

# Great Staughton Surgery

## Quality Report

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This report describes our judgement of the quality of care at this service. It is based on a combination of what we found when we inspected, information from our ongoing monitoring of data about services and information given to us from the provider, patients, the public and other organisations.

### Ratings

#### Overall rating for this service

Good 

Are services safe?

Good 

Are services effective?

Good 

Are services caring?

Good 

Are services responsive to people's needs?

Good 

Are services well-led?

Good 

# Summary of findings

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## Overall summary

### Letter from the Chief Inspector of General Practice

We carried out an announced comprehensive inspection at Great Staughton Surgery on 16 January 2016. Overall the practice is rated as good. They are rated as outstanding for providing services to people whose circumstances may make them vulnerable.

Our key findings across all the areas we inspected were as follows:

- Staff understood and fulfilled their responsibilities to raise concerns, and to report incidents and near misses. Information about safety was recorded, monitored, appropriately reviewed and addressed.
- Risks to patients were assessed and well managed.
- Staff assessed patients' needs and delivered care in line with current evidence based guidance. Staff had been trained to provide them with the skills, knowledge and experience to deliver effective care and treatment.
- Feedback from patients about their care was consistently positive. Patients said they were treated with compassion, dignity and respect and that they were involved in their care and decisions about their treatment. Data from the National GP Patient Survey

published in July 2016 showed that patients rated the practice higher than others for all areas of care. For example, 97% of patients said that the last GP they saw or spoke to was good at treating them with care and concern, in comparison to a local and national average of 85%.

- Information about services and how to complain was available and easy to understand. Improvements were made to the quality of care as a result of complaints and concerns.
- Patients said they found it easy to make an appointment with a GP and that there was continuity of care. Data from the National GP Patient Survey published in July 2016 showed that 100% of patients surveyed found it easy to get through to the practice by phone.
- The practice had good facilities and was well equipped to treat patients and meet their needs.
- There was a clear leadership structure and staff felt well supported by management. The practice proactively sought feedback from staff and patients, which it acted on.
- The provider was aware of and complied with the requirements of the duty of candour.

We saw several areas of outstanding practice:

# Summary of findings

- The practice had created specialist 'bereavement packs' to give to patients who had experienced a recent bereavement. These included practical information and guidance on who to contact for emotional support. This had been shared with other practices in the area who had commenced the same service.
- Teenagers were invited for a formal review when they were 16 to complete their immunisation schedule and as an opportunity to provide health promotion information, such as diet, exercise, substance misuse and sexual health.
- The practice recognised the lack of public transport for patients to get to the practice, and had organised a volunteer led transport scheme. We received positive feedback about this service. The success of this service

and the improvement it made to access was also reflected in national and local benchmarking figures, which showed that the practice had one of the lowest rates in the country for both emergency admissions to hospital and accident and emergency attendances, despite caring for a largely older population in a rural setting.

However, the provider should:

- Maximise the functionality of the computer system in order to consistently code patient groups and produce accurate performance data.

**Professor Steve Field (CBE FRCP FFPH FRCGP)**

Chief Inspector of General Practice

# Summary of findings

## The five questions we ask and what we found

We always ask the following five questions of services.

### Are services safe?

The practice is rated as good for providing safe services.

- There was an effective system in place for reporting and recording significant events. Staff had a good understanding of significant events, and recorded a wide range of incidences, including cancer diagnoses, patient deaths, safeguarding concerns, changes to services, near misses and compliments.
- Lessons were shared to make sure action was taken to improve safety in the practice.
- When things went wrong patients received reasonable support, detailed information, and a written apology. They were told about any actions to improve processes to prevent the same thing happening again.
- The practice had clearly defined and embedded systems, processes and practices in place to keep patients safe and safeguarded from abuse. For example, there was a clear protocol in place to follow up children who did not attend hospital appointments.
- Risks to patients were comprehensively assessed and well managed.
- Arrangements were in place to respond to emergencies and major incidents.

Good



### Are services effective?

The practice is rated as good for providing effective services.

- Data from the Quality and Outcomes Framework (QOF) showed patient outcomes were in line with local and national averages in most areas, but below averages in others.
- Staff assessed needs and delivered care in line with current evidence based guidance.
- Clinical audits demonstrated quality improvement.
- Staff had the skills, knowledge and experience to deliver effective care and treatment.
- There was evidence of appraisals and personal development plans for all staff.
- Staff worked with other health care professionals to understand and meet the range and complexity of patients' needs.

Good



# Summary of findings

- National and local benchmarking figures showed that the practice had one of the lowest rates in the country for both emergency admissions to hospital and accident and emergency attendances, despite caring for a largely older population in a rural setting.

## Are services caring?

The practice is rated as good for providing caring services.

Good



- Data from the National GP Patient Survey published in July 2016 showed patients rated the practice higher than others for all aspects of care. For example, 97% of patients said the last GP they saw or spoke to was good at involving them in decisions about their care, compared to the local and national average of 82%.
- Feedback from patients about their care was consistently positive. Patients said they were treated with compassion, dignity and respect and they were involved in decisions about their care and treatment. .
- Information for patients about the services available was easy to understand and accessible.
- We saw staff treated patients with kindness and respect, and maintained patient and information confidentiality.
- The practice had created specialist 'bereavement packs' to give to patients who had experienced a recent bereavement. These included practical information and guidance on who to contact for emotional support. This had been shared with other practices in the area who had commenced the same service.
- The practice was proactive in providing support for patients with caring responsibilities. The practice had identified 69 patients as carers (2% of the practice list). Written information was available to direct carers to the various avenues of support available to them.

