

# Dr Gabriel Hendow

## 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	Outstanding	
Are services safe?	Good	
Are services effective?	Good	
Are services caring?	Outstanding	
Are services responsive to people's needs?	Outstanding	
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 Dr Gabriel Hendow on 16 June 2016. Overall the practice is rated as outstanding.

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

- There was an open and transparent approach to safety and an effective system in place for reporting and recording significant events.
- 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 these with the skills, knowledge and experience to deliver effective care and treatment.
- Patients said they were treated with compassion, dignity and respect and they were involved in their care and decisions about their treatment. Discussions

with staff and feedback from patients' demonstrated staff were highly motivated and were inspired to offer care that was kind, caring and supportive and that met the needs of the population.

- 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 named GP and there was continuity of care, with urgent appointments available the same day.
- The practice had good facilities and was well equipped to treat patients and meet their needs.
- Leadership was reflective at the practice and involved the whole team in a cohesive way, which provided strong and decisive decision making around patient care.
- Although already achieving high outcomes in a number of areas, the practice team wished to improve their services and the experience of patients. They actively explored ways in which to do this.

# Summary of findings

- The provider was aware of and complied with the requirements of the duty of candour.
- The overall practice deprivation score is worse than the England average, the practice is 41.5 and the England average is 21.8.

We saw several areas of outstanding practice including:

- The practice had promoted positive health checks in teenagers (13, 14 and 15 years old) during 2014/15 and had identified health concerns that would have not normally been detected. As a result of this health check programme the practice extended the teenage health check during 2015/16 to include 16 to 19 year olds. Further health concerns were identified and actioned. Data showed that for 2014/15 six out of 67 patients had abnormalities identified and 2015/16 showed that seven out of 83 had abnormalities identified.
- In January 2014 the practice started a 'food clinic' in conjunction with a local healthcare provider and the local authority. The innovative food clinic was designed to encourage patients to promote their own health and well-being by attending cooking sessions on the practice premises. Local chefs were sought and fresh ingredients used to enable patients

to be taught ways in which to cook healthy food options that improved their lifestyles and all round general health. We spoke with two PPG members that had attended the four week food clinic session and they told us that it had made a difference to their lives in a positive way by allowing them to improve their own health and choose more health conscious foods in the future using their newly acquired skills.

- The practice also piloted exercise classes for patient in conjunction with a local health centre who also provided a qualified health trainer. A fitness programme of 12 weeks was prescribed to patients with health concerns for example; overweight, high cholesterol levels and poor blood pressure reading. Patients had their health checked at the start of the 12 week programme and at the end when they had completed their exercise programme. All patients identified improvements in their weight, cholesterol levels and blood pressure. This programme is now being rolled out across other practices within the city of Hull.

**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.
- Lessons were shared to make sure action was taken to improve safety in the practice.
- When there were unintended or unexpected safety incidents, people received reasonable support, truthful information, a verbal and written apology and 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 people safe and safeguarded from abuse.
- Risks to patients were assessed and well managed.

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 better compared to the national average.
- 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



### Are services caring?

The practice is rated as outstanding for providing caring services.

- Data from the national GP patient survey showed patients rated the practice significantly better than others for several aspects of care. For example, 86% said the last GP they saw was good at involving them in decisions about their care compared to the local CCG average of 77% and national average of 82%, and 100% said they had confidence and trust in the last nurse they saw compared to the local CCG average of 98% and national average of 97%.
- We observed a strong patient-centred culture.

Outstanding



# Summary of findings

- 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, maintained patient confidentiality and kept information secure.
- Views of external stakeholders were very positive and aligned with our findings. For example, care home staff we contacted felt well supported by the GP and reception staff at the practice and we were told their communication skills were excellent and all referrals made were timely and accurate. They also told us the GP was extremely attentive when it came to supporting patients on end of life care in particular patients with a dementia related condition.

## Are services responsive to people's needs?

The practice is rated as outstanding for providing responsive services.

