

# The Medical Centre

## 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

**This practice is rated as Good overall.** (Previous inspection 26 April 2016 – Good)

The key questions are rated as:

Are services safe? – Good

Are services effective? – Good

Are services caring? – Good

Are services responsive? – Good

Are services well-led? – Good

As part of our inspection process, we also look at the quality of care for specific population groups. The population groups are rated as:

Older People – Good

People with long-term conditions – Good

Families, children and young people – Good

Working age people (including those recently retired and students) – Good

People whose circumstances may make them vulnerable – Good

People experiencing poor mental health (including people with dementia) – Good

We carried out an announced comprehensive/focused inspection at The Medical Centre (Padstow) on 28 November 2017 as part of our planned inspection programme.

At this inspection we found:

- The practice had clear systems to manage risk so that safety incidents were less likely to happen. When incidents did happen, the practice learned from them and improved their processes.
- The practice routinely reviewed the effectiveness and appropriateness of the care it provided. It ensured that care and treatment was delivered according to evidence-based guidelines.
- Staff involved and treated patients with compassion, kindness, dignity and respect.
- Patients found the appointment system easy to use and reported that they were able to access care when they needed it.
- There was a strong focus on continuous learning and improvement at all levels of the organisation.

We saw two areas of outstanding practice:

The practice GPs trained local Royal National Lifeboat Institute (RNLI) staff in emergency first aid and life support. The practice had also provided post incident counselling to RNLI staff following traumatic accidents at sea. Positive benefits included reduced risk for the local and transient seagoing population, the RNLI being supported in their role, maintaining their ability to respond to emergencies. This work reinforced the practice's place in the local community.

# Summary of findings

The practice had considered the needs of its working fishing communities, which comprised approximately 6% of the patient list. The practice offered flexible appointments to support this population group due to their time at sea. Fishermen and women who had long term conditions were provided with sufficient medicines for their time at sea and offered a health check on return. The practice also offered a 'see and treat' walk in service for injured fishing industry workers.

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

- The practice should ensure that the number of patients who found their last appointment was convenient, or who described their experience of making an appointment as good or who could get through easily by phone was increased, in order to become comparable with the national averages in the GP Patient national survey.

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

Chief Inspector of General Practice

# The Medical Centre

## 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 adviser.

## Background to The Medical Centre

The Medical Centre - Padstow is located in the Cornish town of Padstow and belongs to the Petroc Practice Group. At the time of our inspection The Medical Centre was registered as a separate location.

There are a total of 16,612 patients on the Petroc Group Practice list and 96.4% of patients are of white British background.

The Petroc Practice Group has 14 GPs, eight of whom are partners and six are salaried GPs (seven male and seven female). There are two GP registrars (doctors training to become GPs). The whole time equivalent is 10. The medical centre at Padstow is managed by the managing partner. There is one nurse practitioner, eight practice nurses, five health care assistants, and additional reception and administration staff.

Patients using the practice also have access to health visitors, counsellors, carer support workers, district nurses, and midwives professionals visit the practice on a regular basis.

The practice is both a training practice (for qualified doctors training to become GPs) and a teaching practice (for medical students training to become doctors). The practice is open between 8am and 6.30pm Monday to Friday. Appointments are available from 8.30am to 6pm daily. Extended hours surgeries are offered two days a week until 8.30pm on Tuesdays and Thursdays. Early morning extended hours are also available on certain Wednesdays. Patients requiring a GP outside of normal working hours are advised to contact the GP out of hour's service.

The practice offers a range of appointment types including face to face same day appointments, telephone consultations and advance appointments (three weeks in advance) as well as online services such as repeat prescriptions.

The practice has a General Medical Services (GMS) contract with NHS England.

This report relates to the regulatory activities being carried out at the following site which we visited during our inspection:

The Medical Centre

Boyd Avenue

Padstow

Cornwall PL28 8ER

# Are services safe?

## Our findings

**We rated the practice, and all of the population groups, as good for providing safe services.**

### Safety systems and processes

The practice had clear systems to keep patients safe and safeguarded from abuse.