## Are services responsive to people's needs?

The practice is rated as good for providing responsive services.

Good



- Practice staff reviewed the needs of its local population and engaged with the NHS England Area Team and Clinical Commissioning Group (CCG) to secure improvements to services where these were identified. For example, the practice worked with the CCG to set up an anticoagulation service, meaning that patients could receive care closer to home. Furthermore, the practice had commenced a hearing aid battery exchange service so that patients did not have to travel to the hospital for this service.

# Summary of findings

- Patients said they found it easy to make an appointment with a GP and that there was continuity of care. Urgent appointments were available on the same day.
- Data from the National GP Patient Survey published in July 2016 showed that 100% of patients surveyed were able to get an appointment at a convenient time, compared to the local average of 94% and the national average of 92%.
- The practice had good facilities and was well equipped to treat patients and meet their needs.
- The practice recognised the lack of public transport for patients to get to the practice, and had organised a volunteer led transport scheme. We received positive feedback about this service.
- Information about how to complain was available and easy to understand and evidence showed the practice responded quickly to issues raised. Learning from complaints was shared with staff and other stakeholders.

## Are services well-led?

The practice is rated as good for being well-led.

- The practice had a clear vision and strategy to deliver high quality care and promote good outcomes for patients. Staff were clear about the vision and their responsibilities in relation to it.
- Staff at the practice were engaged with local healthcare services and worked within the wider health community. For example, a GP at the practice was a director of the West Cambridgeshire GP Federation steering group, a network of practices who worked at scale.
- There was a clear leadership structure and staff felt supported by management. The practice had a number of policies and procedures to govern activity.
- There was an overarching governance framework which supported the delivery of the strategy and good quality care. This included arrangements to monitor and improve quality and identify risk.
- The provider was aware of and complied with the requirements of the duty of candour. The partners encouraged a culture of openness and honesty. The practice had systems in place for notifiable safety incidents and ensured this information was shared with staff to ensure appropriate action was taken
- The practice proactively sought feedback from staff and patients, which it acted on. The patient participation group was active and the practice produced a regular newsletter.

Good



# Summary of findings

- There was a strong focus on continuous learning and improvement at all levels.

# Summary of findings

## The six population groups and what we found

We always inspect the quality of care for these six population groups.

### Older people

The practice is rated as good for the care of older people.

- The practice was responsive to the needs of older people, and offered home visits and urgent appointments for those with enhanced needs. All home visits were triaged by a clinician to prioritise visits and ensure appropriate and timely intervention.
- The practice contacted all patients after their discharge from hospital to address any concerns and assess if the patient needed GP involvement at that time.
- The practice looked after patients living in local care homes and clinical staff undertook regular visits. Representatives from local care homes regularly attended multidisciplinary team meetings held at the practice.
- Influenza vaccination clinics were held at the local village hall, and were attended by community support groups who provided information and signposting on a range of topics.
- Nationally reported data showed that outcomes for patients for conditions commonly found in older people, including rheumatoid arthritis and heart failure, were above local and national averages.

Good



### People with long term conditions

The practice is rated as good for the care of people with long-term conditions.

- Nursing staff had lead roles in chronic disease management and patients at risk of hospital admission were identified as a priority.
- The practice used the information collected for the Quality and Outcomes Framework (QOF) to monitor outcomes for patients (QOF is a system intended to improve the quality of general practice and reward good practice). Data from 2015/2016 showed that performance for diabetes related indicators was 72%, which was below the local and national average of 89%. Exception reporting for diabetes related indicators was 9%, which was lower than the local average of 13% and the national average of 12% (exception reporting is the removal of patients from QOF calculations where, for example, the patients are unable to attend a review meeting or certain medicines cannot be prescribed because of side effects). We discussed the recent QOF data with the clinicians at the practice who agreed that there was scope to improve the recording of clinical codes used

Good



# Summary of findings

on the IT system. For example, we saw evidence that patient reviews had been carried out, but the clinical coding had not been completed effectively and therefore did not reward the practice with the work undertaken.

- A community diabetic specialist nurse and dietician held regular clinics at the practice. Furthermore, the practice participated in an annual virtual diabetic clinic with a consultant diabetologist from a local hospital, where complex cases were discussed.
- Longer appointments and home visits were available when needed. Practice nurses carried out regular chronic illness home visits.
- Patients with complex needs had a named GP and a structured annual review to check their health and medicines needs were being met. There was a robust recall system in place to ensure that patients were invited and attended annual reviews.
- The practice held a designated clinic for patients with more than one long term condition. This was to provide holistic care and reduce the need for multiple appointments.
- For those patients with the most complex needs, the named GP worked with relevant health and care professionals to deliver a multidisciplinary package of care.

## Families, children and young people

The practice is rated as good for the care of families, children and young people.