- 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. The practice worked with the CCG and the community professionals to identify their patients who were at high risk of attending accident and emergency or having an unplanned admission to hospital.
- The practice had good facilities and was well equipped to treat patients and meet their needs.
- The practice started a 'food clinic' in conjunction with a local healthcare provider and the local authority. The food clinic was designed to encourage patients to promote their own health and well-being by attending cooking sessions on the practice premises.
- The practice also piloted exercise classes for patient in conjunction with a local health centre who also provided a qualified health trainer. A fitness programme of 12 weeks was prescribed to patients with health concerns for example; overweight, high cholesterol levels and poor blood pressure reading.
- The practice had promoted positive health checks in teenagers (13, 14 and 15 years old) during 2014/15 and had identified health concerns that would have not normally been detected.
- Patients said they found it easy to make an appointment with a named GP and that there was continuity of care, with urgent appointments available the same day.

Outstanding



# Summary of findings

- Information about how to complain was available and easy to understand and evidence showed that 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.
- There was a clear leadership structure and staff felt supported by management. The practice had a number of policies and procedures to govern activity and held regular meetings.
- 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. There was an active patient participation group (PPG).

Good



# 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 outstanding for the care of older people.

- The practice offered proactive, personalised care to meet the needs of the older people in its population.
- It was responsive to the needs of older people, and offered home visits and urgent appointments for those with enhanced needs.
- For those patients with the most complex needs, the practice worked with relevant health and care professionals to deliver a multidisciplinary package of care.

Outstanding



### People with long term conditions

The practice is rated as outstanding for the care of people with long-term conditions (LTCs).

- Nursing staff had lead roles in chronic disease management and patients at risk of hospital admission were identified as a priority.
- The practice employed a specialist chronic obstructive pulmonary disease (COPD) nurse who was also directly involved with patient's reviews for other LTCs.
- Nationally reported data for 2014/2015 showed that outcomes for patients with long term conditions were good. For example, performance for diabetes related indicators was 100%, which was better than the local CCG and national average.
- Longer appointments and home visits were available when needed.
- All patients with complex conditions had a named GP and a structured annual review to check that their health and medicines needs were being met. For those people with the most complex needs, the named GP worked with relevant health and care professionals to deliver a multidisciplinary package of care.

Outstanding



### Families, children and young people

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

Outstanding



# Summary of findings

- 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. Immunisation rates were relatively high for all standard childhood immunisations.
- Nationally reported data from 2014/2015 showed patients diagnosed with asthma, on the register, who had had an asthma review in the last 12 months was 76%, which was 1% better than the local CCG average and 1% better than the national average.
- Patients told us that children and young people were treated in an age-appropriate way and were recognised as individuals, and we saw evidence to confirm this.
- The practice had promoted positive health checks in teenagers (13, 14 and 15 years old) during 2014/15 and had identified health concerns that would not normally have been detected. As a result of this health check programme the practice extended the teenage health check during 2015/16 to include 16 to 19 year olds. Further health concerns were identified and actioned. Data showed that for 2014/15 six out of 67 patients had abnormalities identified and 2015/16 showed that seven out of 83 had abnormalities identified.
- Nationally reported data from 2014/2015 showed the practice's uptake for the cervical screening programme was 86%, which was 4% better than the local CCG average and 4% better than the national average.
- Appointments were available outside of school hours and the premises were suitable for children and babies.

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

The practice is rated as outstanding 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.
- The practice was proactive in offering online services as well as a full range of health promotion and screening that reflected the needs for this age group.

**Outstanding**



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

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

**Outstanding**





# Summary of findings

- The practice held a register of patients living in vulnerable circumstances and those with a learning disability.
- The practice offered longer appointments for patients with a learning disability.
- The practice regularly worked with other health care professionals in the case management of vulnerable patients.
- The practice informed vulnerable patients about how to access various support groups and voluntary organisations.
- 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 outstanding for the care of people experiencing poor mental health (including people with dementia).

- Nationally reported data from 2014/2015 showed the percentage of patients with schizophrenia, bipolar affective disorder and other psychoses who had a comprehensive care plan documented in their record, in the preceding 12 months was 94%. This was 6% better than the local CCG average and 5% better than the national average.
- Nationally reported data from 2014/2015 showed 83% of people diagnosed with dementia had their care reviewed in a face to face meeting in the last 12 months. This was similar to the local CCG average and the national average.
- The practice regularly worked with multi-disciplinary teams in the case management of people experiencing poor mental health, including those with dementia.
- The practice had told patients experiencing poor mental health about how to access various support groups and voluntary organisations.
- It had a system in place to follow up patients who had attended accident and emergency where they may have been experiencing poor mental health.
- Staff had a good understanding of how to support people with mental health needs and dementia.