- The practice conducted safety risk assessments. There was a suite of safety policies which were regularly reviewed and communicated to staff. We found that these policies had been reviewed annually. Staff received safety information for the practice as part of their induction and refresher training. The practice had systems to safeguard children and vulnerable adults from abuse. Policies were regularly reviewed and were accessible to all staff. They outlined clearly who to go to for further guidance.
- The practice worked with other agencies to support patients and protect them from neglect and abuse. Staff took steps to protect patients from abuse, neglect, harassment, discrimination and breaches of their dignity and respect.
- The practice carried out staff checks, including checks of professional registration where relevant, on recruitment and on an ongoing basis. Disclosure and Barring Service (DBS) checks were undertaken where required. (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).
- All staff received up-to-date safeguarding and safety training appropriate to their role. They knew how to identify and report concerns. Staff who acted as chaperones were trained for the role and had received a DBS check.
- There was an effective system to manage infection prevention and control. The most recent infection prevention control audit was completed 9 November 2017. Action points included to research and amend the policy on outbreaks of communicable infection.
- The practice ensured that facilities and equipment were safe and that equipment was maintained according to manufacturers' instructions. There were systems for safely managing healthcare waste.

### Risks to patients

There were systems to assess, monitor and manage risks to patient safety.

- There were arrangements for planning and monitoring the number and mix of staff needed.
- There was an effective induction system for temporary staff tailored to their role. There was a staff handbook provided to all employees and this was available on a shared drive computer system.
- Staff understood their responsibilities to manage emergencies on the premises and to recognise those in need of urgent medical attention. Clinicians knew how to identify and manage patients with severe infections, for example, sepsis.
- When there were changes to services or staff the practice assessed and monitored the impact on safety.

### Information to deliver safe care and treatment

Staff had the information they needed to deliver safe care and treatment to patients.

- Individual care records were written and managed in a way that kept patients safe. The care records we saw showed information needed to deliver safe care and treatment was available to relevant staff in an accessible way.
- The practice had systems for sharing information with staff and other agencies to enable them to deliver safe care and treatment.
- Referral letters included all of the necessary information.

### Safe and appropriate use of medicines

The practice had reliable systems for appropriate and safe handling of medicines.

- The systems for managing medicines, including vaccines, medical gases, and emergency medicines and equipment minimised risks. The practice kept prescription stationery securely and monitored its use. The practice had locks on computer printer trays and keypad access on treatment room doors, together with an audit trail for prescription pads.
- Staff prescribed, administered or supplied medicines to patients and gave advice on medicines in line with legal requirements and current national guidance. The practice had audited antimicrobial (antibiotic) prescribing. There was evidence of actions taken to support safe and effective antimicrobial stewardship.

## Are services safe?

- Patients' health was monitored to ensure medicines were being used safely and followed up on appropriately. The practice involved patients in regular reviews of their medicines.
- This location was a dispensing branch. Arrangements for dispensing medicines at the practice kept patients safe. Temperatures of medicines were monitored in accordance with national guidance. The refrigerators had external visible thermometers backed up by internal portable thermometers. Written records confirmed these temperature records were monitored. We found that all medicines were within their expiry dates.
- There was a named GP responsible for the dispensary and all members of staff involved in dispensing medicines had received appropriate training and had opportunities for continuing learning and development. Any medicines incidents or 'near misses' were recorded for learning and the practice had a system in place to monitor the quality of the dispensing process. Dispensary staff showed us standard procedures which covered all aspects of the dispensing process (these are written instructions about how to safely dispense medicines).

### Track record on safety

The practice had a good safety record.

- There were comprehensive risk assessments in relation to safety issues.
- The practice monitored and reviewed activity. This helped it to understand risks and gave a clear, accurate and current picture that led to safety improvements.

### Lessons learned and improvements made

The practice learned and made improvements when things went wrong.