- There were systems in place to identify and follow up children living in disadvantaged circumstances and who were at risk, for example, children and young people who had a high number of A&E attendances. There was a clear protocol in place to follow up children who did not attend hospital appointments.
- Immunisation rates were in line with the national average for all standard childhood immunisations.
- Teenagers were invited for a formal review when they were 16 to complete their immunisation schedule and as an opportunity to provide health promotion information, such as diet, exercise, substance misuse and sexual health.
- Patients told us that children and young people were treated in an age-appropriate way and were recognised as individuals.
- The percentage of women aged 25-64 whose notes recorded that a cervical screening test had been performed in the

Good



# Summary of findings

preceding five years was 78%, which was slightly below the local and national average of 82%. Exception reporting for this QOF indicator was 1%, which was lower than the local average of 9% and national average of 7%

- Appointments were available outside of school hours and the premises were suitable for children and babies.
- The practice offered a full range of contraception services and chlamydia screening.
- We saw positive examples of joint working with midwives, health visitors and school nurses.

## **Working age people (including those recently retired and students)**

The practice is rated as good for the care of working-age people (including those recently retired and students).

- The needs of the working age population, those recently retired and students had been identified and the practice had adjusted the services it offered to ensure these were accessible, flexible and offered continuity of care where possible.
- The practice was proactive in offering online services as well as a full range of health promotion and screening that reflects the needs for this age group.
- Extended hours appointments were available between 7.30am and 8am on Thursdays.
- Telephone appointments with a GP were available throughout the day.
- Practice staff carried out NHS health checks for patients between the ages of 40 and 74 years. The practice was able to refer patients to a health trainer to encourage lifestyle changes.
- The practice offered many NHS services in house, reducing the need for outpatient referral and therefore improving patient convenience.

Good



## **People whose circumstances may make them vulnerable**

The practice is rated as outstanding for the care of people whose circumstances may make them vulnerable.

- The practice held a register of patients living in vulnerable circumstances including travellers and those with a learning disability.
- The practice offered longer appointments for patients with a learning disability. 5 out of 10 patients on the practice learning

Outstanding



# Summary of findings

disability register had received an annual health check since April 2016. Further invites recalling these patients in for an appointment had been sent out to patients who had not responded to the first invite.

- The practice regularly worked with other health care professionals in the case management of vulnerable patients, and held regular multidisciplinary team meetings.
- The practice informed vulnerable patients about how to access various support groups and voluntary organisations.
- The practice recognised the lack of public transport for patients to get to the practice, and had organised a volunteer led transport scheme.
- The practice was proactive in providing support for patients with caring responsibilities. The practice had identified 69 patients as carers (2% of the practice list).
- The practice was engaged with the local carers support group, which provided guidance, support and respite for carers. The practice nurse had been appointed as the practice Carers Champion, and provided a signposting service to local community care providers.
- The practice had created specialist 'bereavement packs' to give to patients who had experienced a recent bereavement. These included practical information and guidance on who to contact for emotional support. This had been shared with other practices in the area who had commenced the same service.
- Staff knew how to recognise signs of abuse in vulnerable adults and children. Staff were aware of their responsibilities regarding information sharing, documentation of safeguarding concerns and how to contact relevant agencies in normal working hours and out of hours.

## People experiencing poor mental health (including people with dementia)

The practice is rated as good for the care of people experiencing poor mental health (including people with dementia).

- 97% of patients diagnosed with dementia had received a face to face care review in the last 12 months, which was above the local average of 87% and the national average of 84%. Exception reporting for this QOF indicator was 3%, which was lower than the local average of 8% and the national average of 7%

Good



# Summary of findings

- 70% of patients experiencing poor mental health had a comprehensive care plan, which was below the local average of 90% and the national average of 89%. Exception reporting for this QOF indicator was 0%, which was lower than the local average of 15% and the national average of 13%.
- The practice regularly worked with multi-disciplinary teams in the case management of patients experiencing poor mental health, including those with dementia.
- The practice carried out advance care planning for patients with dementia.
- Staff had received training in the Mental Capacity Act (2005). Furthermore, all staff had received training from the Alzheimer's Society to become 'Dementia Friends'.
- The practice had told patients experiencing poor mental health about how to access various support groups and voluntary organisations, such as drug and alcohol addiction support groups.
- The practice had a system in place to follow up patients who had attended accident and emergency where they may have been experiencing poor mental health.

# Summary of findings

## What people who use the service say

The National GP Patient Survey results were published in July 2016. The results showed the practice was performing significantly above local and national averages in all areas. 214 survey forms were distributed and 125 were returned. This represented a 58% completion rate.

- 100% found it easy to get through to this surgery by phone compared to a local average of 75% and a national average of 73%.
- 100% said that the last appointment they got was convenient (local average 94%, national average 92%).
- 98% were able to get an appointment to see or speak to someone the last time they tried (local average 87%, national average 85%).
- 99% described the overall experience of their GP surgery as fairly good or very good (local average 86%, national average 85%).
- 93% said they would definitely or probably recommend their GP surgery to someone who has just moved to the local area (local average 80%, national average 78%).

As part of our inspection we also asked for CQC comment cards to be completed by patients prior to our inspection. We received 51 comment cards which were all extremely positive about the standard of care received. Patients' felt that the practice provided a friendly, efficient and supportive service, praising both individual members of staff and the practice as a whole. One patient commented that the care they received was 'exemplary; a model for other surgeries'. Another patient commented that GPs and nursing staff were 'decisive, thorough and caring'.

We spoke with four patients during the inspection. All four patients said the care they received was of a high standard, and that staff were kind, friendly, caring and approachable. Patients told us that staff were thorough and took their time to listen to patients concerns, and that the premises were always welcoming, clean and comfortable.