Outstanding



# Summary of findings

## What people who use the service say

The national GP patient survey results were published on 7 July 2016. The results showed the practice was performing better than the local CCG and national averages. 276 survey forms were distributed and 98 were returned. This represented 3.9% of the practice's patient list. Results were better than the local CCG and national averages, for example:

- 92% were able to get an appointment to see or speak to someone the last time they tried compared with the local CCG average of 80% and national average of 85%.
  - 94% said the last appointment they got was convenient compared with the local CCG average of 92% and national average of 92%.
  - 84% said the last GP they saw was good at explaining tests and treatments compared to the local CCG average of 83% and national average of 86%.
  - 86% said the last GP they saw was good at involving them in decisions about their care compared to the local CCG average of 77% and national average of 82%.
  - 90% describe their experience of making an appointment as good compared to the local CCG average of 70% and national average of 73%.
- 84% usually wait 15 minutes or less after their appointment time to be seen compared to the local CCG average of 69% and national average of 65%.

As part of our inspection we also asked for CQC comment cards to be completed by patients prior to our inspection. We received 39 comment cards which were all positive about the standard of care received.

We reviewed 20 patient questionnaires handed out during the inspection and spoke with four patient participation group (PPG) members directly. All 24 patients said they were happy with the care they received and thought staff were approachable, welcoming and cheerful. Patients said staff were polite and helpful and treated them with dignity and respect. Patients described the service as excellent and very caring and said the staff were friendly, efficient and polite.

39 patients had completed the Friends and Family Test (FFT) during April 2016. 16 were extremely likely to recommend the practice, 23 were likely. A further 31 patients had completed the FFT during May and June 2016. 14 were extremely likely to recommend the practice, nine were likely.

## Areas for improvement

## Outstanding practice

- The practice had promoted positive health checks in teenagers (13, 14 and 15 years old) during 2014/15 and had identified health concerns that would have not normally been detected. As a result of this health check programme the practice extended the teenage health check during 2015/16 to include 16 to 19 year olds. Further health concerns were identified and actioned. Data showed that for 2014/15 six out of 67 patients had abnormalities identified and 2015/16 showed that seven out of 83 had abnormalities identified.
- In January 2014 the practice started a 'food clinic' in conjunction with a local healthcare provider and the local authority. The innovative food clinic was designed to encourage patients to promote their own health and well-being by attending cooking sessions on the practice premises. Local chefs were sought and fresh ingredients used to enable patients to be taught ways in which to cook healthy food options that improved their lifestyles and all round general health. We spoke with two PPG members that had attended the four week food clinic session

# Summary of findings

and they told us that it had made a difference to their lives in a positive way by allowing them to improve their own health and choose more health conscious foods in the future using their newly acquired skills.

- The practice also piloted exercise classes for patient in conjunction with a local health centre who also provided a qualified health trainer. A fitness programme of 12 weeks was prescribed to patients

with health concerns for example; overweight, high cholesterol levels and poor blood pressure reading. Patients had their health checked at the start of the 12 week programme and at the end when they had completed their exercise programme. All patients identified improvements in their weight, cholesterol levels and blood pressure. This programme is now being rolled out across other practices within the city of Hull.

# Dr Gabriel Hendow

## Detailed findings

### Our inspection team

#### Our inspection team was led by:

Our inspection team was led by a CQC Lead Inspector. The team included a GP specialist advisor.

## Background to Dr Gabriel Hendow

Dr Gabriel Hendow is situated in the north of the City of Hull and provides services under a General Medical Services (GMS) contract with NHS England to the practice population of 2,515, covering patients of all ages. The practice is supported by Hull Business Training and employs Apprentices.

The practice has one full time GP partner who is male, a practice nurse, a specialist COPD nurse (part time), a practice manager and a team of secretarial, administration and reception staff.

The practice is open between 8am and 6.30pm Monday to Friday. Appointments are from 8am to 6.30pm daily. Information for patients requiring urgent medical attention out of hours is available in the waiting area, in the practice information leaflet and on the practice website

The proportion of the practice population in the 25-39 years age group is significantly higher than the England average. The practice population in the 55-64 years age group is also significantly higher than the England average. The practice scored one on the deprivation measurement scale, which is the first lowest deprived. People living in

more deprived areas tend to have greater need for health services. The overall practice deprivation score is worse than the England average, the practice is 41.5 and the England average is 21.8.