- There was a system for recording and acting on significant events and incidents. Staff understood their duty to raise concerns and report incidents and near misses. Leaders and managers supported them when they did so.
- There were adequate systems for reviewing and investigating when things went wrong. The practice learned and shared lessons, identified themes and took action to improve safety in the practice. For example, a routine medical examination had taken place. A GP discovered a severe heart problem and referred the patient immediately to a rapid access chest pain clinic for treatment. Shared learning included the method of discovery being shared with other clinical staff and the importance of making a physical examination even in what appeared to be totally routine circumstances.
- There was a system for receiving and acting on safety alerts. For example, MHRA (medicines and healthcare products regulatory agency) alerts came to the practice manager who maintained an overview of them and disseminated them to staff. The practice learned from external safety events as well as patient and medicine safety alerts. Most recently within the last few days, an alert had been received about a major supplier recalling some of their medicines. This had been acted upon immediately by the practice.

# Are services effective?

(for example, treatment is effective)

## Our findings

**We rated the practice as good for providing effective services overall and across all population groups.**

### Effective needs assessment, care and treatment

The practice had systems to keep clinicians up to date with current evidence-based practice. We saw that clinicians assessed needs and delivered care and treatment in line with current legislation, standards and guidance supported by clear clinical pathways and protocols.

- Patients' needs were fully assessed. This included their clinical needs and their mental and physical wellbeing.
- We saw no evidence of discrimination when making care and treatment decisions.
- The practice used technology and equipment to improve treatment and to support patients' independence. For example, the GPs used GMC (General Medical Council) approved applications (apps) on mobile telephones to inform their treatment decisions and speed up diagnosis. The practice provided portable blood pressure monitors which were available to patients as part of their diagnosis and treatment process.
- Staff advised patients what to do if their condition got worse and where to seek further help and support.

#### Older people:

- Older patients who are frail or may be vulnerable received a full assessment of their physical, mental and social needs. Patients identified as being clinically frail were offered a clinical review including a review of their medicines. The practice maintained a frailty register for its most vulnerable older people.
- Patients aged over 75 could request a health check if they had not received one in the last 12 months. If necessary they were referred to other services such as voluntary services and supported by an appropriate care plan. Over a 12 month period 202 patients had requested a health check and all of these checks had been carried out.
- The practice followed up on older patients discharged from hospital. It ensured that their care plans and prescriptions were updated to reflect any extra or changed needs.

#### People with long-term conditions:

- Patients with long-term conditions had a structured annual review to check their health and medicines needs were being met. For patients with the most complex needs, the GP worked with other health and care professionals to deliver a coordinated package of care.
- Staff who were responsible for reviews of patients with long term conditions had received specific training.

#### Families, children and young people:

- Childhood immunisations were carried out in line with the national childhood vaccination programme. The practice provided us with evidence which showed that uptake rates for the vaccines given were in line with the national target percentage of 90% or above.
- The practice had arrangements to identify and review the treatment of newly pregnant women on long-term medicines.

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

- The practice's uptake for cervical screening was 91%, which was in line with the 81% coverage target for the national screening programme.
- The practice had systems to inform eligible patients to have the meningitis vaccine, for example before attending university for the first time.
- Patients had access to appropriate health assessments and checks including NHS checks for patients aged 40-74. There was appropriate follow-up on the outcome of health assessments and checks where abnormalities or risk factors were identified.
- The practice had considered the needs of its working fishing communities, which comprised about 6% of the patient list. The practice offered flexible appointments to support this population group due to their time at sea. Fishermen and women who had long term conditions were provided with sufficient medicines for their time at sea and offered a health check on return. The practice offered a see and treat walk in service for injured fishing staff.

#### People whose circumstances make them vulnerable:

- End of life care was delivered in a coordinated way which took into account the needs of those whose circumstances may make them vulnerable.

# Are services effective?

## (for example, treatment is effective)

- The practice held a register of patients living in vulnerable circumstances including homeless people, travellers and those with a learning disability.