# Great Staughton Surgery

## Detailed findings

### Our inspection team

#### Our inspection team was led by:

Our inspection team included a CQC lead inspector and a GP specialist adviser. A second CQC inspector inspected the dispensary.

### Background to Great Staughton Surgery

Great Staughton Surgery is situated in Great Staughton, St Neots, Cambridgeshire. The practice provides services for approximately 3,100 patients. It holds a Personal Medical Services contract with Cambridgeshire and Peterborough Clinical Commissioning Group.

According to information taken from Public Health England, the practice population has a larger percentage of adults aged over 45 years old in comparison to the national average for practices in England. The practice is in a rural area with a low level of deprivation.

The practice clinical team consists of two GPs, a nurse practitioner, a practice nurse and a healthcare assistant. They are supported by a practice manager, teams of reception, administration and secretarial staff, a newly employed reception/dispensary apprentice and a housekeeper. The practice is licensed to dispense medicines and employs three dispensers.

Great Staughton Surgery is open from Monday to Friday. It offers appointments from 8am to 12.30pm and 2pm to 6pm on Mondays, Tuesdays, Thursdays and Fridays. Appointments are available between 8am and 12.30pm on Wednesdays, with a GP available on call until 6pm. In

addition to this, extended hours appointments are available between 7.30am and 8am on Thursdays. Out of hours care is provided via the NHS 111 service by Herts Urgent Care.

### Why we carried out this inspection

We carried out a comprehensive inspection of this service under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. The inspection was planned to check whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

### How we carried out this inspection

Before visiting, we reviewed a range of information we hold about the practice and asked other organisations to share what they knew. We carried out an announced visit on 16 January 2017. During our visit we:

- Spoke with a range of staff and spoke with patients who used the service.
- Observed how patients were being cared for and talked with carers and/or family members
- Reviewed an anonymised sample of the personal care or treatment records of patients.
- Reviewed comment cards where patients and members of the public shared their views and experiences of the service.

To get to the heart of patients' experiences of care and treatment, we always ask the following five questions:

# Detailed findings

- Is it safe?
- Is it effective?
- Is it caring?
- Is it responsive to people's needs?
- Is it well-led?

We also looked at how well services were provided for specific groups of people and what good care looked like for them. The population groups are:

- Older people
- People with long-term conditions
- Families, children and young people

- Working age people (including those recently retired and students)
- People whose circumstances may make them vulnerable
- People experiencing poor mental health (including people with dementia).

Please note that when referring to information throughout this report, for example any reference to the Quality and Outcomes Framework data, this relates to the most recent information available to the CQC at that time.

# Are services safe?

## Our findings

### Safe track record and learning

There was an effective system in place for reporting and recording significant events.

- Staff told us they would inform the practice manager of any incidents and there was a recording form available on the practice's computer system. The incident recording form supported the recording of notifiable incidents under the duty of candour (the duty of candour is a set of specific legal requirements that providers of services must follow when things go wrong with care and treatment).
- We saw evidence that when things went wrong with care and treatment, patients were informed of the incident, received reasonable support, detailed information, a written apology and were told about any actions to improve processes to prevent the same thing happening again.
- The practice carried out a thorough analysis of the significant events to identify trends and make changes when necessary. A significant events matrix was maintained to ensure that incidents were reviewed in a timely manner. The matrix included a wide range of subjects, including cancer diagnoses, patient deaths, safeguarding concerns, changes to services, near misses, complaints and compliments.

We reviewed safety records, incident reports, patient safety alerts, including those from the Medicines and Healthcare Products Regulatory Authority (MHRA) and Central Alerting System (CAS) and minutes of meetings where these were discussed. There was a lead member of staff responsible for cascading and actioning patient safety alerts, such as those from the MHRA.

### Overview of safety systems and processes

The practice had clearly defined and embedded systems, processes and practices in place to keep patients safe and safeguarded from abuse, which included:

- Arrangements were in place to safeguard children and vulnerable adults from abuse. These arrangements reflected relevant legislation and local requirements. Policies were accessible to all staff. The policies clearly outlined who to contact for further guidance if staff had concerns about a patient's welfare. There was a lead

member of staff for safeguarding. The GPs attended safeguarding meetings when possible and always provided reports where necessary for other agencies. Staff demonstrated they understood their responsibilities and all had received training on safeguarding children and vulnerable adults relevant to their role. There was a clear protocol in place to follow up children who did not attend hospital appointments. GPs and the nurse practitioner were trained to child safeguarding level three.

- A notice in the waiting room advised patients that chaperones were available if required. All staff who acted as chaperones were trained for the role and had received a Disclosure and Barring Service (DBS) check (DBS checks identify whether a person has a criminal record or is on an official list of people barred from working in roles where they may have contact with children or adults who may be vulnerable).
- The practice maintained appropriate standards of cleanliness and hygiene. We observed the premises to be clean and tidy. The practice nurse was the infection control clinical lead who liaised with the local infection prevention teams to keep up to date with best practice. There was an infection control protocol in place and staff had received up to date training. Annual infection control audits were undertaken and we saw evidence that action was taken to address any improvements identified as a result of audit.
- We reviewed a number of personnel files and found appropriate recruitment checks had been undertaken prior to staff's employment. For example, proof of their identification, references, qualifications, registration with the appropriate professional body and the appropriate checks through the DBS.

