

ANNUAL REPORT 20/21



# 10 YEARS



**E**ast Coast Community Healthcare (ECCH) is one of the UK's largest social enterprises. In 2021 we celebrated our first ten years providing NHS community services and public health services across Norfolk and Waveney.

Our primary aim is to build healthier communities by providing the highest quality services possible and reinvesting our surplus resources in additional services and in local projects. We believe the social enterprise model offers us the opportunity to create a more sustainable and flexible organisation, and to take charge of our own destiny.

Our staff include nurses, occupational therapists, healthcare assistants, physiotherapists, podiatrists, smoking cessation specialists and business support professionals.

As a staff-owned organisation, colleagues have the option to be shareholders and have a real say in how ECCH is run. 85% of staff are shareholders, represented on the Board by two elected Staff Directors with full voting rights.

This Annual Report looks at some of our highlights between **October 1st 2020 and September 30th 2021**.

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# WELCOME FROM OUR CHAIR

ECCH's Board 2020/21

As Chair of ECCH I am delighted to introduce the 2020-21 Annual Report, supported by my colleagues on the Board.

In my foreword for last year's Annual Report I said that we were "dealing with one of the most significant challenges faced by the world in peace time". The COVID pandemic has placed a huge strain on communities and in particular the health system. This last year has been just as challenging and I continue to be amazed and proud in equal measure over the commitment and resilience of our staff. My Board colleagues and I are committed to doing everything possible to support staff during these challenging times, whilst we all await the light at the end of what's been a long and dark tunnel.

In addition to ECCH's response to the pandemic, staff continued to effectively deliver, or support the delivery of, day-to-day community healthcare requirements within the prevailing conditions.

As Chair of the Board my role is to work with colleagues - Chief Executive; Executive Directors; Non-Executive Directors and Staff Directors - to set the strategic direction for the organisation and oversee its implementation.

There were a number of changes to the Board compared to the previous

Annual Report period. Chief Executive Ian Hutchison commenced on 1 January 2021; Non-Executive Directors Ian Hacon, Sally Goodsell and John Niland started in June 2021 and Amy Vallis took up her Staff Director role in November 2020.

ECCH does not provide community healthcare in isolation. We are part of the Norfolk & Waveney Integrated Care System working alongside other health and care partners. We are also the only Community Interest Company within the system and, with our social enterprise status we have an opportunity to take a more innovative and transformational approach in building healthier communities.

During the pandemic we have received very positive comments about the collaborative approach of ECCH in working with other organisations within the system. This is a great tribute to our culture and the positive attitude of our staff.

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

**Tony Osmanski, ECCH Chair**



*Ian Hutchison, Chief Executive*



*Jonathan Williams, Chief Executive (retired)*



*Anna McCreddie, Non-Executive Director*



*John Niland, Non-Executive Director*



*Sally Goodsell, Non-Executive Director*



*Rachel Lilley, Non-Executive Director*



*Ian Morrison, Non-Executive Director*



*Ian Hacon, Non-Executive Director*



*Amy Vallis, Staff Director*



*Lee Ayers-Terrell, Staff Director*



*Simon Begg, Executive Director of Finance and Resources*



*Adele Madin, Director of Operations*



*Paul Beaton, Director of Quality*



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



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



In 2021 we developed a new strategy for ECCH, devised with the involvement of all our staff. We knew that to make it a success we needed our colleagues to be fully committed to our aims, and for them to feel empowered and proud to work for ECCH.

Our strategy focuses on ensuring ECCH continues to provide the highest quality care and to improve health outcomes. We want to be a valued part of our local communities and the emerging Integrated Care System (ICS), co-producing and delivering forward-thinking services in partnership with local people and community organisations.

We will work hand in hand with our acute and primary care colleagues to provide the right care in the right place at the right time, utilising digital technology and new ways of working to deliver our services even more effectively, efficiently and productively.

Increasingly integrated services will mean patients only have to tell their story once. Improved use of technology

will enable us to support service users to manage their own health and wellbeing in their own homes and communities, where appropriate.

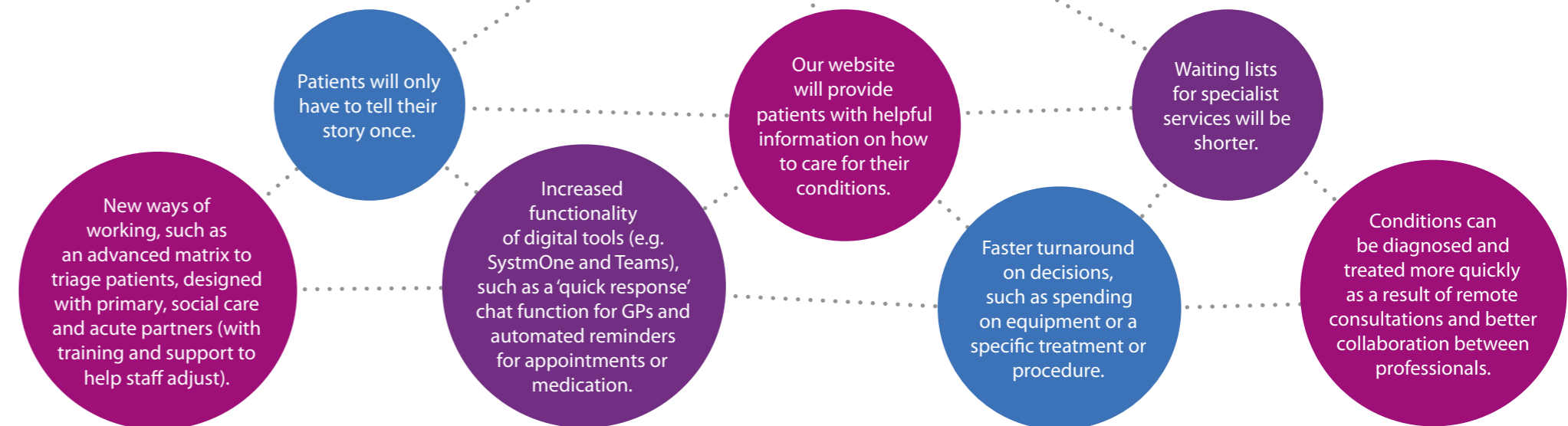
In seeking to grow our business, we aim to create more surplus that can be reinvested in services and in the local community, in line with our ethos as a social enterprise. We will harness the enthusiasm, knowledge and skills of our staff and encourage them to be the best they can be, having the courage to innovate, building community relationships, and using their judgement to deliver exceptional patient care.

