1. **WINTER PRESSURES/COMMUNITY HOSPITAL BEDS**

1.1 As was widely reported in the news, NHS services in many parts of the country have experienced a period of unprecedented pressure on services during December 2014 and through the Christmas period into the new year. In Somerset there have been periods when numbers of emergency 999 calls and calls to the out of hours 111 service have been in excess of 30% higher than the same time period last year.

1.2 As part of the annual round of winter resilience planning, Somerset Partnership was commissioned to provide additional in-reach services to Musgrove Park Hospital and a small county-wide sitting service. As pressure on acute hospital beds grew during December 2014, the Trust was also asked by the CCG to make plans to open an additional 20 short term escalation community hospital beds from 5 January 2015. As the situation intensified in the run up to Christmas, most of these additional beds were opened ahead of schedule and this move was much appreciated by the CCG and the acute trusts. The night sitting service was also rapidly expanded to become a 24/7 service.

1.3 Staff and managers throughout the Trust have worked exceptionally hard throughout this period to support patients in the community and to maintain flow from the acute hospitals. During the period 1 December 2014 to 12 January 2015, 455 patients were admitted to community hospitals either as transfers from the acute hospitals or directly from the community.

2. **WINTER PLAN 2014/15**

2.1 In line with national and regional requirements, the Trust prepared a Winter Plan for 2014/15 which included schedules for escalation status in the event of surges in activity or prolonged pressures on the Trust’s operational services.

2.2 The Trust has not published its status during the winter period but in the period from 15 December 2014 to 9 January 2015 the Trust has been in RED status on the basis of having reached three or more of the key triggers identified in the plan:
RED

- 20+ delays in discharges from community hospitals and inpatient mental health wards;
- increased pressure and reduced capacity for Primary Link and in reach teams;
- reduced staffing capacity and sickness within a number of Divisional teams;
- limited capacity in community teams;
- negative external factors affecting patient flow (e.g. infectious illness, severe weather).

2.3 During this period the Trust has, however, been able to maintain its key targets and has not triggered a higher status in relation to:

- unable to meet demands from acute trusts for transfers within 48 hours impacting on delayed discharges;
- fewer than five rehabilitation beds available in community hospitals.

With the exception of a period on 4 January 2015 when the number of available beds was briefly reduced to three.

3. **WESSEX HOUSE**

3.1 Following the successful re-opening of Wessex House, the Trust’s Tier 4 Child and Adolescent mental health inpatient unit on 26 November 2014, and nurse recruitment has continued to be successful. With four beds occupied at present, the phased opening of the unit is continuing with a further four young people being identified for admission during January 2015. Subject to further successful recruitment, the unit will be opened to its full capacity of 12 beds by 1 April 2015.

3.2 The recruitment of a permanent consultant remains a high priority although internal secondment arrangements will remain in place until June 2015. Early feedback from young people using the facility has been positive.
4. TEST AND LEARN PILOTS

4.1 In October 2014, the Somerset Clinical Commissioning Group (CCG) announced its intention to commission four Test and Learn pilot projects to improve services for people with long term conditions, one for each of the recently created Local Implementation Group [LIG] areas. No new resources were available for the schemes.

4.2 GPs in the Coast LIG had initially decided not to submit a proposal although subsequent discussions with partner organisations, including Somerset Partnership, have led to a proposal now being developed that will focus on falls prevention.

4.3 The Trust is also actively working with partners in the Taunton and Mendip areas in the design phase of new proposals where the process is being lead under Joint Venture arrangements in Taunton and by primary care in Mendip.

4.4 Proposals developed in South Somerset and led by Yeovil District Hospital NHS Foundation Trust have also been approved although the CCG has asked for greater clarity on how the test and learn service will work with Somerset Partnership and a senior level meeting has now been arranged to discuss this.

5. INDEPENDENT LIVING TEAMS POSITION

5.1 On 17 November 2014, all Social Workers and some Adult Social Care Workers were redeployed from the Independent Living Teams (ILT) into social care’s Community Support Teams and the acute hospital social work teams.