### Medicines management

There were clear operating procedures in place for the dispensary that accurately reflected practice. Dispensary staff recorded significant events and described a comprehensive system for their analysis and review. Dispensary staff used an error log to record near-miss or picking errors that allowed trends to be identified.

All repeat prescriptions were signed before the medicines were given to patients. A monthly audit was undertaken to search for out of date prescriptions and recall patients who had not collected them. Dispensary staff could identify when a medicine review was due and explained that they

## Are services safe?

would alert the relevant GP before issuing the prescription if the review was out of date. There was a comprehensive programme of medicine audits at the practice and there were systems in place to ensure people received the appropriate monitoring required with high risk medicines.

All dispensary staff had received appropriate training and held qualifications in line with the requirements of the Dispensary Services Quality Scheme (DSQS), a national scheme that rewards practices for providing high quality services to patients of their dispensary. Dispensary staff had annual appraisals leading to production of development plans as well as annual competency checks.

The practice held stocks of controlled drugs (CDs) (medicines that require extra checks and special storage requirements because of their potential for misuse) and had in place suitable arrangements for the storage, recording and destruction of CDs. For example, access to the CD cupboard was restricted and keys held securely, and there were appropriate arrangements in place for the destruction and recording of both patient returned and out of date CDs. Dispensary staff told us they understood how to investigate a CD discrepancy and were aware of how to contact the regional CD accountable officer.

Medicines were stored securely in the dispensary and access was restricted to relevant staff. Dispensary staff checked stock to ensure medicines were within their expiry date on a monthly basis. All of the medicines we checked were within their expiry date. Staff checked the temperatures in the dispensary fridges daily which ensured medicines were stored at the appropriate temperature. Dispensary staff knew what to do in the event of a fridge failure.

Blank prescription forms were held securely on arrival in the practice and records were held of the serial numbers of the forms received. Staff had a process for tracking prescription stationery through the surgery.

The nurse practitioner was a qualified independent prescriber and could therefore prescribe medicines for specific clinical conditions. They received appropriate mentoring and supervision for this role. Patient group directions had been adopted by the practice to allow nurses to administer medicines in line with legislation. Health care assistants were trained to administer vaccines and medicines against a patient specific direction from a GP.

### Monitoring risks to patients

Risks to patients were assessed and well managed:

- There were procedures in place for monitoring and managing risks to patient and staff safety. There was a health and safety policy available with a poster in the reception office which identified local health and safety representatives.
- The practice had up to date fire risk assessments and carried out regular fire drills. All electrical equipment was checked to ensure the equipment was safe to use and clinical equipment was checked to ensure it was working properly. The practice had a variety of other risk assessments in place to monitor safety of the premises such as control of substances hazardous to health and infection control and legionella (legionella is a term for a particular bacterium which can contaminate water systems in buildings). There was also a young person's risk assessment in place for the newly employed apprentice.
- Arrangements were in place for planning and monitoring the number of staff and mix of staff needed to meet patients' needs. There was a rota system in place for all the different staffing groups to ensure enough staff were on duty.

### Arrangements to deal with emergencies and major incidents

The practice had adequate arrangements in place to respond to emergencies and major incidents.

- There was an instant messaging system on the computers in all the consultation and treatment rooms which alerted staff to any emergency.
- All staff received annual basic life support training and emergency medicines were easily accessible to staff in a secure area of the practice. All the medicines we checked were in date.
- The practice had a defibrillator available on the premises and oxygen with adult and children's masks. A first aid kit and accident book were available.
- The practice had a comprehensive business continuity plan in place for major incidents such as power failure or building damage. The plan included emergency contact numbers for staff.

# Are services effective?

(for example, treatment is effective)

## Our findings

### Effective needs assessment

The practice assessed needs and delivered care in line with relevant and current evidence based guidance and standards, including National Institute for Health and Care Excellence (NICE) best practice guidelines.

- The practice had systems in place to keep all clinical staff up to date. Staff had access to guidelines from NICE and used this information to deliver care and treatment that met patients' needs.
- The practice monitored that these guidelines were followed through risk assessments, audits and random sample checks of patient records.

### Management, monitoring and improving outcomes for people

The practice used the information collected for the Quality and Outcomes Framework (QOF) and performance against national screening programmes to monitor outcomes for patients. QOF is a system intended to improve the quality of general practice and reward good practice. The most recent published results showed that the practice had achieved 89% of the total number of points available, which was below the local and national average of 96%. The exception reporting rate for the practice was 8%, which was lower than the local and national average of 10% (exception reporting is the removal of patients from QOF calculations where, for example, the patients are unable to attend a review meeting or certain medicines cannot be prescribed because of side effects).

Data from 2015/2016 showed;

- Performance for diabetes related indicators was 72%, which was below the local and national average of 89%. Exception reporting for diabetes related indicators was 9%, which was in line with the local average of 13% and the national average of 12%.
- Performance for chronic obstructive pulmonary disease related indicators was 99%, which was in line with the local and national average of 96%. Exception reporting for these indicators was 15%, which was in line with the local average of 14% and the national average of 13%.

- Performance for mental health related indicators was 82%, which was below the local average of 94% and the national average of 93%. Exception reporting for these indicators was 5%, which was lower than the local average of 13% and the national average of 11%.

We discussed the recent QOF data with the clinicians at the practice who agreed that there was scope to improve the recording of clinical codes used on the IT system. For example, we saw evidence that patient reviews had been carried out, but the clinical coding had not been completed effectively and therefore did not reward the practice with the work undertaken.