In working towards these goals we aim to underpin our ambition to be a provider, partner and employer of choice.

**Ian Hutchison, Chief Executive**



Examples of what this means in practice





## Primary Care Homes

Since they were launched in 2019, ECCH's four multidisciplinary Primary Care Home (PCH) teams have proved to be forward-thinking and effective, providing personalised, seamless care in patients' own homes.

To build on their initial success, we began to plan a programme of improvements to the model of care in 2021. The aim is to streamline and standardise the teams' ways of working to increase their capacity, reduce waiting times and thereby improve patient experience.

The PCH teams work alongside GP colleagues in Lowestoft, Great Yarmouth and the northern villages, Gorleston and South Waveney. They are made up of nurses and therapists from a wide range of disciplines - podiatrists, physiotherapists, occupational therapists, paramedics, assistant pharmacists, assistant practitioners and rehab support workers - working alongside our partners from social care. They also support our colleagues at the James Paget University Hospital (JPUH) to discharge patients who can be safely cared for at home.

In 2021 we implemented a virtual discharge process whereby PCH teams and staff from JPUH meet in a virtual room to discuss patients who can leave hospital and be cared for by our teams. This has helped to ease flow through the hospital and enabled shielding staff and home workers to be effective in supporting the process.

We also introduced a Quality Everyday audit tool to all four PCHs and Minsmere Ward at Beccles Hospital in order to drive forward an ongoing programme of quality improvement. Each PCH and the ward have their own data set and monthly meetings take place to review this with support from the senior leadership team.

We are now working to further embed an ethos of collaboration and co-production with partners, share digital platforms to standardise processes, simplify the triage process, and implement a structured programme of coaching and training to enable skills transfer throughout the PCH teams.

## Beccles Hospital

Having increased capacity on Minsmere Ward from 16 to 20 intermediate care beds at the height of the pandemic in 2020, the ward mobilised a second plan during the surge in cases in January 2021, increasing to 34 beds.

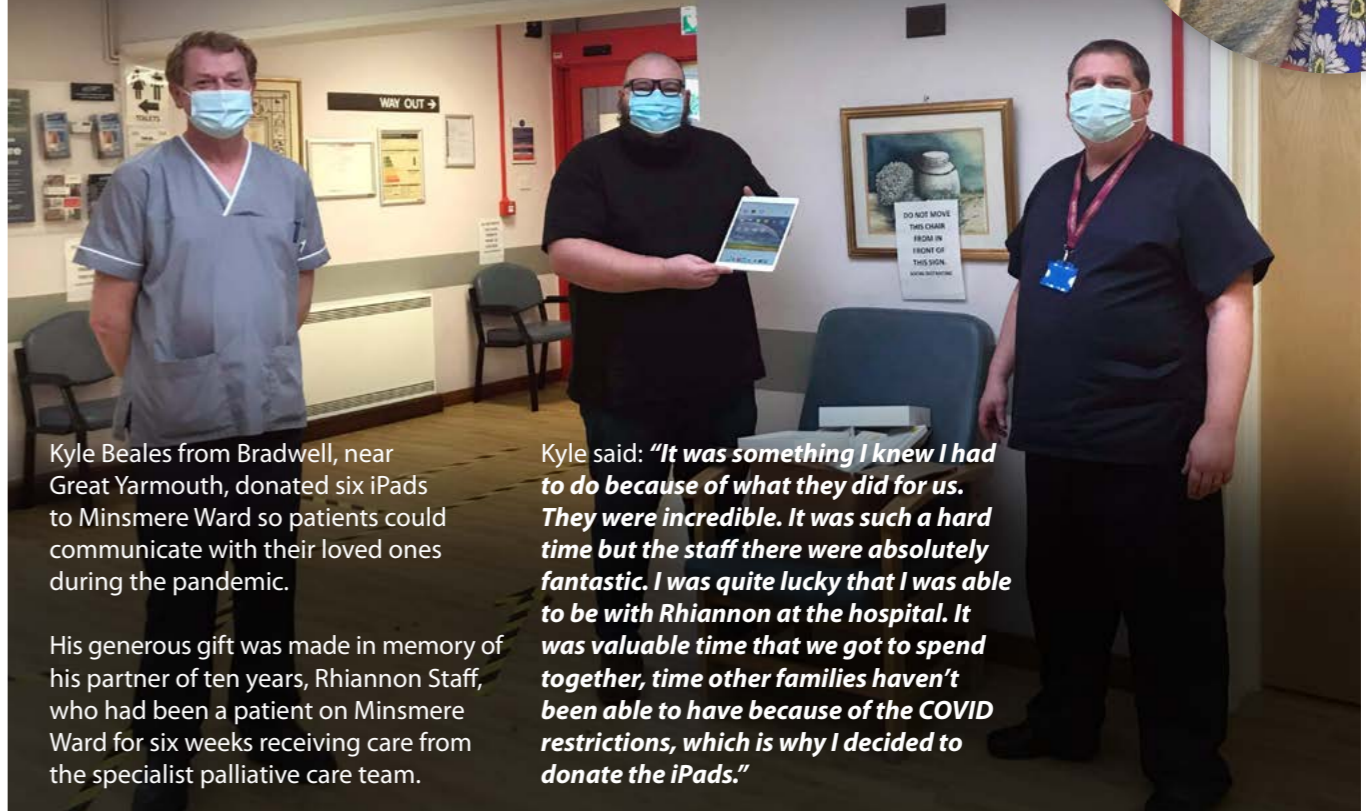
This coincided with heavy snow, and staff stayed overnight on makeshift beds in order to care for patients.