## Why we carried out this inspection

We inspected this service as part of our comprehensive inspection programme.

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 that we hold about the practice and asked other organisations to share what they knew. We carried out an announced visit on 16 June 2016.

During our visit we:

- Spoke with a range of staff including one GP and one practice nurse. We also spoke with the practice manager and five questionnaires were completed by administration, secretarial and reception staff. We also spoke with three local care home managers following the inspection.

# Detailed findings

- Spoke with four patients who used the service and who were also PPG members and reviewed 20 patient questionnaires handed out during the inspection. We also spoke with a visiting drug and alcohol counsellor that was visiting the practice during the morning session.
- Reviewed an anonymised sample of the personal care or treatment records of patients.
- Observed how staff spoke to, and interacted with patients when they were in the practice and on the telephone.

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

- 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 are provided for specific groups of people and what good care looks 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, truthful 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.

We reviewed safety records, incident reports, patient safety alerts and minutes of meetings where these were discussed. We saw evidence that lessons were shared and action was taken to improve safety in the practice. For example, the refrigerator to store medication at defined temperatures had malfunctioned and staff had recorded the inconsistent temperatures. The practice took remedial action to address this and installed independent data loggers which allowed temperatures to be logged more accurately. The practice had also conducted an annual review of significant events to identify trends and patterns that could affect internal procedures that required review.

### Overview of safety systems and processes

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

- Arrangements were in place to safeguard adults and children from abuse that reflected relevant legislation and local requirements. Policies and procedures were accessible to all staff. There was a lead member of staff for safeguarding. The GP 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 relevant to their role. The GP was trained to Safeguarding level 3.

- Information telling patients that they could ask for a chaperone was visible in the reception area. Nursing staff and receptionist staff acted as chaperones and understood their responsibilities, including where to stand to be able to observe the examination. Nursing staff and receptionist staff had received a disclosure and barring check (DBS). 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 prevention and control (IPC) lead who liaised with the local IPC teams to keep up to date with best practice. There was an infection control protocol in place and staff had received training. Infection control monitoring was undertaken throughout the year and we saw evidence that action was taken to address any improvements identified as a result.
- The arrangements for managing medicines, including emergency drugs and vaccinations, in the practice kept patients safe (including obtaining, prescribing, recording, handling, storing and security). The practice carried out regular medicines audits, with the support of the local CCG pharmacy teams, to ensure prescribing was in line with best practice guidelines for safe prescribing. Prescription pads were securely stored and there were systems in place to monitor their use.
- We reviewed four personnel files and found appropriate recruitment checks had been undertaken prior to employment. For example, proof of identification, references, qualifications, registration with the appropriate professional body and the appropriate checks through the Disclosure and Barring Service.
- 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.

### Monitoring risks to patients

## Are services safe?

Risks to patients were assessed and well managed.

- There were procedures in place for monitoring and managing risks to patients and staff safety. There was a health and safety policy available with a poster in the reception office. The practice had a fire risk assessment and a fire warden in place. Staff we spoke with were able to describe the action they would take in the event of a fire. 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 also had a variety of other risk assessments in place to monitor safety of the premises such as control of substances hazardous to health, infection control and legionella.
- Arrangements were in place for planning and monitoring the number of staff and mix of staff needed to meet patients' needs. There was a system in place for all the different staffing groups to ensure that enough staff were on duty. Staff we spoke with told us they provided cover for sickness and holidays and further locums were engaged when required.

### **Arrangements to deal with 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 basic life support training and there were emergency medicines available in the treatment room.
- The practice had a defibrillator available on the premises and oxygen with adult and children's masks
- A first aid kit and accident book was available.
- Emergency medicines were easily accessible to staff in a secure area of the practice and all staff knew of their location. All the medicines we checked were in date and stored securely.
- The practice had a 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 peoples' 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 from the Quality 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). Results from 2014/2015 showed the practice achieved 90.6% of the total number of points available, with 12.3% exception reporting. (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). Following the inspection the practice provided us with the latest exception results for the 2015/16 period which showed an improvement to 10.5%.