The practice participated in local audits, national benchmarking, accreditation, peer review and research. Clinical audits demonstrated quality improvement. Clinical audits had been completed in the last year, two of these were completed audits where the improvements made were implemented and monitored. For example, the practice had undertaken a two cycle audit of the prescribing of sulphonylureas (medicines used for the management of type two diabetes) for patients with diabetes who were at high risk of cardiovascular disease. The first cycle of the audit found that 29 patients taking sulphonylureas were either at high risk of cardiovascular disease or had already received a diagnosis. A change in medication was subsequently offered to these patients. The second cycle of the audit demonstrated that improved diabetes care had been achieved for half of these patients. The practice had recognised that further monitoring was required and there was a plan in place to undertake a third cycle of the audit in April 2017.

National and local benchmarking figures showed that the practice had one of the lowest rates in the country for both emergency admissions to hospital and accident and emergency attendances, despite caring for a largely older population in a rural setting. The practice felt that this was due to good patient access and innovative methods to maintain this, such as the volunteer led transport scheme set up by the practice.

The practice had made use of the Gold Standards Framework for end of life care. It had a palliative care register and had regular meetings to discuss the care and support needs of patients and their families with all services involved. The practice had recently carried out an audit of the place of patient deaths to ensure that the framework was being used correctly. Results of the audit

# Are services effective?

## (for example, treatment is effective)

highlighted that the practice's rate of patients dying in their place of preferred death was in line with the national average. It also noted that there was scope to improve the recording of the choice of place of death for all patients with palliative care needs. Care plan templates had been altered to improve record keeping and a second cycle of the audit had been planned for June 2017.

### Effective staffing

Staff had the skills, knowledge and experience to deliver effective care and treatment.

- The practice had an induction programme for all newly appointed staff. This covered topics including safeguarding, infection prevention and control, fire safety, health and safety and confidentiality.
- The practice could demonstrate how they ensured role-specific training and updating for relevant staff. For example, for those reviewing patients with long-term conditions.
- Staff administering vaccines and taking samples for the cervical screening programme had received specific training which had included an assessment of their competence. Staff who administered vaccines could demonstrate how they stayed up to date with changes to the immunisation programmes, for example by access to on line resources and discussion at practice meetings.
- The learning needs of staff were identified through a system of appraisals, meetings and reviews of practice development needs. Staff had access to appropriate training to meet their learning needs and to cover the scope of their work. This included ongoing support, one-to-one meetings, coaching and mentoring, clinical supervision and facilitation and support for revalidating GPs and nurses. All staff had received an appraisal in the past 12 months.

### Coordinating patient care and information sharing

The information needed to plan and deliver care and treatment was available to relevant staff in a timely and accessible way through the practice's patient record system and their intranet system.

- This included care and risk assessments, care plans, medical records and investigation and test results.
- The practice shared relevant information with other services in a timely way, for example when referring patients to other services.

Staff worked together and with other health and social care professionals to understand and meet the range and complexity of patients' needs and to assess and plan ongoing care and treatment. This included when patients moved between services, including when they were referred, or after they were discharged from hospital. Meetings took place with other health care professionals on a monthly basis when care plans were routinely reviewed and updated for patients with complex needs.

### Consent to care and treatment

Staff sought patients' consent to care and treatment in line with legislation and guidance.

- Staff understood the relevant consent and decision-making requirements of legislation and guidance, including the Mental Capacity Act 2005.
- When providing care and treatment for children and young people, staff carried out assessments of capacity to consent in line with relevant guidance.
- Where a patient's mental capacity to consent to care or treatment was unclear the GP or practice nurse assessed the patient's capacity and, recorded the outcome of the assessment.
- The process for seeking consent was monitored through patient records' audits.

### Supporting patients to live healthier lives

The practice identified patients who may be in need of extra support. For example, patients receiving end of life care, carers, those at risk of developing a long-term condition and those requiring advice on their diet, alcohol consumption, and smoking cessation. Patients were signposted to the relevant service.

The practice's uptake for the cervical screening programme was 78%, which was in line with the local and national average of 82%. There was a policy to offer telephone reminders for patients who did not attend for their cervical screening test. There were failsafe systems in place to ensure results were received for all samples sent for the cervical screening programme and the practice followed up women who were referred as a result of abnormal results.

The practice also encouraged its patients to attend national screening programmes for breast and bowel cancer screening. The breast cancer screening rate for the past 36 months was 78% of the target population, which was above the local average of 74% and the national

## Are services effective? (for example, treatment is effective)

average of 72%. Furthermore, the bowel cancer screening rate for the past 30 months was 64% of the target population, which was above the local average of 59% and the national average of 58%.

Childhood immunisation rates for the vaccinations given were comparable to the national average. For example, the childhood immunisation rate for the vaccinations given to under two year olds in 2015/2016 was 90% to 100% of the target population.

Teenagers were invited for a formal review when they were 16 to complete their immunisation schedule and as an opportunity to provide health promotion information, such as diet, exercise, substance misuse and sexual health.

Patients had access to appropriate health assessments and checks. These included health checks for new patients and NHS health checks for patients aged 40–74. Appropriate follow-ups for the outcomes of health assessments and checks were made, where abnormalities or risk factors were identified.