5.2 A number of actions have been agreed to attempt to mitigate the impact of this change which have included using Somerset Direct as the contact point for referrals into the service and agreement from Adult Social Care that team managers could authorise new social care packages of care, within defined limits.

5.3 The withdrawal of such a significant element of the ILT workforce has also impacted on the critical mass of individual teams and this issue is currently being considered within the Trust’s Integration Phase 2 project which is driving further integration of services. Recruitment remains challenging for some of the teams and particularly in South Somerset where there are currently vacancies for Occupational Therapists and Adult Social Care Workers.
6. MONITOR QUARTER 2/APR TELEPHONE CALL AND 2014/15 FEEDBACK

6.1 The Chief Executive, Director of Finance and Business Development, Director of Nursing and Patient Safety and Associate Director - Strategic Planning and Performance, participated in a telephone call with Justin Collings, Senior Regional Manager and Steve Atkins, Regional Manager, Monitor, on 24 November 2014, to review quarter two performance.

6.2 The quarter two performance review focused mainly on the Trust's current financial position, including the cash position; progress against the cost improvement programmes and end of year position. Other areas highlighted included safer staffing; position in relation to contracts with commissioners and Wessex House.

6.3 The review also included a discussion of key issues relating to the Trust’s performance. It was noted that the Trust had continued to meet all applicable Monitor Risk Assessment Framework standards during the quarter.

6.4 The Chief Executive received a letter from Monitor on 5 December 2014, following the quarter two performance review, advising that the Trust’s ratings for quarter two were as follows:

- Continuity of Services risk rating – 4;
- Governance risk rating – Green.

7. MONITOR PLANNING GUIDANCE

7.1 In December 2014, Monitor issued its ‘Guidance on the 2015/16 annual planning review for NHS Foundation Trusts’. Monitor expects trusts to be clear regarding their plans for resilience (i.e. engaging with local partner organisations to ensure that operational and financial requirements are met and that the flexibility and capacity exists to overcome short-term difficulties) and sustainability in the longer term.

7.2 Monitor requires NHS foundation trusts only to submit a one-year operational plan for 2015/16, rather than a two-year operational plan and a five-year strategic plan, as was the case last year. Monitor states that NHS foundation trusts may be required to submit a new strategic plan later in 2015, with 2016/17 as ‘Year 1’. NHS foundation trusts are required to submit a high level draft plan by mid-day on 27 February 2015. The high level draft plan will include:
• a summarised financial template, with key assumptions for 2015/16;
• a three page narrative outlining key assumptions and the degree of confidence that the Trust has in those assumptions as well as the extent of alignment with main commissioners.

7.3 A final detailed (20 page) annual plan is required for submission by midday on 10 April 2015.

Monitor emphasises the deteriorating financial position of NHS foundation trusts collectively and also deteriorating levels of performance. NHS foundation trusts will need to be clear in their one-year plan as to how they will deliver a sustainable financial position whilst maintaining performance levels.

The plan to be submitted on 10 April 2015 will include:
• a 20-page narrative;
• a redacted summary of that narrative in a format suitable for publication;
• detailed financial forecasts for 2015/16.

7.4 The full operational plan is expected to cover:
• the strategic context;
• how the Trust will deliver the strategy;
• quality priorities;
• operational requirements;
• financial forecast narrative;
• a declaration by the Trust Board in relation to sustainability and resilience.

7.5 This guidance was issued in conjunction with another document “The Forward View Interaction: Planning for 2015/16”, which sets out the wider expectations of local health and social care economies in taking forward the ideas set out in the Five Year Forward View. This overarching document includes an invitation to local health and social care economies, to submit expressions of interest, by 2 February 2015, to be amongst the first cohort of areas to develop and implement new models of care, as outlined in the ‘Five Year Forward View’. Somerset
Partnership has held initial discussions with local partner organisations, around the development of a joint expression of interest.