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

- 73% of patients diagnosed with dementia had their care reviewed in a face to face meeting in the previous 12 months. This was worse than the national average. The practice told us this was being addressed during December.
- 92% of patients diagnosed with schizophrenia, bipolar affective disorder and other psychoses had a comprehensive, agreed care plan documented in the previous 12 months. This is comparable to the national average/ worse than the national average.
- The practice specifically considered the physical health needs of patients with poor mental health and those living with dementia. For example the percentage of patients experiencing poor mental health who had received discussion and advice about alcohol consumption was 95% compared to the CCG average of 89% and national average of 89%; and the percentage of patients experiencing poor mental health who had received discussion and advice about smoking cessation was 95% (CCG 95%; national 95%).

### Monitoring care and treatment

The practice had a comprehensive programme of quality improvement activity and routinely reviewed the effectiveness and appropriateness of the care provided. There was a clinical audit programme on a shared computer system which all staff could access. Over the past two years nine audits had been completed. These included audits on urinary tract infections, opioid prescribing, effective note keeping and HBA1C monitoring (blood tests for diabetes). A splenectomy review (patients without spleens) had also been undertaken. This audit involved 16 patients at the practice who had had a splenectomy. Findings from the audit included the need for these patients to be on medicine for the duration of their lives according to risk factors such as their age and other medical conditions. Outcomes from the audit included ensuring that all eligible patients were on an appropriate medicine regime.

An audit had been undertaken on the general quality of patient's notes. This involved looking at individual GP's

notes and examined decision making, prescribing, clinical guidelines and investigations. Findings included more detailed explanations and the need for consistency across the practice. There was a timetable for the future planning of audits.

Where appropriate, clinicians took part in local and national improvement initiatives. The practice provided sepsis training for all of its non-clinical staff to help them identify the potential risk of sepsis. Practice GPs provided the training. This was part of a national initiative to raise awareness of the risk of sepsis.

The practice provided us with evidence which demonstrated that the most recent published Quality Outcome Framework (QOF) results showed the practice had achieved 99% of the total number of points available compared with the clinical commissioning group (CCG) average of 96% and national average of 95%. The overall exception reporting rate was 7% which was comparable with the national average of 10%. (QOF is a system intended to improve the quality of general practice and reward good practice. Exception reporting is the removal of patients from QOF calculations where, for example, the patients decline or do not respond to invitations to attend a review of their condition or when a medicine is not appropriate.)

- The practice used information about care and treatment to make improvements. For example, the practice carried out education training days for staff once a week. Recent examples included sessions on paediatric asthma, sepsis guidance, and management of long term conditions.
- The practice was actively involved in quality improvement activity, for example, through a programme of complete cycle clinical audit. Where appropriate, clinicians took part in local and national improvement initiatives.

### Effective staffing

Staff had the skills, knowledge and experience to carry out their roles. For example, staff whose role included immunisation and taking samples for the cervical screening programme had received specific training and could demonstrate how they stayed up to date.

# Are services effective?

(for example, treatment is effective)

- The practice understood the learning needs of staff and provided protected time and training to meet them. Up to date records of skills, qualifications and training were maintained. Staff were encouraged and given opportunities to develop.
- The practice provided staff with ongoing support. This included an induction process, one-to-one meetings, appraisals, coaching and mentoring, clinical supervision and support for revalidation. The induction process for healthcare assistants included the requirements of the Care Certificate. The practice ensured the competence of staff employed in advanced roles by audit of their clinical decision making, including non-medical prescribing.
- There was a clear approach for supporting and managing staff when their performance was poor or variable.

## Coordinating care and treatment

Staff worked together and with other health and social care professionals to deliver effective care and treatment.

- We saw records that showed that all appropriate staff, including those in different teams, services and organisations, were involved in assessing, planning and delivering care and treatment.
- Patients received coordinated and person-centred care. This included when they moved between services, when they were referred, or after they were discharged from hospital. The practice worked with patients to develop personal care plans that were shared with relevant agencies.
- The practice ensured that end of life care was delivered in a coordinated way which took into account the needs of different patients, including those who may be vulnerable because of their circumstances.

- The practice carried out multi-disciplinary palliative care meetings weekly and maintained a palliative care patient register.