As the virus peaked, all but essential visits to the ward area stopped and tablet devices were used to help patients communicate with their loved ones.

Also during this time, Minsmere became one of the first in the country to go paperless as we replaced traditional clipboards and files of patient notes with an app used on tablet devices.

The app, which is fully integrated with SystemOne, means staff can schedule, record, view and escalate a wide range of patient observations. It puts key information and functionality at clinicians' fingertips to help them better understand their workload and the needs of their patients.

"I WAS ABLE TO BE WITH RHIANNON AT THE HOSPITAL. IT WAS VALUABLE TIME THAT WE GOT TO SPEND TOGETHER, TIME OTHER FAMILIES HAVEN'T BEEN ABLE TO..."



Kyle Beales from Bradwell, near Great Yarmouth, donated six iPads to Minsmere Ward so patients could communicate with their loved ones during the pandemic.

Kyle said: **"It was something I knew I had to do because of what they did for us. They were incredible. It was such a hard time but the staff there were absolutely fantastic. I was quite lucky that I was able to be with Rhiannon at the hospital. It was valuable time that we got to spend together, time other families haven't been able to have because of the COVID restrictions, which is why I decided to donate the iPads."**

His generous gift was made in memory of his partner of ten years, Rhiannon Staff, who had been a patient on Minsmere Ward for six weeks receiving care from the specialist palliative care team.

## Specialist Palliative Care Service marks second anniversary

In April we marked the second anniversary of delivering free specialist palliative care in Great Yarmouth and Waveney in partnership with the charity St Elizabeth Hospice.

In those two years, more than 1,950 patients living with conditions such as cancer, heart failure, pulmonary hypertension and neurological disorder, and their families, have received free support through the partnership's varied specialist care provision.

The service has six consultant led beds at Beccles Hospital, a 24-hour advice line – OneCall – as well the hospice's emotional, wellbeing and bereavement support service, LivingGrief.

This year we also launched two Community Care Units at Martham Medical Centre and Sole Bay Health Centre. These provide a relaxing and welcoming atmosphere for our multidisciplinary team to offer patients and their families support, including physiotherapy, occupational therapy, support groups and rehabilitation programmes. It means patients' wellbeing and social needs can be met, while also enabling all necessary healthcare appointments to be organised and completed in one location, on the same day.

We are also developing our Compassionate Communities work, engaging local communities in coming together to support each other.

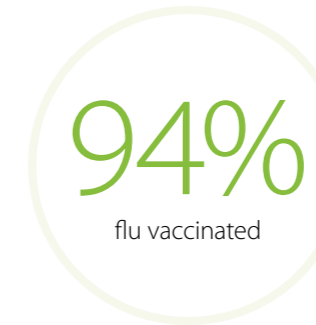


“EVERY SINGLE PERSON INVOLVED WAS HIGHLY PROFESSIONAL, AMAZINGLY KIND AND PATIENT AND HELPED AND SUPPORTED MY MUM AND MYSELF THROUGH A DIFFICULT TIME WHILST TRYING TO SORT HER LONG-TERM CARE. THEIR CHEERFUL DISPOSITION AND THE CARE THEY GAVE MUM WAS OUTSTANDING.”

Primary Care Home Team

“THE SERVICE I’VE BEEN GIVEN IS TOP CLASS AND THE STAFF ARE A CREDIT TO THE NHS.”

Podiatry



## Resuming scaled back services

In response to the COVID-19 outbreak, it was necessary to redeploy many registered and non-registered staff and scale back services accordingly. However, we were able to resume a number of those services as staff returned to their primary roles in the summer of 2021.

- Adult Speech and Language Therapy - reopened for urgent dysphagia appointments in the community having been suspended while staff were redeployed to the James Paget University Hospital to provide SaLT support to the wards.
- MSK Podiatry resumed at full strength after supporting Lowestoft Primary Care Home by helping with patients' personal care needs.

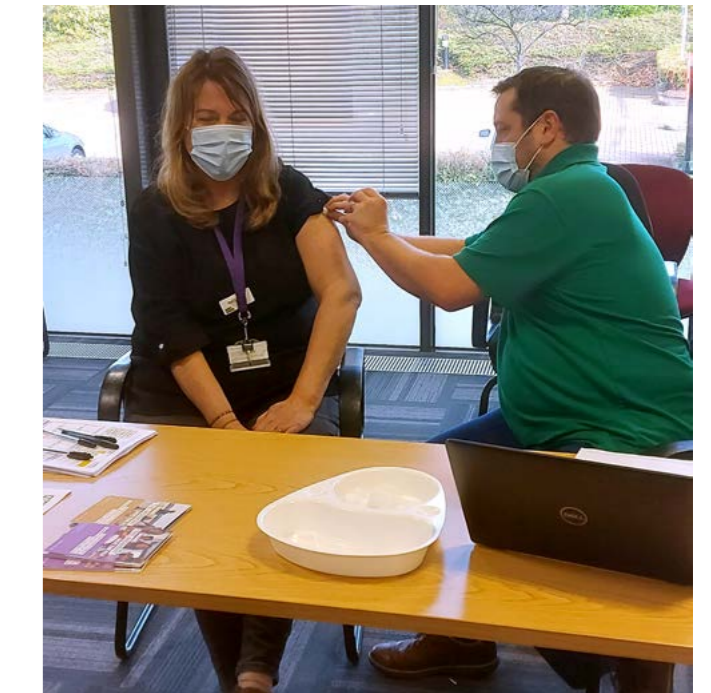
- North Norfolk MSK - redeployed staff returned to the service after supporting Norfolk Community Health & Care NHS Trust community response.
- MSK Physiotherapists, Neurology and Wheelchair services remobilised after therapists supported community therapy teams with reablement work and some in-patient therapy on Minsmere Ward at Beccles Hospital.
- Nurses from a variety of roles including Tissue Viability, Neurology, Diabetes and Continence returned to their original roles after supporting a range of community nursing duties.