8. **NHS SOUTH WEST LEADERSHIP AWARDS**

8.1 The Chief Executive, in his role as Chair of the NHS South West Leadership Academy, accompanied by the Chairman, other Executive Directors and Senior Managers, attended the NHS South West Leadership Awards Ceremony at Brunel’s Old Station, Bristol, on 21 November 2014. The Trust was shortlisted for three nominations under the following categories:

- Trust Board - NHS Board/Governing Body of the Year;
- Emma Norton, Ward Manager, Magnolia Ward - NHS Development Champion of the Year;
- Mary Martin, Professional Lead for District Nursing - NHS Emerging Leader of the Year.

The Chief Executive was also presented with a Special Award for Contribution to Leadership Development by Sir Ranulph Fiennes OBE, on behalf of the South West Leadership Academy.

9. **APPOINTMENT OF ASSOCIATE DIRECTOR OF COMMERICAL AND BUSINESS DEVELOPMENT**

9.1 The Chief Executive, Non-Executive Directors, Executive Directors and senior managers attended presentations from candidates for the post of Associate Director of Commercial and Business Development at The Canalside, Bridgwater, on 19 December 2014, following which Karen Prosser was appointed to the position of Associate Director of Commercial and Business Development. It is anticipated that Karen Prosser will commence employment with the Trust on 1 April 2015.

10. **MEETINGS**

10.2 The Chief Executive participated in a teleconference with David Slack, Managing Director, Somerset Clinical Commissioning Group, on 28 November 2014. Items discussed included the work on measures and metrics being taken forward by the Chief Executive on behalf of the Somerset Health and Wellbeing Leadership Group, LIG submissions in support of the ‘Test and Learn’ integrated care pilots and a general update on other issues.

10.3 The Chief Executive and the Executive Team participated in a Joint Senior Managers’ Meeting with the Chief Executive and Executive Director colleagues from Taunton and Somerset NHS Foundation Trust, on 1 December 2014 at Musgrove Park Hospital, developing an agenda for improved joint and closer working.

10.4 The Chief Executive met with Chief Superintendent Daimon Tilley, Somerset Policing Commander at Sandy Padgett House, Express Park, Bridgwater on 2 December 2014 to discuss areas for potential joint working including the management of S136 assessment. The Chief Executive was also given a tour of the new building and facilities.

10.5 The Chief Executive and Chief Operating Officer attended the Winter Planning meeting with colleagues from Acute Trusts, the Clinical Commissioning Group and Somerset County Council on 9 December 2014 at Wynford House, Yeovil.

10.6 The Chief Operating Officer, on behalf of the Chief Executive, attended a Department of Health Restraint Conference at Richmond House, London, on 11 December 2014, to review use of restraint and seclusion following a data collection exercise by the NHS Benchmarking Network on behalf of Norman Lamb MP, Minister of State for Care and Support. The Trust was one of four Trusts cited for good practice.

10.7 The Chief Executive, other Executive Directors and other management and clinical colleagues participated in the first day of the Trust’s two day ‘Coach to Lead’ programme at The Exchange, Bridgwater, on 8 January 2015. The second day of the training programme will take place on 3 February 2015. The programme has been developed to enable training in coaching and the cascading of that training across the Trust in support of the Trust’s Leadership Strategy.

10.8 The Chief Executive and Associate Director of Planning and Performance attended a Somerset Health and Social Care Community Measures and Metrics meeting at County Hall, Taunton, on 13 January 2015, with colleagues from the CCG, County Council and Acute NHS Foundation Trusts, to take forward work on developing a set of performance measures and metrics to support integrated and joint working across the Health and Social Care Community.
10.9 The Chief Executive and Director of Nursing and Patient Safety attended the Somerset Health and Wellbeing Leadership Group at Lyngford House, Taunton, on 15 January 2015. Issues discussed included an update on the Leadership Programme, current issues within the Somerset Health and Social Care Economy, Public Health Budget, Cobic workshop update and output and a Primary Care Update.

10.10 The Chief Executive, Director of Finance and Business Development and Director of Nursing and Patient Safety attended a meeting involving the CCG, Somerset County Council, Taunton and Somerset NHS Foundation Trust and Yeovil District Hospital NHS Foundation Trust with colleagues from Monitor and NHS England to discuss the Annual Planning process and financial challenges facing the wider health community over the next five years, at Lyngford House, Taunton, on 15 January 2015.

