

# Knutsford Medical Partnership

## Inspection 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 location

Good 

Are services safe?

Good 

Are services effective?

Good 

Are services caring?

Good 

Are services responsive to people's needs?

Outstanding 

Are services well-led?

Good 

# Overall summary

We carried out an announced inspection at Knutsford Medical Partnership on 22, 23, 24 and 27 June 2022. Overall, the practice is rated as Good.

The ratings for each key question are: -

Safe - Good

Effective - Good

Caring – Good

Responsive - Outstanding

Well-led - Good

Knutsford Medical Partnership was registered with the Care Quality Commission (CQC) with the merger of three separate GP practices (locations) in April 2020. The three separate locations were previously inspected by CQC. Annandale Medical Centre on 4 May 2016 and was rated Good. Manchester Road Medical Centre on 14 March 2019 and was rated Good. Toft Road Surgery on 7 March 2019 and was rated Requires Improvement. Toft Road Surgery was rated Requires Improvement as improvements were needed to how the service safeguarded patients and to the systems to ensure safe care and treatment and good governance.

The full reports for previous inspections can be found by selecting the 'all reports' link for Annandale Medical Centre, Manchester Road Medical Centre and Toft Road Surgery on our website at [www.cqc.org.uk](http://www.cqc.org.uk)

## **Why we carried out this inspection**

We carried out this inspection as Knutsford Medical Partnership was one of several services identified to be inspected to test our rating methodology. This service had also not been inspected since the change in registered provider and we needed to follow-up the actions we told the provider to take to improve the service at Toft Road Surgery. This inspection was a comprehensive review of information which included a site visit.

This review assessed the following key questions: -

Safe

Effective

Caring

Responsive

Well-led

## **How we carried out the inspection**

# Overall summary

Throughout the pandemic CQC has continued to regulate and respond to risk. However, taking into account the circumstances arising as a result of the pandemic, and in order to reduce risk, we have conducted our inspections differently.

This inspection was carried out in a way which enabled us to spend a minimum amount of time on site. This was with consent from the provider and in line with all data protection and information governance requirements.

This included:

- Conducting staff interviews using video conferencing
- Completing clinical searches on the practice's patient records system and discussing findings with the provider
- Reviewing patient records to identify issues and clarify actions taken by the provider
- Requesting evidence from the provider
- A short site visit to two of the provider's locations
- A site visit to the dispensary

## Our findings

We based our judgement of the quality of care at this service on a combination of:

- what we found when we inspected
- information from our ongoing monitoring of data about services and
- information from the provider, patients, the public and other organisations.

## **We have rated this practice as Good overall and Outstanding in providing Responsive services.**

We found that:

- The provider had made improvements at Toft Road Surgery to address the issues we had identified at the inspection on 7 March 2019. Improvements had been made to the management of patient's medication, systems to safeguard patients and to the governance of the service.
- The practice provided care in a way that kept patients safe and protected them from avoidable harm.
- Patients received effective care and treatment that met their needs.
- Staff had access to the training and support they needed for their roles.
- Staff dealt with patients with kindness and respect and involved them in decisions about their care.
- The practice adjusted how it delivered services to meet the needs of patients during the COVID-19 pandemic.
- Patients could access care and treatment in a timely way, and they had a choice of access to meet their needs.
- The way the practice was led and managed promoted the delivery of high-quality, person-centre care.
- The provider could demonstrate they had made changes to the practice as a result of listening to staff and patients.
- The provider was innovative and was involved in a number of projects to promote the health and well-being of patients and staff.
- The provider reviewed the service provided and had clear plans in place to ensure continuous improvements were made.

## **The provider was rated outstanding for providing responsive services. This was because: -**

- People's individual needs and preferences were central to the delivery of tailored services.

# Overall summary

- There were innovative approaches to providing integrated person-centred pathways of care that involved other service providers, particularly for people with multiple and complex needs.
- The services were flexible and promoted continuity of care.
- The provider demonstrated that it took part in a range of activities to meet the needs of its patient population. In order to meet the needs of a large elderly population the provider held multi-disciplinary meetings, daily virtual ward rounds and provided a visiting service to coordinate patient care and treatment and to prevent a patient being admitted to hospital where possible. The provider was involved in a range of quality improvement initiatives to improve patient care. The provider was the lead organisation for the implementation of the Complete Community Care Programme which was a national project which focused on reducing health inequalities. This group (Knutsford Care Community) included the voluntary sector, social care, Patient Participation Group (PPG) and community services. The group were involved in a range of initiatives such as revising the dementia pathway, trialing a Leg Club, virtual clinics to provide quicker support to patients where possible and the group had established a Monday Club for people who were isolated.