Meanwhile, our administration staff have continued to support the Integrated Discharge Team at James Paget University Hospital as part of the COVID response to hospital discharge.

## Top results for staff flu vaccinations

ECCH was the highest performing community healthcare organisation in the eastern region for staff flu vaccinations in 2020/21.

A total of 94% of our frontline staff were vaccinated during our annual in-house immunisation programme, in order to protect them, their patients and families against catching flu. This exceeded the national average of 76.8%.



## MP praises ECCH staff for 'breaking down silos'

Waveney MP Peter Aldous praised our teams when he joined us to help celebrate our 10th birthday.

While meeting with staff from the Waveney Primary Care Home (PCH) team at Beccles Hospital, he said he was particularly impressed with the way the teams work in partnership with primary care, acute trusts, social care and the voluntary sector, remarking that ECCH is "breaking down the silos in healthcare" to deliver high quality patient care for our communities.

Peter also reflected on the challenges and successes faced by healthcare staff throughout the coronavirus pandemic and discussed the future of healthcare in our local community.

Having re-opened Beccles Hospital in 2017 following a major refurbishment, he was given an updated tour of the facilities on Minsmere Ward by Unit Manager for Intermediate Care Lisa Ruthven, and Jeramy Philpott, Nurse Consultant in Palliative Care for St Elizabeth Hospice.

The unit currently provides in-patient facilities for those who need medical care or therapy, but do not require acute care in a general hospital. ECCH's multidisciplinary teams also provide intense rehabilitation on the ward to enable patients to return to an independent life as soon as possible.



## Friends and Family Test Results

94% of patients and service users said their experience of ECCH's services was either good or very good in an NHS survey covering the period between 1st Oct 2020 and 30th Sept 2021.

80% of people who completed the NHS Friends and Family Test said they found the service very good and 14% said they found ECCH good. Only 4% said they were unhappy with the service.

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

## District nurse receives prestigious award

District Nurse and Clinical Educator Leigh Hewitt was awarded the Philip Goodeve-Docker Memorial Prize by the Queen's Nursing Institute. The prize is offered to the most outstanding district nursing students in every university in England, Wales and Northern Ireland.

Alongside his current role, Leigh studied for the Specialist Practice District Nursing degree course at the University of Suffolk. With his work recognised as being "exceptional", he was unanimously voted the top performing student in his cohort.

Leigh has worked for ECCH since it launched in 2011, having worked in primary care as a community staff nurse, as well as in acute healthcare settings.



"WE ARE BEYOND GRATEFUL FOR THE CARE YOU SHOWED. KEEP UP THE OUTSTANDING LEVEL OF CARE YOU SHOW YOUR PATIENTS."

Minsmere Ward, Beccles Hospital

## Smokefree Norfolk

Over the period of this report, ECCH's Smokefree Norfolk team has helped more than 2,000 people with a quit attempt, with over 50% quitting smoking. During the pandemic the team continued to provide support remotely, mostly by telephone but also via video call.

From October to December 2020, Smokefree Norfolk went through a restructure and contractual changes. Their support is now focused on those with long-term health conditions, mental health conditions and pregnant women. The team has implemented a triage system in order that those who do not fall within these support categories are referred to colleagues in community settings such as pharmacies and GP practices. Smokefree trains these colleagues in smoking cessation as well as providing on-going support.

Smokefree is also working collaboratively with the James Paget University Hospital, which is classed as an early implementer site, and the maternity services within all three acute hospitals in Norfolk and Waveney.

Smokefree is supporting the University of East Anglia's CoSTED project, by providing training and support to Emergency Department (ED) staff at the Norfolk and Norwich University Hospital. The CoSTED project provides consenting patients who attend the ED and smoke with an e-cigarette and referral to Smokefree Norfolk.

The service's vape scheme continues to be offered across Norfolk. It enables adult smokers to obtain a starter kit with a vape device and juice up to the value of £25. Smokefree has linked in with a local vape business so clients can either go into one of their local shops for the advice and to collect the device or telephone and have the products posted out to them.

The Smokefree team is now creating an app and a series of video animations to explain nicotine addiction. There are also plans to create a Smokefree Homes education package which can be used in schools and colleges.

## Estates and Facilities

The Facilities Service at Beccles Hospital continued to be split into two teams – red for those based on the ward and green for those working across the rest of the site.

The teams' roles include providing appropriate meals for patients according to their age and dietary needs, delivering clean sheets, blankets and nightwear, and removing dirty laundry.

Porters are responsible for moving furniture, clinical and household waste, equipment and supplies around the site while team leaders work alongside their teams ensuring the required orders of food, cleaning supplies and consumable items are on site.

Midday touch point cleans were introduced in 2020/21, to maintain COVID-secure arrangements across our sites, and the demands on the domestic teams increased as enhanced cleans were required within the work areas of staff who had identified as COVID positive.

The Facilities team co-ordinated the central PPE store at Hamilton House, ordering and distributing PPE across sites, as well as maintaining the central store for Lateral Flow Tests.

A second fit test machine was ordered to increase availability for staff of fit testing for FFP3 masks. The

Estates and Facilities team based at Hamilton House all received training to allow them to complete this task.

The Estates Multiskilled Technicians began a painting programme across the estate. Meanwhile, the helpdesk has remained busy with a significant rise in requests during June and October 2020, mainly due to Beccles Hospital's response to the pandemic.

### PLACE Audit

Due to the COVID-19 pandemic, Beccles Hospital was unable to undergo its annual Patient-Led Assessment of Care Environment (PLACE) audit for the second year.



## Administration Awareness Days

A series of Administration Awareness & Appreciation Days were held across our sites to raise awareness of the work our teams carry out behind the scenes.

At Beccles Hospital, Northgate Hospital, Shrublands Health Centre and Hamilton House, administrators demonstrated the work they undertake daily including referrals, onward referring for secondary care, sampling booking of appointments, patient calls and equipment.