11. VISITS

11.1 The Chief Executive visited the WATCH project in Chard and participated in a promotional video for the project on 21 November 2014.

11.2 The Chief Executive and other members of the Executive Team attended an Executive Team Meeting at Dene Barton Community Hospital, on 1 December 2014.

11.3 The Chief Executive, accompanied by the Head of Children and Young People’s Division and Lyn Davis, Service Manager, visited Wessex House, Bridgwater, on 3 December 2014.

12. OTHER ACTIVITIES

12.1 The Chief Executive, in his capacity as Co-Chair, attended the NHS Pension Scheme 2015 Regulations Workshop at the Ambassadors Hotel, London, on 18 November 2014.

12.2 The Chief Executive, in his capacity as Chair of NHS Benchmarking Network Mental Health Reference Group, attended the first meeting of the Department of Health’s National Housing Forum at Trinity House, London, on 19 November 2014.

12.3 The Chief Executive and Associate Director - Strategic Planning and Performance, participated by teleconference in the Secretary of State for Health’s Expert Working Group on Mental Health Data and Intelligence with colleagues from the Department of Health, on 21 November 2014. The Associate Director of Strategic Planning and
Performance participated in the second teleconference call of this group on 17 December 2014.

12.4 The Chief Executive chaired the NHS Confederation South West Regional meeting at the Double Tree Hilton Hotel, Bristol, on 26 November 2014.

12.5 The Chief Executive chaired a meeting of the NHS Benchmarking Network Mental Health Reference Group at the offices of Central and North West London NHS Foundation Trust, London, on 5 December 2014.

12.6 The Chief Executive, as Chair of the NHS South West Leadership Academy, attended the National LDP Chairs/Leads meeting at The Wesley Hotel, London, on 8 December 2014.

12.7 The Chief Executive, as Co-Chair of the Shadow Pension Scheme Advisory Board, attended the Shadow Pension Scheme Advisory Board meeting at The Russell Hotel, London, on 10 December 2014.

13. USE OF THE CORPORATE SEAL

13.1 As outlined in the Standing Orders, the Somerset Partnership NHS Foundation Trust is required to produce a quarterly report of all sealings made by the Partnership Trust. The Board is asked to note that there were three entries in the Seal Register over the period 1 October 2014 to 31 December 2014.

14. HOSPITAL ACQUIRED INFECTIONS

14.1 There were no outbreaks of MRSA, Ecoli bacteraemia, MSSA Bacteraemia or Clostridium Difficile attributable to the Trust in November 2014 and December 2014.

14.2 There was a Norovirus outbreak at Bridgwater Community Hospital on 29 December 2014 affecting ten patients and eight members of staff.

14.3 There was a flu outbreak at Dene Barton Community Hospital between 10 December 2014 and 16 December 2014 affecting seven patients and a number of staff.

15. POLICIES

15.1 The following policies were ratified by the Senior Managers’ Operational Group Meeting, or Executive Team, in support of the Partnership Trust’s
Risk Management Standards Assessment, during November 2014 and December 2014:

- Version 1.7 Flexible Working Policy
- Version 2.1 Subcutaneous Fluids (hypodermoclysis) Administration Policy;
- Version 3.1 Clinical Audit Policy;
- Version 4.4 Rapid Tranquillisation Policy;
- Version 1.4 Paediatric (0-18 Years) Attendance at Acute and Emergency Care Services follow up by the Public Health Nursing Service;
- Version 2.0 Policy for Videofluoroscopic Evaluation of Oropharyngeal Swallowing Disorders in Adults;
- Version 4.0 Parental Policy;
- Version 4.1 Physiological Observations Policy for Inpatients and Minor Injury Units (including Wessex House);
- Version 5.0 Clinical Supervision Policy;
- Version 6.5 Controlled Drug Policy.

CHIEF EXECUTIVE
### SEAL REGISTER

**1 OCTOBER 2014 – 31 DECEMBER 2014**

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<th>Date of Sealing</th>
<th>No. of Seal</th>
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<th>No. of Copies</th>
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<td>Pippa Moger</td>
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<td>Licence to carry out works at Glanville House</td>
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