We also identified other elements of outstanding practice: -

- Leadership strategies were in place to ensure and sustain delivery and to develop the desired culture. The provider had several methods of communicating with the staff team including a network of meetings, emails and newsletters. The provider engaged with staff when developing the service and making changes. The provider had also developed a system of support to promote the well-being of the staff team.

Whilst we found no breaches of regulations, the provider **should**:

- Carry out a programme of improvement for the premises.
- Carry out regular checks of the premises to identify any infection control or building security issues.
- Introduce a system to formally document the monitoring of consultations, referrals and prescribing of clinicians.
- Look at providing more patients with steroid cards (helps healthcare staff identify and treat patients with adrenal insufficiency).

**Details of our findings and the evidence supporting our ratings are set out in the evidence tables.**

**Dr Rosie Benneyworth** BM BS BMedSci MRCGP

Chief Inspector of Primary Medical Services and Integrated Care

## Our inspection team

Our inspection team included a CQC lead inspector and a second CQC inspector who spoke with staff using video conferencing facilities and undertook site visits. A GP specialist advisor who spoke with staff using video conferencing facilities and completed clinical searches and records reviews without visiting the location. A member of the CQC Pharmacy Team who inspected the dispensary.

## Background to Knutsford Medical Partnership

Knutsford Medical Partnership is located in Knutsford, Cheshire. The partnership has four separate sites from which the service operates:

Annandale Medical Centre

Mobberley Road

Knutsford

Cheshire

WA16 8HR

Town Lane Surgery

99 Town Lane

Mobberley

Knutsford

Cheshire

WA16 7HH

Manchester Road Medical Centre

27-31 Manchester Road

Knutsford

Cheshire

WA16 0LY

Toft Road Surgery

Toft Road

Knutsford

Cheshire

WA16 9DX

A dispensary is available at the Annandale Medical Centre site.

We visited Annandale Medical Centre, including the dispensary and Toft Road Surgery during this inspection.

The provider is registered with CQC to deliver the Regulated Activities; diagnostic and screening procedures, maternity and midwifery services, family planning, treatment of disease, disorder or injury and surgical procedures.

The practice is situated within the NHS Cheshire Clinical Commissioning Group (CCG) and delivers General Medical Services (GMS) to a patient population of about 25,000. This is part of a contract held with NHS England.

Knutsford Medical Partnership is also a single practice Primary Care Network (PCN). This was a pilot site for PCNs and has been in place for approximately 4 years. This has enabled the provider to develop and manage projects to benefit the patient population.

Information published by Public Health England shows that deprivation within the practice population group is in the eight lowest decile (8 of 10). The lower the decile, the more deprived the practice population is relative to others.

According to the latest available data, the ethnic make-up of the practice area is 96.4% White and 1.9% Asian.

The service has 10 GP partners and 7 salaried GPs. There is a team of 12 nursing staff, including nurse prescribers, practice nurses, health care assistants and an advanced nurse practitioner. Patients can also see a range of staff employed via the PCN including a physician associate, first contact physiotherapist and pharmacists. The management team includes an executive manager, 3 operations managers and a finance manager. The service is supported by a team of administrative staff which consist of finance administrators, IT support, secretaries, workflow administrators, prescription clerks and care co-ordinators and receptionists. There is also a senior dispenser and a dispenser overseen by one of the GP partners.

Patients can see the nursing team at the different sites, but the GPs tend to remain at their allocated sites to promote continuity of patient care.

All of the sites are training practices and the provider offers a range of training posts from clinical (GP, nursing, physicians associate) to administrative posts (apprenticeships).

The Annandale Medical Centre, Manchester Road Medical Centre and Toft Road Surgery are open between the core hours of 8am to 6.30pm Monday to Friday with extended hours provided on designated days to offer early and late appointments. Town Lane Surgery is open Monday to Thursday 9am – 12pm and 1.30pm – 6pm and Friday 9am – 12pm. The practice offers a range of appointment types including book on the day, telephone consultations and advance appointments.

Pre-bookable appointments were also available to patients on a Friday evening and at weekends provided by Vernova, a GP federation.