### Did you know?

We have 71 staff within our Administration, East Coast Community Access (ECCA) and Equipment teams who, from 1st January to 31st October 2021 received and processed:

- 139,557 calls
- 85,616 referrals
- 386 admissions to Minsmere Ward

They issued 9,180 pieces of equipment as well as maintaining 1,123 medical devices.

“I WAS SO IMPRESSED WITH MY NURSE,  
SHE REALLY KNOWS HER JOB, AND  
MADE ME FEEL SPECIAL, AND THAT  
SHE CARED ABOUT ME AS A PERSON.”

Cardiac Rehabilitation

## Compliments, Complaints and Concerns

Our Patient Liaison team advises patients and answers their queries and concerns about ECCH's services and those of the NHS as a whole. We help patients to understand who provides which service and give them the appropriate information to make contact effectively.

In the event of a complaint we have a robust investigation procedure. We support complainants through the process and use these investigations to ensure service improvements are made whenever possible.

During the period covered by this report, our clinicians and staff had approximately 512,020 contacts with service users. Our Patient Liaison team received a total of 233 compliments and 6 formal complaints. 1 of those complaints was later withdrawn by patients and treated as a concern (a less formal complaint) and 1 was submitted without the consent of the patient.





## Research activity

During the period covered by this report, ECCH was involved in a wide range of clinical research with the aim of improving the care of patients, staff and the local population.

These studies are supported by the National Institute for Health Research and the Clinical Research Network-Eastern (CRN-E). In collaboration with the CRN-E, ECCH supports four GP practices with research. This includes a pilot contract to deliver research on behalf of the Gorleston Primary Care Network.

Some studies we were undertaking or due to undertake were halted by the pandemic and, instead, we have engaged in studies which monitor COVID-19, and studies which have begun to examine the impact COVID-19 is having on the overall health and wellbeing of our community.

One such study is Virus Watch, which we have undertaken on behalf of The Beaches Medical Centre. This study seeks to understand community incidence, symptom profiles and transmission of COVID-19 in relation to population movement and behaviour. Our involvement has included two rounds of collecting blood samples from a large number of participants. Nationally over 50,000 participants have been recruited and we have been one of the best recruiters in the eastern region. The results to date have been published across national media and

further data collection and analysis are ongoing. Current results can be found at: [www.ucl-virus-watch.net](http://www.ucl-virus-watch.net)

ECCH has also participated in the Psychological Impact of COVID-19 study, an online questionnaire exploring the impact of the outbreak and imposed social restrictions in terms of behavioural, emotional and social factors. As well as promoting this survey to the public, we encouraged ECCH staff to participate and share their experiences of living and working in the pandemic.

The research team have also begun to shift focus towards developing our community studies portfolio and improving research awareness and engagement across ECCH. We have two exciting community studies ready to start recruitment:

- the SNAP District Nurse study is a collaboration with the University of East Anglia exploring the use of a new holistic assessment tool with our patients
- VenUS 6, lead by ECCH's Tissue Viability service, is a study comparing the effectiveness of different types of dressings for venous leg ulcers.

Our plan in the coming year is to continue to expand the research facility within ECCH, developing our research infrastructure and increasing the number of studies and in-house projects we are engaging in.

“THIS TEAM HAVE HELPED ME TO GET BACK TO INDEPENDENCE AND DO THINGS I DID NOT THINK I COULD DO - MY QUALITY OF LIFE HAS IMPROVED TREMENDOUSLY AND I AM GRATEFUL TO THE NURSE WHO HAS HELPED ME MORE THAN WORDS CAN SAY.”

Heart Failure

“EVEN THROUGH LOCKDOWN AND WORKING FROM HOME YOU PROVIDED THE HIGHEST OF CARE, LISTENING AND PROVIDING HELPFUL SOLUTIONS TO HELP ME GET BACK TO BEING INDEPENDENT AND ON MY FEET AGAIN. I AM TRULY GRATEFUL.”

Musculoskeletal Physiotherapy

## 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 2020/21 on our website here:

<https://www.ecch.org/media/a1whbsa0/ecch-annual-governance-statement-2020-to-2021.pdf>

5/27

Queen's Nurses in Norfolk and Suffolk work for ECCH

101,163

referrals were made into our services

## Emergency Preparedness, Resilience and Response

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

No emergency training exercises have been undertaken due to system pressures during the pandemic. 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. As 'essential workers' working in community settings, our employees have worked flexibly and professionally, to enable ECCH services to continue in their safe delivery of care.

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



**OCT** - East Coast Community Healthcare launched, 'spinning out' of the former Great Yarmouth and Waveney Primary Care Trust as a staff-owned social enterprise with around 850 staff.

**NOV** - The GP Unit at Northgate Hospital in Great Yarmouth scored 100% in an inspection by the CQC.



**OCT** - ECCH celebrated its first birthday with a marketplace event for the public in Hopton where all our clinical services had a stand to showcase what they do.



**SEPT** - ECCH launched East Coast Community Access, its single point of access 'call centre'. Within a year it was handling 12,000 calls a month.

**NOV** - ECCH was "Highly Commended" in the Public Service Mutual of the Year category of the Philip Baxendale Awards for social enterprises.



**MAR** - Visiting ECCH, The Rt Hon. Lord Maude of Horsham, then Cabinet Office Minister with responsibility for promoting social enterprise, said ECCH had "delivered significant improvements in healthcare services for local patients, demonstrating the effectiveness and flexibility of this model."

**APR** - Our first Out of Hospital Team launched in Lowestoft. Around 150 admissions to the James Paget Hospital were avoided in its first 6 months.

**NOV** - Teresa Gooch was named Employee Ownership Champion at the Philip Baxendale Awards for her role as one of the first two Staff Directors at ECCH.



**MAR** - ECCH's Macmillan Community Cancer Matrons won the Norfolk Care Award for Excellent People Centred Care and Support.

