



Neighbourhood **First**

STRATEGY | 2025-2030





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Developing our Strategy

East Coast Community Healthcare CIC (ECCH) is a social enterprise which delivers a wide range of community services across Norfolk and Suffolk. We have devised our Strategy to align with the NHS 10 Year Plan and the needs of our local population.

We see ourselves as an anchor institution – an organisation rooted in its locality, whose long-term sustainability is tied to the wellbeing of the population it serves, and which uses its resources to improve the health of its communities.

Working at Neighbourhood level, hand-in-hand with partners, and with a focus on innovation, we believe we can re-orient care from hospitals to community, improve access to services through digital innovation and tackle health inequalities. This Strategy was delivered following significant engagement with:

- Primary care colleagues, local councils, NHS and VCFSE partners
- Patients and our Patient Safety Partner
- ECCH staff and our Shareholder Council



Our Vision

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

We will achieve this through our objectives...





Improve health outcomes

by leading the development of community-based care

What we will do

- Develop and embed **integrated neighbourhood working**
- Accelerate and embed **Place-based hospital-to-Neighbourhood shift**
- Focus on **early identification** to enable proactive and preventative interventions

What we aim to achieve

- ✓ **Add healthier years to people's lives** by integrating care at a neighbourhood level, improving access, identifying risks earlier, and targeting resources where they have the greatest impact, especially in deprived communities.
- ✓ **Deliver care and services closer** to patients' homes and reduce activity delivered in Acute settings.
- ✓ **Improve health outcomes** for patients in our community by delaying the onset or exacerbation of poor health for those with frailty or long-term conditions.

Why this matters

The NHS 10 Year Plan highlights three essential shifts for the future of healthcare, and emphasises the importance of a Place-based approach, built from strong and integrated Neighbourhood working.

We already have a strong foundation to deliver this: integrated teams, close collaboration with GP practices, and shared digital systems. However, to truly meet the complex health and care needs of our communities, we need to build on this - working ever more closely with GP Primary Care Networks, local government, the VCFSE* sector, and other healthcare partners.

By working with Neighbourhood partners and making better use of shared health and care data, we can target support where it makes the greatest difference. This shift will help us to deliver more proactive and preventative interventions which engage individuals in their own care, with an initial focus on frailty and early identification of long-term conditions.

At the same time, we will work with hospital colleagues to redesign pathways and transfer more services into neighbourhood settings - care closer to where people live. This will also support the future design of the three new acute hospitals planned across the Norfolk and Suffolk ICS cluster by 2031 (King's Lynn, Bury St Edmunds, and Gorleston).

These changes will transform how we deliver health and care, requiring new skills and new ways of working across ECCH. These will be developed through the second strategic objective: Build a flexible and digitally focused organisation fit for the future. Throughout all 3 strategic objectives, we will seek opportunities to demonstrate our value as an anchor institution in Great Yarmouth and Waveney.

*Voluntary, Charitable, Faith and Social Enterprise



Build

a flexible and digitally focused organisation fit for the future

What we will do

- Make patient voice central to our culture of continuous improvement
- Accelerate a 'Digital First' approach
- Enhance workforce capacity and wellbeing
- Embed 'Proud to Care' in everything we do

What we aim to achieve

- ✓ **Improve the quality of care and patient experience** through stronger engagement with patients, carers, families, volunteers, and advocates.
- ✓ **Use digital systems, data, and analytics** to improve outcomes, increase access to services and service capacity, and enhance staff and patient experience.
- ✓ **Build a flexible, resilient workforce** with the skills, leadership, and wellbeing to deliver proactive, sustainable care in neighbourhood settings.

Why this matters

To truly transform the services we deliver, we will need to engage our patients, their families and carers, and the VCFSE* organisations that support them in our communities. This requires new processes and digital systems to support access but also requires us to think differently about the value these groups bring, so we make them central to our approach as we design and implement new ways of working.

