

# Ravensbury Park Medical Centre

## Inspection report

Ravensbury Lane  
Mitcham  
Surrey  
CR4 4DQ

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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

Requires improvement 

Are services safe?

Requires improvement 

Are services effective?

Requires improvement 

Are services caring?

Requires improvement 

Are services responsive?

Requires improvement 

Are services well-led?

Requires improvement 

# Overall summary

We carried out an unannounced comprehensive inspection at Ravensbury Park Medical Centre on 09 October 2019 as part of our inspection. The practice was inspected in September 2018 and was rated Good.

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 the practice as requires improvement overall.**

**We have rated all population groups as requires improvement due to concerns with patients' access to appointments.**

We found that:

- The practice provided care in a way that kept patients safe and protected them from avoidable harm. However the process for covering staff absence was not always sufficient, there was limited clinical cover.
- There was evidence of some patients receiving effective care, however, data showed patients with long term conditions did not always receive appropriate care. During the inspection period, the practice sent us data that showed the current outcomes for patients with long term conditions had slightly improved.

- Some patients reported that the manner of some reception staff did not meet their expectations.
- Patients reported difficulties accessing appointments at the practice.
- There were divides within the partnership team and the way the practice was led did not consistently promote a culture or the provision of high-quality, person-centre care and treatment.

The areas where the provider **must** make improvements are:

- Establish effective systems and processes to ensure good governance in accordance with the fundamental standards of care.
- Ensure sufficient numbers of suitably qualified, competent, skilled and experienced persons are deployed to meet the fundamental standards of care and treatment.

(Please see the specific details on action required at the end of this report).

The areas where the provider **should** make improvements are:

- Maintain a locum pack with sufficient information.

**Dr Rosie Benneyworth** BM BS BMedSci MRCGP

Chief Inspector of Primary Medical Services and Integrated Care

## Population group ratings

Older people	<b>Requires improvement</b> 
People with long-term conditions	<b>Requires improvement</b> 
Families, children and young people	<b>Requires improvement</b> 
Working age people (including those recently retired and students)	<b>Requires improvement</b> 
People whose circumstances may make them vulnerable	<b>Requires improvement</b> 
People experiencing poor mental health (including people with dementia)	<b>Requires improvement</b> 

## Our inspection team

Our inspection team was led by a CQC lead inspector. The team included a GP specialist advisor, a practice manager advisor and a second CQC inspector.

## Background to Ravensbury Park Medical Centre

The registered provider of the service is Ravensbury Park Medical Centre.

Regulated activities are delivered to the patient population from the following address:

Ravensbury Lane, Mitcham, Surrey CR4 4DQ.

The practice is registered with the Care Quality Commission to provide the regulated activities of diagnostic and screening services, family planning services, maternity and midwifery services, surgical procedures and treatment of disease, disorder or injury.

Ravensbury Park Medical Centre provides services to 5500 patients in Mitcham, Surrey and is one of 23-member practices of Merton Clinical Commissioning Group (CCG).

Ravensbury Park Medical Centre operates from a purpose built and accessible medical centre, including five consulting rooms, one treatment room, a reception and waiting area and two patient toilets on the ground floor and the first floor comprises staff offices and facilities.

There are four GPs who are partners, two are full time and two part time. Three regular locum GPs with use of other regular locums used as required. Patients are able to see male or female GPs. In total the GPs provide 24 sessions per week. The nursing team consists of two part-time practice nurses.

The clinical team is supported by a managing partner, a practice manager and part-time reception and administrative staff some who are locums.

Out of hours, patients are directed to the local out of hours provider for Merton CCG via 111.

This section is primarily information for the provider

## Requirement notices

### Action we have told the provider to take

The table below shows the legal requirements that the service provider was not meeting. The provider must send CQC a report that says what action it is going to take to meet these requirements.

Regulated activity	Regulation
Diagnostic and screening procedures Family planning services Maternity and midwifery services Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 17 HSCA (RA) Regulations 2014 Good governance</p> <p><b>How the regulation was not being met:</b></p> <p>There were no effective systems or processes that enabled the registered person to assess, monitor and improve the quality and safety of the services being provided.</p> <p>In particular: The dispute with the partnership at the practice had created gaps in care. The leaders within the practice lacked insight into key issues that were affecting patient care.</p> <p>There was a lack of managerial oversight. This resulted in patients reporting concerns with access.</p> <p>There was little evidence of the practice responding to patient feedback regarding lack of access to appointments.</p>

Regulated activity	Regulation
Diagnostic and screening procedures Family planning services Maternity and midwifery services Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 18 HSCA (RA) Regulations 2014 Staffing Requirements in relation to staffing</p> <p><b>How the regulation was not being met</b></p> <p>The registered person had failed to ensure that sufficient numbers of suitably qualified, competent, skilled and experienced persons were deployed in order to meet the requirements of fundamental standards in the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. In particular: there was limited cover for GPs working at the practice to provide clinical care.</p> <p><b>Regulation 18(1)</b></p>