## Helping patients to live healthier lives

Staff were consistent and proactive in helping patients to live healthier lives.

- The practice identified patients who may be in need of extra support and directed them to relevant services. This included patients in the last 12 months of their lives, patients at risk of developing a long-term condition and carers.
- Staff encouraged and supported patients to be involved in monitoring and managing their health.
- Staff discussed changes to care or treatment with patients and their carers as necessary.
- The practice supported national priorities and initiatives to improve the population's health. For example, a diabetic walking group and stop smoking fortnightly clinics. Healthy eating was discussed where appropriate with patients at nurse reviews.

## Consent to care and treatment

The practice obtained consent to care and treatment in line with legislation and guidance.

- Clinicians understood the requirements of legislation and guidance when considering consent and decision making.
- Clinicians supported patients to make decisions. Where appropriate, they assessed and recorded a patient's mental capacity to make a decision.
- The practice monitored the process for seeking consent appropriately. We found evidence that the practice obtained written consent for minor surgery. The policy had been reviewed in November 2017.

# Are services caring?

## Our findings

**We rated the practice, and all of the population groups, as good for caring.**

### Kindness, respect and compassion

Staff treated patients with kindness, respect and compassion.

- Staff understood patients' personal, cultural, social and religious needs. The new patient form included the identification of Cornish ethnicity.
- The practice gave patients timely support and information.
- Reception staff knew that if patients wanted to discuss sensitive issues or appeared distressed they could offer them a private room to discuss their needs.
- All of the 14 patient Care Quality Commission comment cards we received were positive about the service experienced. This was in line with the results of the NHS Friends and Family Test and other feedback received by the practice. Results from the June 2017 Friends and Family Test showed that 80% of 23 patients were likely or extremely likely to recommend the service.

Results from the July 2017 annual national GP patient survey showed patients felt they were treated with compassion, dignity and respect. 228 surveys were sent out and 122 were returned. This represented about 1% of the practice population. The practice was average for its satisfaction scores on consultations with GPs and nurses. For example:

- 85% of patients who responded said the GP was good at listening to them compared with the clinical commissioning group (CCG) average of 92% and the national average of 89%.
- 83% of patients who responded said the GP gave them enough time; CCG - 90%; national average - 86%.
- 94% of patients who responded said they had confidence and trust in the last GP they saw; CCG - 97%; national average - 95%.
- 84% of patients who responded said the last GP they spoke to was good at treating them with care and concern; CCG - 90%; national average - 86%.
- 92% of patients who responded said the nurse was good at listening to them; (CCG) - 93%; national average - 91%.

- 91% of patients who responded said the nurse gave them enough time; CCG - 94%; national average - 92%.
- 98% of patients who responded said they had confidence and trust in the last nurse they saw; CCG - 98%; national average - 97%.
- 90% of patients who responded said the last nurse they spoke to was good at treating them with care and concern; CCG - 93%; national average - 91%.
- 87% of patients who responded said they found the receptionists at the practice helpful; CCG - 90%; national average - 87%.

### Involvement in decisions about care and treatment

Staff helped patients to be involved in decisions about their care and were aware of the Accessible Information Standard (a requirement to make sure that patients and their carers can access and understand the information they are given):

- Interpretation services were available for patients who did not have English as a first language. We saw notices in the reception areas, including in languages other than English, informing patients this service was available. Patients were also told about multi-lingual staff who might be able to support them.
- Staff communicated with patients in a way that they could understand, for example, communication aids and easy read materials were available.
- Staff helped patients and their carers find further information and access community and advocacy services. They helped them ask questions about their care and treatment.

The practice proactively identified patients who were carers through alerts on their computer system. The practice's computer system alerted GPs if a patient was also a carer. The practice had identified 180 patients as carers (approximately 1% of the practice list).

- The practice supported carers through signposting them to relevant services for respite care, counselling and assistance with advice on state benefits for carers.
- Staff told us that if families had experienced bereavement, their usual GP contacted them or sent them a sympathy card. This call was either followed by a patient consultation at a flexible time and location to meet the family's needs and by giving them advice on how to find a support service.