**JUL** - ECCH's Physical Activity Service launched an inflatable football stadium on Lowestoft Beach and organised football and tag rugby games for children, after buying it in partnership with Sentinel Leisure Trust and Suffolk Sport.



**JAN** - The Stop Smoking Service won the British Heart Foundation's Organiser of the Year award for encouraging people in the Great Yarmouth area to quit on No Smoking Day.

**JUL** - Our enhanced 'hospice at home' service was launched in partnership with Macmillan Cancer Support.



**JAN** - ECCH moved into its new headquarters in Hamilton House, Lowestoft, following renovation and refurbishment.

**MAR** - We welcomed our first cohort of trainees from The Prince's Trust. Twelve young people aged between 16 and 25 joined our training scheme as part of the 'Get Into Healthcare' programme.

**APR** - Beccles Hospital became an Intermediate Care Unit following a £1.65m refurbishment by NHS Great Yarmouth and Waveney Clinical Commissioning Group.

**NOV** - ECCH was runner up for the Employee Ownership Association's Positive Impact of the Year award, and Staff Directors Ali Jennings and Simon Drewett were highly commended as Employee Owners of the Year.



**MAR** - When heavy snow fell across the country, our staff went the extra mile to do their jobs, with some community nurses completing their visits to patients with the help of local farmers.

**JUN** - Former Secretary of State for Health Patricia Hewitt praised the passion of ECCH staff when she visited us in her role as independent chair of the Norfolk and Waveney Sustainability and Transformation Partnership.

**NOV** - ECCH was voted runner-up Public Service Mutual of the Year in the prestigious UK Employee Ownership Association (EOA) awards, as well as being highly commended for the Culture Award.

**DEC** - ECCH won the Best Coaching and Mentoring Initiative category at the CAKE People Development Awards.



**JAN** - ECCH was awarded the contract to provide community services and specialist palliative care to adults across Great Yarmouth and Waveney under a new £207m contract.

**FEB** - We were the highest performing community health organisation in the country for staff flu vaccinations, and also the highest performing healthcare organisation in the eastern region for the third year running.

**JUL** - Lead Nurse for Waveney Primary Care Network Shona Andrews and Locality Lead for Lowestoft Primary Care Network Kate Spence were awarded the title of Queen's Nurse by the community nursing charity The Queen's Nursing Institute.



**FEB** - Our Great Yarmouth and Northern Villages Primary Care Home team, together with The Vineries care home in Hemsby, won the Norfolk Care Award for Collaborative Working.

**MAR** - ECCH donated a total of £13,200 to local charities, shared equally between The Benjamin Foundation, Waveney Sailability and the Salvation Army, to further their work in our local communities.

**SEPT** - Locality Primary Care Home Lead Kate Spence was awarded the Queen Elizabeth the Queen Mother Award for Outstanding Service by The Queen's Nursing Institute.



In 2021 ECCH celebrated its 10th anniversary providing healthcare services for local communities. These are some of the highlights of our first decade.

We want ECCH to be a great place to work, where colleagues feel empowered to make decisions and with a culture to which we can all relate and feel proud. Our staff are our biggest asset and it would not be possible to achieve our aims without their commitment and enthusiasm.

“THE CARE AND COMPASSION YOU SHOWED TO ALL THE FAMILY TRULY MADE A HUGE DIFFERENCE TO OUR JOURNEY. THE GENEROSITY THAT YOU EXTENDED TO US HELPED US REALISE THAT YOU HAD ALL OUR HEARTS IN YOUR PRECIOUS HANDS.”

Specialist Palliative Care

85%

employee ownership

## Employee ownership holds strong

The number of ECCH staff holding a share in the organisation stands at 85%, which is higher than most organisations of our size. The Shareholder Council and our two elected Staff Directors play a key role in helping to set the organisation's direction of travel.

## Our Values

Staff and Shareholder Council members were involved in workshops to revisit and refine our values and signature behaviours, with the aim of ensuring all staff feel a sense of connection across ECCH and share in the collective achievements of our strategy.

The result is summarised by the word ‘**CARE**’ - the foundation of everything we do and everything we stand for. For us, its letters stand for: **Compassion, Action, Respect** and **Everyone**.

Our values and behaviours are embedded across ECCH from the way we role model leadership and communications, through to policies and processes, including development and appraisal. They help us to build an intentional culture that will empower staff to build community relationships, use their judgement to deliver exceptional patient care and be the best they can be.

- I am open, honest, flexible and reliable
- I listen to understand: I take the time to hear what people say, not what I want to hear
- I lead every day in many different ways - I use this to embrace challenge and change
- I am considerate of the impact my actions have on others
- I take personal responsibility for reading, responding to and sharing communications

- I am professional at all times and do what I say I will do
- I seek to find solutions, not problems
- I actively participate in giving and receiving constructive feedback
- I engage in the delivery of our strategic objectives
- My goal is to deliver the best care and service every time, every day
- I take ownership of my lifelong learning, looking after my own wellbeing and helping to support others

- When the team wins, we all win
- I build strong relationships with colleagues and our community stakeholders
- I promote a positive team environment
- I contribute to team discussions and share my ideas
- I am proactive with personal desire to succeed and make a difference
- I always act as an ambassador for ECCH

- I make the most of every opportunity that arises in the interest of our company
- I am cost-conscious and I suggest ways in which cost savings can be made
- I treat everyone fairly and with respect
- I value the contribution my colleagues make to the community and the environment
- I expand knowledge, share and develop ideas to continually improve and enhance our services
- I contribute to the development of our staff-owned organisation





“I WORKED IN THE FINANCIAL SERVICES INDUSTRY AND NEVER FELT ANY REAL PASSION FOR WHAT I DID”

### Learning and Development

As a learning organisation, ECCH encourages staff development at all levels. We support the professional training of Nurses, Physiotherapists, Occupational Therapists and Speech and Language Therapists through partnership working with local universities. Students come to us on practice placements to develop their clinical skills and experience whilst working with our teams delivering care to patients. We also support apprenticeships across the organisation from clerical and administrative roles to developing Nursing Associates.