New digital systems and the use of data and AI will revolutionise health and care delivery over the next five years. By adopting a 'Digital First' mindset from the outset - and collaborating across partners to share data - we can deliver more integrated and effective care. At the same time, we must remain aware of the risk of digital exclusion and ensure that all communities are supported to benefit from these advances.

Such transformation depends on our people. We need to adapt and grow, providing staff with opportunities to learn new skills and deliver care previously only available in acute settings. Alongside this, we will prioritise staff wellbeing and resilience to meet the inevitable challenges of working differently. With 78% of our staff owning a share in our social enterprise, we know they are invested in our organisation and its goals - and in return we will invest in them.

Above all, we must retain professionalism, quality, and the ethos embodied in our values. Our Proud to Care culture will support this, ensuring that our values continue to underpin everything we do.

*Voluntary, Charitable, Faith and Social Enterprise



Innovate, diversify & partner

to increase the value we
re-invest in our communities

What we will do

- Reduce health inequalities and improve population health
- Reduce our carbon footprint and use our influence as an anchor institution to improve sustainability
- Grow to increase our capacity to reinvest

What we aim to achieve

- ✓ **Embed health equity** into all aspects of our work by making health inequalities everyone's responsibility, ensuring equitable access to services, proactively identifying and engaging under-served populations, and demonstrating our commitment to inclusion.
- ✓ **Take a material step towards achieving Net Zero**, reducing energy use without increasing costs, and working with local organisations to improve the environment for our communities.
- ✓ **Strengthen commercial and financial resilience** through innovation, development, and sustainable growth, enabling us to reinvest in our communities while evidencing value for money and demonstrating social value impact.

Why this matters

As a staff-owned social enterprise, embedded in our communities, we have the freedom to think and act differently; bringing new ideas, piloting innovative ways of working, and adopting them quickly across the wider ECCH Group when the benefits are clear. This agility allows us to act as a catalyst for change across our integrated care system, delivering greater value to the populations we serve.

Our subsidiary companies provide opportunities to grow our commercial business. This enables us to generate the profits we need to deliver the most challenging elements of our strategy. We will invest this profit into developing our organisation to meet future challenges, reduce inequalities, and remove barriers to healthcare in deprived communities.

Drawing on lessons from the acquisition and development of Cavell Healthcare should enable us to be bolder in developing our commercial portfolio over the next 5 years. This will require investment and focus, with a longer-term view where appropriate, but also awareness of the need to generate cash in the medium-term to tackle health inequalities and improve access to services across our communities.

Implementing our Sustainability Plan will be key to demonstrating our value as an anchor institution, fully embedded within our communities. By engaging with staff and supporting local organisations, we can address environmental priorities within our Neighbourhoods. This will also highlight the social value we provide as a staff-owned social enterprise.

Transformational Approach

ENABLERS

Make patient voice central to our culture of continuous improvement

Accelerate a 'Digital First' approach

Enhance workforce capacity & wellbeing

Embed 'Proud to Care' in everything we do

1

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

3

Innovate, diversify & partner to increase the value we re-invest in our communities

2

2

2

2

KEY DELIVERY OBJECTIVES

Objective 2 comprises cross-cutting 'enablers' that are vital to delivery of the overall strategy. They will be developed together, and in close collaboration with the themes of the other strategic objectives.

Proud to Care

What truly sets us apart is not just what we do, but how we do it. The way we deliver our purpose and strategy is defined by our culture, our values and the behaviours we live every day.

Our values are captured in the word CARE:

COMPASSION: We Listen, We Learn, We Lead

ACTION: My Responsibility, My Accountability

RESPECT: Respect Our Resources: People, Time & Money

EVERYONE: Work Together, Achieve Together

CARE is the foundation of who we are and what we stand for. It guides the way we interact with each other, our patients, our communities and our partners.

We want every colleague to feel empowered to thrive, to build strong connections in the community and to use their skills and judgement to deliver exceptional patient care.





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