# Are services caring?

## Our findings

### Kindness, dignity, respect and compassion

We observed members of staff were courteous and very helpful to patients and treated them with dignity and respect.

- Curtains were provided in consulting rooms to maintain patients' privacy and dignity during examinations, investigations and treatments.
- We noted that consultation and treatment room doors were closed during consultations; conversations taking place in these rooms could not be overheard.
- When patients wanted to discuss sensitive issues or appeared distressed reception staff could offer them a private room to discuss their needs.

All of the 51 patient Care Quality Commission comment cards we received were extremely positive about the service experienced. Patients said they felt the practice offered an excellent service and staff were conscientious, caring and treated them with dignity and respect.

We spoke with four patients, all of whom told us they were satisfied with the care provided by the practice and said their dignity and privacy was respected. Comment cards highlighted that staff responded compassionately when they needed help and provided support when required.

Results from the National GP Patient Survey published in July 2016 were consistently higher than local and national averages for patient satisfaction scores on consultations with GPs and nurses. For example:

- 99% of patients said the GP was good at listening to them compared to the local and national average of 89%.
- 98% of patients said the GP gave them enough time compared to the local average of 86% and the national average of 87%.
- 100% of patients said they had confidence and trust in the last GP they saw compared to the local and national average of 95%.
- 97% of patients said the last GP they spoke to was good at treating them with care and concern compared to the local and national average of 85%.
- 97% of patients said the last nurse they spoke to was good at treating them with care and concern compared to the local and national average of 91%.

- 98% of patients said they found the receptionists at the practice helpful compared to the local average of 88% and the national average of 87%.

### Care planning and involvement in decisions about care and treatment

Patients told us they felt involved in decision making about the care and treatment they received. They also told us they felt listened to and supported by staff and had sufficient time during consultations to make an informed decision about the choice of treatment available to them. Patient feedback from the comment cards we received was also positive and aligned with these views. We also saw that care plans were personalised.

Results from the National GP Patient Survey published in July 2016 showed patients' responses to questions about their involvement in planning and making decisions about their care and treatment were consistently higher than local and national averages. For example:

- 95% of patients said the last GP they saw was good at explaining tests and treatments compared to the local average of 87% and the national average of 86%.
- 97% of patients said the last GP they saw was good at involving them in decisions about their care compared to the local and national average of 82%.
- 91% of patients said the last nurse they saw was good at involving them in decisions about their care compared to the local and national average of 85%.

The practice provided facilities to help patients be involved in decisions about their care:

- Staff told us that translation services were available for patients who did not have English as a first language. We saw notices in the reception areas informing patients this service was available.
- Information leaflets were available in easy read format.

### Patient and carer support to cope emotionally with care and treatment

Patient information leaflets and notices were available in the patient waiting area which told patients how to access a number of support groups and organisations. Information about support groups was also available on the practice website.

The practice's computer system alerted GPs if a patient was also a carer. The practice had identified 69 patients as

## Are services caring?

carers (2% of the practice list). The practice was engaged with the local carers support group, which provided support, guidance and respite to carers. The practice nurse had been appointed as the practice Carers Champion, and provided a signposting service to local community care providers. Written information was available to direct carers to the various avenues of support available to them.

Staff told us that families who had suffered bereavement were contacted by their usual GP. This call was followed by a patient consultation at a flexible time and location to meet the family's needs. The practice had created specialist 'bereavement packs' to give to patients who had

experienced a recent bereavement. These included practical information and guidance on who to contact for emotional support. This had been shared with other practices in the area who had commenced the same service.

The GP partners at the practice had a special interest in palliative care, and were keen to ensure that patients with palliative care needs were able to access them at any time. They provided a personal phone number for patients to use, in order to promote consistency of care and to reduce the need for community out of hours services.

# Are services responsive to people's needs?

(for example, to feedback?)

## Our findings

### Responding to and meeting people's needs

The practice reviewed the needs of its local population and engaged with the NHS England Area Team and Clinical Commissioning Group (CCG) to secure improvements to services where these were identified.

- Extended hours appointments were available between 7.30am and 8am on Thursdays.
- There were longer appointments available for patients who required one.
- Home visits were available for older patients and patients who had clinical needs which resulted in difficulty attending the practice.
- The practice recognised the lack of public transport for patients to get to the practice, and had organised a volunteer led transport scheme. We received positive feedback about this service.
- Same day appointments were available for children and those patients with medical problems that require same day consultation.
- Patients were able to receive travel vaccinations available on the NHS as well as those only available privately.
- There were disabled facilities, a hearing loop and translation services available. The practice held a monthly hearing aid maintenance clinic.
- A wide range of patient information leaflets were available in the waiting area including NHS health checks, services for carers and promotion of mental health awareness. There were displays providing information on cancer warning signs.
- The practice provided a range of nurse-led services such as management of asthma, weight management, diabetes and coronary heart disease, wound management, smoking cessation clinics and minor illness advice.
- The practice worked with the CCG to set up an anticoagulation service, meaning that patients could receive care closer to home.
- Nursing staff had developed their clinical skills to provide complex wound management, such as doppler and advanced bandaging services.

- The practice offered in-house diagnostics and services to support patients with long-term conditions, such as blood pressure machines, electrocardiogram tests, spirometry checks, blood taking, health screening, minor injuries and minor surgery.
- The practice provided general medical services to patients in a local care home.
- A private chiropodist held a weekly clinic at the practice to ensure that patients with limited transport to the nearest town could access this service.
- The practice identified and visited the isolated, frail and housebound regularly. Chronic disease management was provided for vulnerable patients at home and the practice was active in developing care plans and admission avoidance strategies for frail and vulnerable patients.