RICHARD HAYNES



Second year of **Trainee Nursing Associate Apprenticeship** with Great Yarmouth Primary Care Home team

Completed **Senior Healthcare Support Worker Level 3 Apprenticeship** with distinction

Richard is in his second year of a Trainee Nursing Associate apprenticeship with Great Yarmouth Primary Care Home team, having already successfully completed a Senior Healthcare Support Worker Level 3 Apprenticeship with distinction.

He said: *“I wanted to do an apprenticeship because I wanted to test my knowledge, learn new skills and push myself to the next level of learning. I am looking forward to becoming a Registered Nursing Associate with a view to becoming a Registered Nurse.”*

KRISZTINA WILSEA



Completed **Trainee Nursing Associate (TNA) Apprenticeship**

Undertaking **Nursing Degree Apprenticeship** with University of East Anglia

Kriztina has completed her Trainee Nursing Associate (TNA) Apprenticeship and is now undertaking a Nursing Degree Apprenticeship through the University of East Anglia.

She said: *“I started my career in healthcare with ECCH as a Band 2 Community Phlebotomist. I then undertook an NVQ Level 3 qualification in Health and Social Care, to progress to a community Healthcare Assistant. I worked alongside nurses who encouraged and inspired me, and I realised that I could, one day, perhaps become a nurse myself. I would thoroughly recommend undertaking an apprenticeship as it is an excellent way to upskill and progress”*

KAREN WRIGHT



Completed **Nursing Associate Apprenticeship** in 2021

Karen completed a Nursing Associate Apprenticeship in 2021.

She said: *“I worked in the financial services industry and never felt any real passion for what I did, but it paid the bills and, as a single mum, that was very important. I looked into nursing several times over the years but, when the bursary was axed, I thought I’d never be able to complete the training. The apprenticeship route allowed me train whilst earning a wage. I am a real advocate for apprenticeships as I am very much a hands-on learner, and I was regularly given protected learning time which really helped to cement my learning.”*

"I FOUND THE PHYSIO A PATIENT AND CLEAR COMMUNICATOR AND THE TREATMENT SHE GAVE VERY EFFECTIVE IN HELPING WITH MY PROBLEM. IT ALWAYS HELPS WHEN SOMEONE IS NOT JUST PROFESSIONAL AND COMPETENT BUT ALSO CHEERFUL AND INTERESTED - OUTSTANDING."

North Norfolk MSK Physiotherapy

## Staff Wellbeing



ECCH's Occupational Health and Human Resources teams have worked closely with managers and employees to ensure colleagues feel supported throughout the pandemic.

In 2021 we introduced the role of Wellbeing Guardian with a remit to oversee our commitment to staff wellbeing. Non-Executive Director Ian Hacon has taken on this role, which is reinforced by our peer support network.

We have an Employee Assistance Programme offering support, advice and information for problems at work and home including anxiety, stress and depression. We also have a Cognitive Behavioural Therapy service, a robust 'physio at home' service, and evidence-based risk assessment and protection from COVID-19.

Staff have access to Vivup – an online portal which provides health and wellbeing advice and 24 hour

telephone support, as well as an app offering exercises to reduce stress levels and encourage positive thinking.

In April 2021 we held three days of online health and wellbeing workshops for staff. This included mindfulness sessions, the introduction of a new Management Support Matrix, and facilitated discussions to help participants understand the experiences of colleagues across the organisation and the complexity of the challenges we have all faced.

We have continued with our regular staff webinar hosted by the Chief Executive, which has given staff the opportunity to ask questions of the Leadership Team, as well as stay up-to-date with important organisational updates. In addition, we have a weekly wellbeing newsletter, Take 5, which provides advice and links to additional support options.

## Shareholder Council

Our Shareholder Council is a sub-committee of the Board and represents all staff who choose to hold a share in ECCH. It is consulted on issues, opportunities and challenges which affect the organisation and impact employees - and thereby helps to set the direction of the organisation. Its 20 core members are assigned to teams across ECCH to allow open channels of communication and give shareholders an opportunity to feed into meetings.

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

Staff Directors Amy Vallis and Lee Ayers-Terrell, who were elected in 2020, focused on developing the role of core members and promoting the role of the Shareholder Council among staff.

Some of the discussions covered in meetings included:

- Feedback on ECCH's Communication and Engagement Plan
- Clinical training opportunities for staff
- Staff feedback on ECCH's strategy development
- Understanding the role of the Leadership Team

## Volunteering with ECCH

We launched a partnership with Voluntary Norfolk in 2019 to introduce volunteers into our workforce. The pandemic has meant we have had to rethink some of our plans but we are extremely grateful to those who have joined us in such challenging circumstances and given their time to support us.

Restrictions on face-to-face meeting meant we focused on roles that supported the COVID restrictions put in place, and also roles that can be carried out from home.

In total, we currently have around 25 volunteers who have given us more than 932 hours of their time to support patients and staff in the year covered by this report. The roles they undertake include:

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

**Meeters and Greeters** - we have volunteers meeting people at the entrance to Beccles Hospital and directing them to

the Phlebotomy Clinic. A similar system exists at our clinics across south Waveney where volunteers welcome people and check them in for appointments.

**Social Support** - Beccles Hospital Volunteers are providing companionship and support to patients on the ward, who may have limited visitors. They take time to chat, read or play games with the patients, support them to make phone calls and provide basic practical and admin support to the staff.

**Smokefree** - one volunteer has completed smoking cessation training and is at the ready to start supporting the team at a regular information stand at Queen Elizabeth Hospital in March.

**Home-based telephone roles** - We now have a team of three volunteers telephoning patients to help them complete the Friends and Family Test survey. We are also developing a telephone welfare call for recently discharged patients.

We are looking forward to introducing new roles as the pandemic eases, with the aim of giving our volunteers a fulfilling insight into how we care for our communities.

