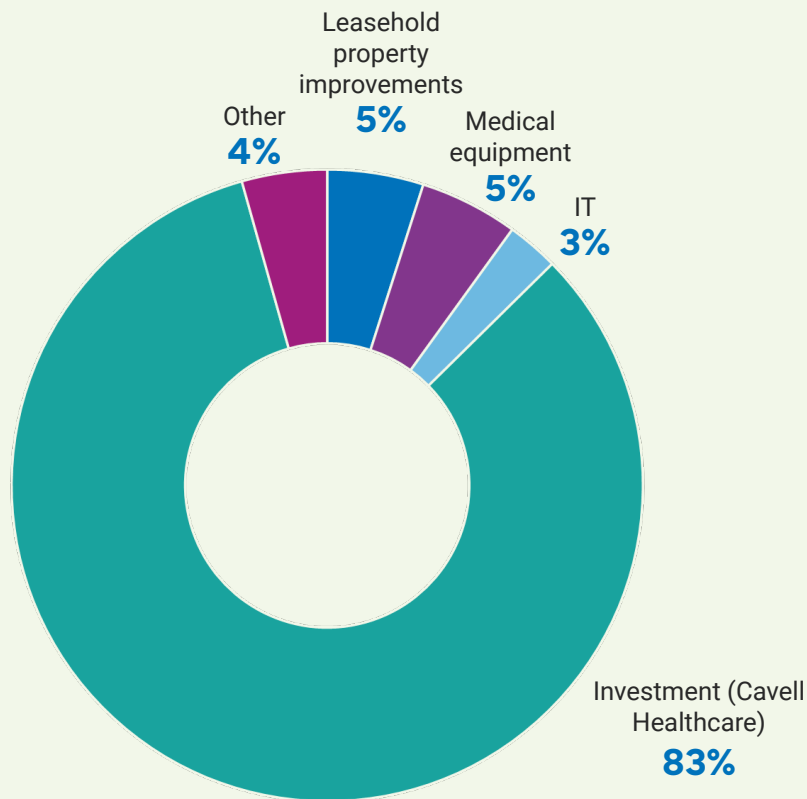
**£40,689,909**

Profit before tax

**£97,158**



**How We Spent Our Money**



**Investment in Assets**

# ECCH Company

Turnover

£38,618,132

Profit before tax

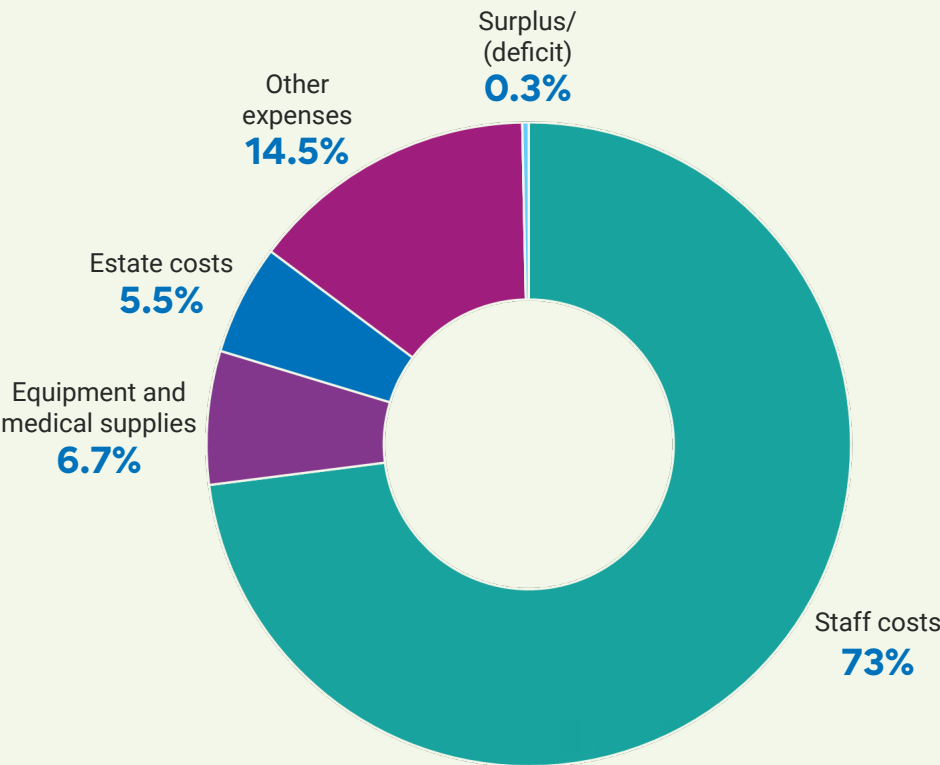
£123,737

Number of staff

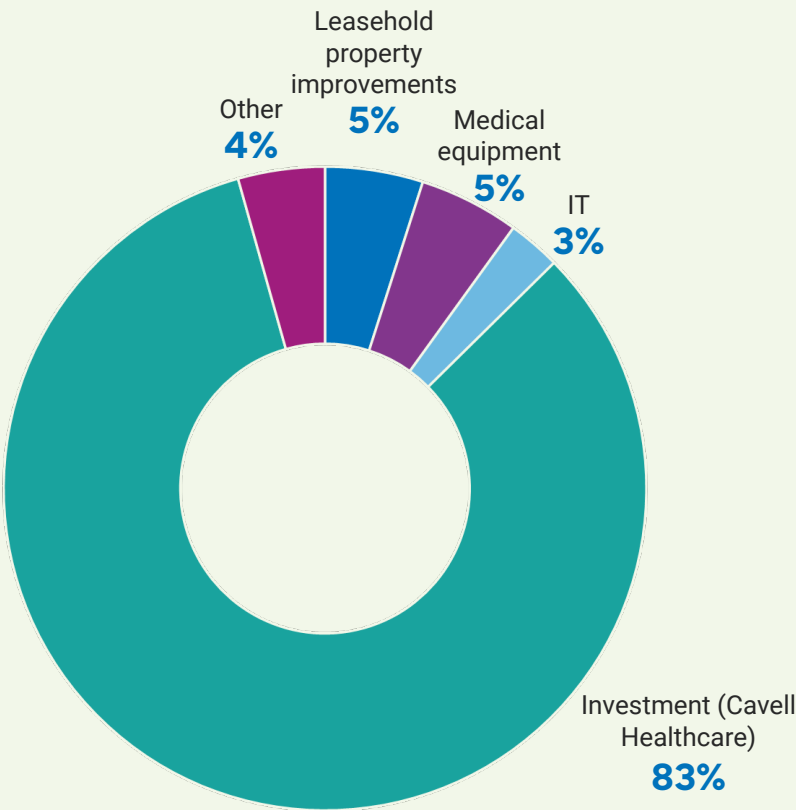
651

Shareholding

76%



How We Spent Our Money



Investment in Assets





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