Data from 2014/15 showed;

- The percentage of patients with asthma who had had an asthma review in the preceding 12 months was 76%, compared to the local CCG average of 75% and national average of 75%.
- Performance for diabetes related indicators was 100%, compared to the local CCG average of 89% and national average of 89%.
- Performance for mental health related indicators was 88%, compared to the local CCG average of 92% and national average of 92%.
- The percentage of patients with Chronic Obstructive Pulmonary Disease (COPD) who had had a review,

undertaken by a healthcare professional, including an assessment of breathlessness in the preceding 12 months was 78%, compared to the local CCG average of 91% and national average of 90%.

Following our inspection the practice manager provided us with the latest 2015/16 data for the mental health and COPD. This showed performance for mental health related indicators was 100% which was better than the local CCG average and national average; and the percentage of patients with COPD who had had a review, undertaken by a healthcare professional, including an assessment of breathlessness in the preceding 12 months was 100%. This was better than the local CCG average and national average.

Clinical audits demonstrated quality improvement.

- We saw records that there had been full-cycle clinical audits completed in the last two years, where the improvements were monitored and shared with the practice team. For example, an audit was undertaken to determine if the practice was following the NICE guidance regarding patients suspected with cancer should not wait a maximum of two weeks from the urgent referral to their first appointment. In total 21 patients were identified between March 2014 and December 2015. The audit highlighted that three patients were identified being seen after the two weeks and the practice had implemented revised procedures to reflect this.
- The practice participated in applicable local audits, national benchmarking, accreditation, peer review and research. For example, the practice had participated in medicines optimisation audit with the North of England Commissioning Support unit that reviewed the prescribing costs based on patient list size. Improvements were identified and the practice had implemented a work plan that was ongoing.
- Clinical audit findings were used by the practice to improve services.

### Effective staffing

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



# Are services effective?

## (for example, treatment is effective)

- The practice had an induction programme for newly appointed members of staff and contracted locums that covered such topics as safeguarding, fire safety, health and safety and confidentiality.
- The practice could demonstrate how they ensured role-specific training and updating for relevant staff e.g. for those reviewing patients with long-term conditions, administering vaccinations and taking samples for the cervical screening programme.
- 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 these learning needs and to cover the scope of their work. This included ongoing support, one-to-one meetings, appraisals, coaching and mentoring, clinical supervision and facilitation and support for the revalidation of doctors. All staff had had an appraisal within the last 12 months.
- Staff received training that included: safeguarding, fire procedures, basic life support and information governance awareness. Staff had access to and made use of e-learning training modules and in-house training.

### 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 test results. Information such as NHS patient information leaflets was also available.
- The practice shared relevant information with other services in a timely way, for example when people were referred to other services.

Staff worked together, and with other health and social care services to understand and meet the range and complexity of people's needs and to assess and plan ongoing care and treatment. This included when people moved between services, including when they were referred, or after they were discharged from hospital. We saw evidence that multi-disciplinary team meetings took place every 6-8 weeks and that care plans were routinely reviewed and updated.

### 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 nurse assessed the patient's capacity and, where appropriate, recorded the outcome of the assessment.
- The process for seeking consent was monitored through records audits to ensure it met the practices responsibilities within legislation and followed relevant national guidance.

### Supporting patients to live healthier lives

The practice identified patients who may be in need of extra support.

- These included patients in the last 12 months of their lives, carers, those at risk of developing a long-term condition, those requiring advice on their diet, smoking and alcohol and substance misuse cessation and those with mental health problems. Patients were then signposted to the relevant service.
- A drug and alcohol service was available by appointment and smoking cessation advice was available from a local support group.

The practice had a comprehensive screening programme. QOF data from 2014/2015 showed the practice's uptake for the cervical screening programme was 86%, which was 4% better than the local CCG average and 4% better than the national average. There was also a policy to offer telephone reminders for patients who did not attend for their cervical screening test. The practice also encouraged its patients to attend national screening programmes for bowel and breast cancer screening. The practice had participated in a national breast screening programme and had showed increased uptake of the service over a six month period. For example, the national target uptake for breast screening was set at 70% and the practice had achieved 80%. We saw a national breast screening report that indicated local practices in the region were facing a steady decline in attendance however it was noted that the practice had

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

experienced an upward trend in breast screening attendance. Also during the 2015/16 period the practice had invited 171 patients for bowel cancer screening. The uptake was 57% with a 2% positive outcome.

Data from 2014/2015 showed childhood immunisation rates for the vaccinations given were comparable to the local CCG and national averages for children aged 12 months, two and five years. For example, childhood immunisation rates for the vaccinations given to under two year olds ranged from 94% to 100% and for five year olds from 94% to 100%.