25

volunteers

932

hours given

As a social enterprise, we don't exist to make profits. Instead, we reinvest our surplus resources in our services and in adding 'extra value' to our NHS contracts, such as setting up health coaching programmes and social prescribing projects that benefit our local community.



Helping young unemployed 'kick start' their careers

In autumn 2021 we offered job placements to 18 local young people, as part of the Government's Kickstart initiative.

The scheme is designed for 16-24 year olds in receipt of Universal Credit and aims to match them to paid work experience placements so they can gain skills, boost their confidence and gain the tools needed to enter employment.

We offered a 6-month paid employment programme to help trainees build a career in the NHS, with roles ranging from Assistant Rehabilitation Support Worker, to Junior IT Assistant.



Donations to local charities

Each quarter, staff nominate local charities and community projects who they would like to receive funding through our East Coast Support Fund. The Shareholder Council then votes on those will benefit.

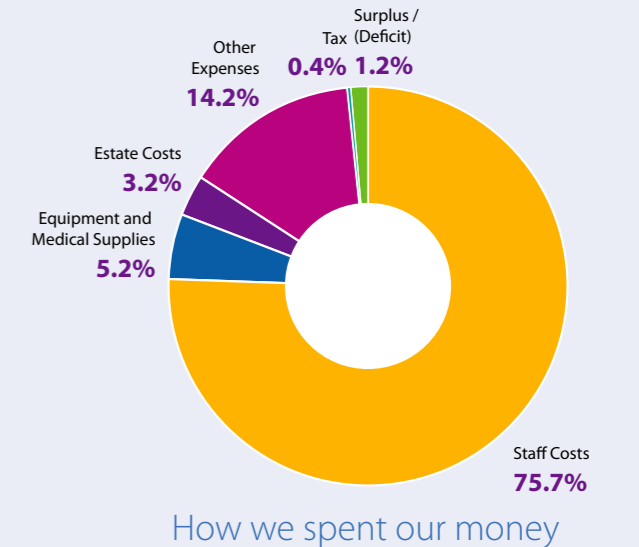
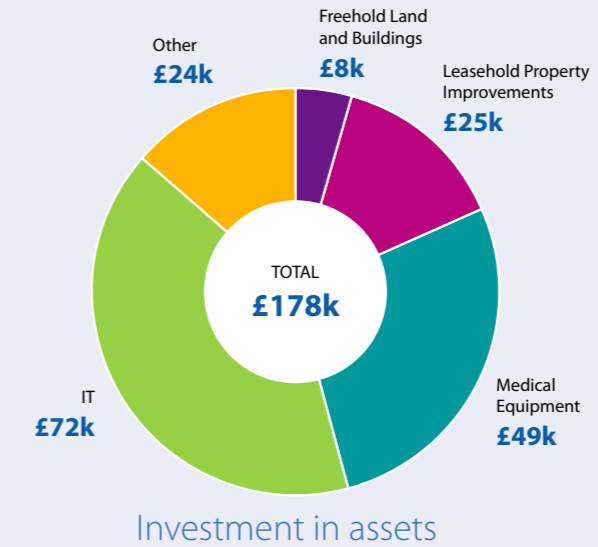
In 2021 we gave £1,000 to the Warren School in Lowestoft, which caters for children with complex needs and learning difficulties. The school has been actively fundraising to transform its main playground into a specialised outdoor learning environment, which will provide a unique, sensory learning resource accessible for all pupils.

We also made two donations to Diabetes UK totalling £240 and gave £400 to Gorleston Football Club to pay for their junior team's new kit.



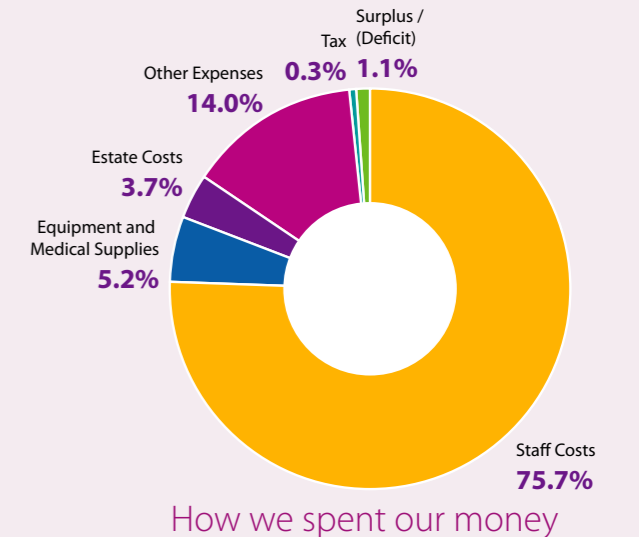
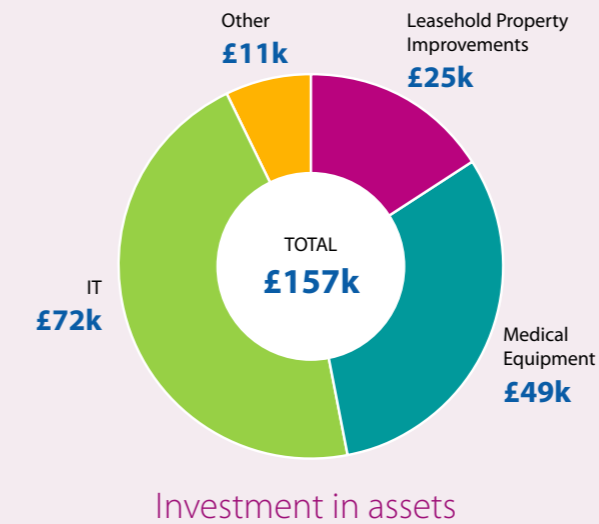
ECCH Group  
(including ECCH company, and East Point Business Services)

Turnover:  
**£38,265,253**  
Profit before tax:  
**£629,984**



ECCH Company

Turnover:  
**£38,232,612**  
Profit before tax:  
**£530,314**  
Number of staff:  
**685**  
Shareholding:  
**85%**





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