### Access to the service

The practice offered appointments from 8am to 12.30pm and 2pm to 6pm on Mondays, Tuesdays, Thursdays and Fridays. Appointments were available between 8am and 12.30pm on Wednesdays, with a GP available on call until 6pm. In addition to this, extended hours appointments were available between 7.30am and 8am on Thursdays. Out of hours care was provided via the NHS 111 service by Herts Urgent Care.

Results from the National GP Patient Survey published in July 2016 showed that patients' satisfaction with how they could access care and treatment was considerably higher than local and national averages.

- 93% of patients were satisfied with the practice's opening hours compared to the local and national average of 76%.
- 100% of patients said they could get through easily to the practice by phone compared to the local average of 75% and the national average of 73%.

People told us on the day of the inspection that they were able to get appointments when they needed them.

### Listening and learning from concerns and complaints

The practice had an effective system in place for handling complaints and concerns. Its complaints policy and procedures were in line with recognised guidance and contractual obligations for GPs in England. There was a designated responsible person who handled all complaints in the practice.

## Are services responsive to people's needs? (for example, to feedback?)

We saw that information was available to help patients understand the complaints system on the practice's website and in their information leaflet. Information about how to make a complaint was also displayed on the wall in the waiting area. Reception staff showed a good understanding of the complaints procedure.

We looked at documentation relating to a number of complaints received in the previous year and found that they had been fully investigated and responded to in a timely and empathetic manner. Complaints were shared with staff to encourage learning and development.

# Are services well-led?

Good 

(for example, are they well-managed and do senior leaders listen, learn and take appropriate action)

## Our findings

### Vision and strategy

The practice had a clear vision to deliver high quality care and promote good outcomes for patients. The practice mission statement and charter incorporated a vision for patients, the local area and the practice team.

There was a proactive approach to succession planning in the practice. The practice had clearly identified potential and actual changes to practice, and made in depth consideration to how they would be managed. Staff at the practice were engaged with local healthcare services and worked within the wider health community. For example, a GP at the practice was a director of the West Cambridgeshire GP Federation steering group, a network of practices who worked at scale.

### Governance arrangements

The practice had an overarching governance framework which supported the delivery of the strategy and good quality care. The practice had a comprehensive list of policies and procedures in place to govern its activity, which were readily available to all members of staff. We looked at a number of policies and procedures and found that they were up to date and had been reviewed regularly.

There was a clear leadership structure with named members of both clinical and administration staff in lead roles. Staff we spoke with were all clear about their own roles and responsibilities. Staff were multi-skilled and were able to cover each other's roles within their teams during leave or sickness. Communication across the practice was aided by regular meetings, however there was scope to improve the recording of these. Multidisciplinary team meetings were also held monthly.

There were arrangements in place for identifying, recording and managing risks, issues and implementing mitigating actions.

### Leadership and culture

On the day of inspection the partners in the practice demonstrated they had the experience, capacity and capability to run the practice and ensure high quality care. They told us they prioritised safe, high quality and compassionate care. Staff told us the partners were approachable, friendly and supportive.

There was a clear leadership structure in place and staff felt supported by management. Staff told us there was an open culture within the practice and they had the opportunity to raise any issues at team meetings and felt confident and supported in doing so. We noted the team also held regular social events, such as a Christmas party. Staff were involved in discussions about how to run and develop the practice, and the partners encouraged all members of staff to identify opportunities to improve the service delivered by the practice.

### Seeking and acting on feedback from patients, the public and staff

The practice encouraged and valued feedback from patients, the public and staff. It proactively sought patients' feedback and engaged patients in the delivery of the service. The practice engaged with Friends and Family Test results to analyse trends in feedback and identify areas for development. Recent results showed that all patients who took part in the test would be 'extremely likely' to recommend the practice.

The practice had an active patient participation group (PPG) who held quarterly meetings at the practice. We spoke with two members of the PPG who provided many examples of good care provided by the practice. The PPG held regular fundraising events to make improvements to the service offered by the practice. For example, the PPG had held musical evenings with local bands and choirs, and barbeques at the local pub. This had helped to pay for new décor, including seat coverings and curtains, diagnostic machines such as ambulatory blood pressure monitors, and a license to play music in the waiting area.

The PPG also arranged for outside speakers to join their meetings and hold stalls at the influenza vaccination clinics at the village hall. Examples of recent speakers included the Air Ambulance service, Specsavers and specialist nurses. The PPG advertised in local village magazines and newsletters to raise awareness of these events.

The practice had also gathered feedback from staff through staff meetings, appraisals, discussion and away days. Staff told us they would not hesitate to give feedback and discuss any concerns or issues with colleagues and management. Staff told us that they felt empowered by management to make suggestions or recommendations for practice.

### Continuous improvement

# Are services well-led?

Good 

(for example, are they well-managed and do senior leaders listen, learn and take appropriate action)

There was a focus on continuous learning and improvement at all levels within the practice. Staff were provided with regular training opportunities and support to complete courses relevant to their roles, such as further

mental health awareness training for the advanced nurse practitioner. The practice had also employed a reception/dispensary apprentice who had received positive feedback and was keen to progress within the practice.