Patients had access to appropriate health assessments and checks. These included health checks for new patients and NHS health checks for people aged 40–74. QOF data from 2014/2015 showed the percentage of patients aged 45 or over who had a record of blood pressure testing in the preceding five years was 96%. This was 4% better than the local CCG average and 5% better than the national average. Appropriate follow-ups on 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 throughout the inspection that members of staff were courteous and very helpful to patients and they were treated 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 and that conversations taking place in these rooms could not be overheard.
- Reception staff knew when patients wanted to discuss sensitive issues or appeared distressed they could offer them a private room to discuss their needs.

We reviewed 20 patient questionnaires handed out during the inspection and spoke with four patients directly who were also PPG members. They told us they were satisfied with the care provided by the practice and said their dignity and privacy was respected. Staff responded compassionately when they needed help and provided support when required. Patients also completed 39 CQC comment cards to tell us what they thought about the practice and said they felt the practice offered an excellent service and staff were helpful, caring.

We observed an anxious patient being supported by staff. The practice was on the third floor of the premises and a patient was extremely nervous and anxious about using the lift to leave the practice. The practice manager offered direct support to the patient and re-assured them throughout and escorted them into the lift and directly out of the building.

Staff were described as compassionate, kind, excellent, caring, understanding, friendly and sensitive.

People who used services were active partners in their care. Staff were fully committed to working in partnership with people and making this a reality for each person. Staff always empowered people who used the service to have a voice. They showed determination and creativity to overcome obstacles to delivering care. People's individual preferences and needs were always reflected in how care was delivered. An example of this was a patient always had

a preferred place to have their end of life care but the patient sometimes changed their mind. The patient got admitted to hospital from their place of residential care. When the patient was discharged from the hospital the patient wanted to be discharged to a hospice service. The GP was directly involved in supporting the patient in securing place for their chosen end of life care.

The practice also piloted exercise classes for patients in conjunction with a local health centre who also provided a qualified health trainer. A fitness programme of 12 weeks was prescribed to patients with health concerns for example; overweight, high cholesterol levels and poor blood pressure reading. Patients had their health checked at the start of the 12 week programme and at the end when they had completed their exercise programme. All patients identified improvements in their weight, cholesterol levels and blood pressure. This programme is now being rolled out across other practices within the city of Hull. The majority of patients on the programme had identified some improvements in their all-round general health. A further 15 patients were identified as waiting to attend the fitness programme.

Results from the national GP patient survey published in July 2016 showed patients were satisfied with how they were treated and that this was with compassion, dignity and respect. The practice results were similar to the local CCG and national average for questions about consultations with GPs and significantly better than the local CCG and national average for consultations with nurses. For example:

- 86% said the GP gave them enough time compared to the local CCG average of 84% and national average of 87%.
- 86% said the GP was good at listening to them compared to the local CCG average of 85% and national average of 89%.
- 84% said the last GP they spoke to was good at treating them with care and concern compared to the local CCG average of 83% and national average of 85%.
- 92% said they had confidence and trust in the last GP they saw compared to the local CCG average of 94% and national average of 95%.



## Are services caring?

- 99% said the nurse gave them enough time compared to the local CCG average of 93% and national average of 92%.
- 99% said the nurse was good at listening to them compared to the local CCG average of 91% and national average of 91%.
- 98% said the last nurse they spoke to was good at treating them with care and concern compared to the local CCG average of 91% and national average of 91%.
- 100% said they had confidence and trust in the last nurse they saw compared to the local CCG average of 98% and national average of 97%.
- 98% patients said they found the receptionists at the practice helpful compared to the local CCG average of 85% and national average of 87%.

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

Patients we spoke with told us that health issues were discussed with them and 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 on the questionnaires we received was also positive and aligned with these views.

Results from the national GP patient survey published in July 2016 showed patients responded positively to questions about their involvement in planning and making decisions about their care and treatment. The results were similar to and significantly better than the local CCG and national averages for consultations with GPs and nurses, for example:

- 84% said the last GP they saw was good at explaining tests and treatments compared to the local CCG average of 83% and national average of 86%.
- 86% said the last GP they saw was good at involving them in decisions about their care compared to the local CCG average of 77% and national average of 82%.
- 98% said the last nurse they saw was good at explaining tests and treatments compared to the local CCG average of 91% and national average of 90%.

- 98% said the last nurse they saw was good at involving them in decisions about their care compared to the local CCG average of 87% and national average of 85%.

Staff told us that translation services were available for patients who did not have English as a first language and there was the facility to translate information on the practice website into other languages.

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

There was information available in the waiting room for patients about how to access a number of support groups and organisations. Discussions with staff and feedback from patients demonstrated staff were highly motivated and were inspired to offer care that was kind, caring and supportive and that met the needs of the population. A large proportion of the patients told us that staff went over and above their responsibilities. Views of external stakeholders were very positive and aligned with our findings. For example, care home staff we contacted felt well supported by the GP and reception staff at the practice and we were told their communication skills were excellent and all referrals made were timely and accurate. They also told us the GP was extremely attentive when it came to supporting patients on end of life care in particular patients with a dementia related condition. Also a dementia patient was being monitored on end of life in a care home setting. The family of the person had access to a second telephone line into the practice so did not have to use the busy main line. This enabled a direct link with the family and carers which allowed timely updates and support. This additional communication route was also used to allow a partner and carers of a patient in care to be referred for a specialist wheelchair to ensure the person was safe whilst sitting.

The practice had a carers' register in place. The practice had identified 1.7% of its patient list as carers for patients. Written information was available to direct carers to the various avenues of support available to them.

Staff told us that if families had suffered bereavement, their GP contacted them or sent them a sympathy card. This was either followed by a patient consultation at a flexible time and location to meet the family's needs and/or by giving them advice on how to find a support service. Staff had attended funerals of patients that had passed away to support direct family members and their relatives.



# 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 the CCG to secure improvements to services where these were identified. For example, the practice worked with the CCG and community professionals to identify their patients who were at high risk of attending accident and emergency or having an unplanned admission to hospital.

The involvement of other organisations and the local community was integral to how services were planned and ensured that services met people's needs. 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.

In January 2014 the practice started a 'food clinic' in conjunction with a local healthcare provider and the local authority. The food clinic was designed to encourage patients to promote their own health and well-being by attending cooking sessions on the practice premises. Local chefs were sought and using local fresh ingredients to allow patient to be taught ways in which to cook healthy food options that improved their lifestyles and all round general health. We saw data that showed 48 patients had attended the food clinic between the age ranges of 20 to 86. The number of sessions attended ranged from one to nine with 23% being male and 77% female. We spoke with two PPG members that had attended the four week food clinic session had they told us that it had made a difference to their lives in a positive way. Both patients had indicated the sessions had allowed them to improve their own health and choose more health conscious foods in the future using their newly trained skills. The practice had been nominated in November 2015 to attend the General Practice Awards as their work in this field had been entered into the nutrition category of the awards.

The practice had promoted positive health checks in teenagers (13, 14 and 15 years old) during 2014/15 and had identified health concerns that would have not normally been detected. For example, urological problems. As a result of this health check programme the practice extended the teenage health check during 2015/16 to include 16 to 19 year olds. Further health concerns were

identified and actioned. Data showed that for 2014/15 six out of 67 patients had irregularities identified and 2015/16 showed that seven out of 83 had irregularities identified. As a result of this the patients' health had improved for example: five patients had been referred for specialist treatment and intervention was taken and nine patients all had treatments and their condition had improved.

Services were planned and delivered to take into account the needs of different patient groups and to help provide flexibility, choice and continuity of care. For example;

- The practice offered specific alcohol and drug counselling for patients.
- There were longer appointments available for people with a learning disability.
- Appointments could be made on line, via the telephone and in person.
- Telephone consultations were available for working patients who could not attend during surgery hours or for those whose problem could be dealt with on the phone.
- Home visits were available for older patients and patients who would benefit from these.
- Urgent access appointments were available for children and those with serious medical conditions.
- There were disabled facilities and translation services available.

### Access to the service

The practice was open between 8am and 6.30pm Monday to Friday. Appointments were from 8am to 6.30pm daily. The practice, along with all other practices in the Hull CCG area had a contractual agreement for NHS 111 service to provide access to GP Out of Hours (OOHs) services from 6.30pm. This had been agreed with the NHS England area team.

Results from the national GP patient survey showed that patient's satisfaction with how they could access care and treatment was significantly better than local and national averages.

- 82% of patients were satisfied with the practice's opening hours compared to the local CCG average of 77% and national average of 76%.
- 92% of patients said they could get through easily to the surgery by phone compared to the local CCG average of 67% and national average of 63%.



# Are services responsive to people's needs?

(for example, to feedback?)

- 90% of patients described their experience of making an appointment as good compared to the local CCG average of 70% and national average of 73%.
- 94% of patients described the convenience of their appointment compared to the local CCG average of 92% and national average of 92%.
- 98% of patients described the receptionist at the practice helpful compared to the local CCG average of 85% and national average of 87%.
- 84% of patients were satisfied waiting 15 minutes or less after their appointment time to be seen compared to the local CCG average of 69% and national average of 65%.
- 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.
- Information was available to help patients understand the complaints system. Information was on the practice website, in the patient information and complaints leaflets.

The practice had received one formal complaint in the last 12 months and this was satisfactorily handled and dealt with in a timely way. Lessons were learnt from concerns and complaints and action was taken as a result to improve the quality of care. The practice had also conducted an annual review of complaints to identify trends and patterns that could affect internal procedures that required review. Although one complaint was made, this was identified as not against the practice.

## Listening and learning from concerns and complaints

The practice had a system in place for handling complaints, concerns, comments and compliments.



# 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 had a mission statement and staff understood the values.
- The practice had a robust strategy and supporting business plans which reflected the vision and values and these were regularly monitored.

### Governance arrangements

The practice had an overarching governance framework which supported the delivery of the strategy and good quality care. This outlined the structures and procedures in place and ensured that:

- There was a clear staffing structure and that staff were aware of their own roles and responsibilities.
- Practice specific policies were implemented and were available to all staff.
- A comprehensive understanding of the performance of the practice was maintained.
- There was a programme of continuous clinical and internal audit which was used to monitor quality and to make improvements.
- There were robust arrangements for identifying, recording and managing risks, issues and implementing mitigating actions.

### Leadership and culture

The clinical staff and the practice manager in the practice had the experience, capacity and capability to run the practice and ensure high quality care. They prioritised safe, high quality and compassionate care. The clinical staff and management were visible in the practice and staff told us that they were approachable and always took the time to listen to all members of staff.

The provider was aware of and complied with the requirements of the Duty of Candour. The management encouraged a culture of openness and honesty. The practice had systems in place for knowing about notifiable safety incidents.

When there were unintended or unexpected safety incidents:

- The practice gave affected people reasonable support, truthful information and a verbal and written apology.
- They kept written records of verbal interactions as well as written correspondence.

There was a leadership structure in place and staff felt supported by management.

- Staff told us the practice held regular team meetings.
- 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 in doing so and felt supported if they did.
- Staff said they felt respected, valued and supported, particularly by the partners in the practice. All 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.

- It had gathered feedback from patients. The PPG consisted of five full time members and they met every three months.
- PPG members told us that a meeting agenda was prepared in time for the meeting. Examples of improvements suggested were; improving the position of the feedback boxes to encourage more patients to complete feedback about their experiences and the provision of hand wash gel for patients attending their appointments.
- The practice had gathered feedback from staff through staff meetings, appraisals and general discussions. Staff told us they would not hesitate to give feedback and discuss any concerns or issues with colleagues and management. Staff told us they felt involved and engaged to improve how the practice was run.

### 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 strong focus on continuous learning and improvement at all levels within the practice. The leadership demonstrated a drive for continuous improvement. There was a clear proactive approach to seeking out and embedding new ways of providing care and treatment to improve outcomes for their patients. For example; the GP was a GP with specialist interest (GPwSI) for Ear, Nose and Throat Surgery (ENT). The practice had adopted a GPwSI ENT clinic and patients could benefit from this specialism when undertaking routine appointments.

The practice was striving to share their innovative ideas with other practices and services. For example the food clinic was offered to two additional practices on the same

site and they were awaiting referrals from new patients. Also the exercise class proved substantially successful with patients and the third party provider that provided the classes had extended this service to other venues across the city.

The practice demonstrated a strong collaboration and support across all staff and a common focus on improving quality of care and people's experiences. The practice had embedded a wide range of systems to ensure the practice was continually learning and improving. For example, the practice had implemented a 'buddy system' with another practice in the event of staff shortages or service disruptions.