## Are services caring?

Results from the national GP patient survey showed patients responded positively to questions about their involvement in planning and making decisions about their care and treatment. Results were in line with local and national averages:

- 90% of patients who responded said the last GP they saw was good at explaining tests and treatments compared with the clinical commissioning group (CCG) average of 90% and the national average of 86%.
- 86% of patients who responded said the last GP they saw was good at involving them in decisions about their care; CCG - 89%; national average - 85%.
- 92% of patients who responded said the last nurse they saw was good at explaining tests and treatments; CCG - 92%; national average - 90%.
- 86% of patients who responded said the last nurse they saw was good at involving them in decisions about their care; CCG - 89%; national average - 85%.

### Privacy and dignity

The practice respected and promoted patients' privacy and dignity.

- Staff recognised the importance of patients' dignity and respect.
- The practice complied with the Data Protection Act 1998.

The practice identified military veterans in line with the Armed Forces Covenant 2014. This enabled priority access to secondary care to be provided to those patients with conditions arising from their service to their country. The military veteran's policy was being reviewed in November 2017.

# Are services responsive to people's needs?

(for example, to feedback?)

## Our findings

**We rated the practice, and all of the population groups, as good for providing responsive services across all population groups.**

### Responding to and meeting people's needs

The practice organised and delivered services to meet patients' needs. It took account of patient needs and preferences.

- The practice understood the needs of its population and tailored services in response to those needs. For example extended opening hours, online services such as repeat prescription requests, advanced booking of appointments and advice services for common ailments.
- The practice improved services where possible in response to unmet needs.
- The facilities and premises were appropriate for the services delivered.
- The practice had considered the needs of its working fishing communities, which comprised about 6% of the patient list. The practice offered flexible appointments to support this population group due to their time at sea. Fishermen and women who had long term conditions were provided with sufficient medicines for their time at sea and offered a health check on return. The practice offered a see and treat walk in service for injured fishing industry workers.
- Care and treatment for patients with multiple long-term conditions and patients approaching the end of life was coordinated with other services.
- The practice GPs trained local Royal National Lifeboat Institute (RNLI) staff in emergency first aid and life support. The practice had also provided post incident counselling to RNLI staff following traumatic accidents at sea. Positive benefits included reduced risk for the local and transient seagoing population, the RNLI being supported in their role, maintaining their ability to respond to emergencies. This work reinforced the practice's place in the local community.

Older people:

- All patients had a named GP who supported them in whatever setting they lived, whether it was at home or in a care home or supported living scheme.

- The practice was responsive to the needs of older patients, and offered home visits and urgent appointments for those with enhanced needs. The GP and practice nurse also accommodated home visits for those who had difficulties getting to the practice due to limited local public transport availability.

People with long-term conditions:

- Patients with a long-term condition received an annual review to check their health and medicines needs were being appropriately met. Multiple conditions were reviewed at one appointment, and consultation times were flexible to meet each patient's specific needs.
- The practice held regular meetings with the local district nursing team to discuss and manage the needs of patients with complex medical issues.

Families, children and young people:

- We found there were systems 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 accident and emergency (A&E) attendances. Records we looked at confirmed this.
- All parents or guardians calling with concerns about a child under the age of 18 were offered a same day appointment when necessary.

Working age people (including those recently retired and students):

- The needs of this population group had been identified and the practice had adjusted the services it offered to ensure these were accessible, flexible and offered continuity of care. For example, extended opening hours.
- Telephone consultations were available which supported patients who were unable to attend the practice during normal working hours.

People whose circumstances make them vulnerable:

- The practice held a register of patients living in vulnerable circumstances for example, those with a learning disability.

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

- Staff interviewed had a good understanding of how to support patients with mental health needs and those patients living with dementia.

# Are services responsive to people's needs?

## (for example, to feedback?)

- The practice held GP led dedicated monthly mental health and dementia clinics. Patients who failed to attend were proactively followed up by a phone call from a GP.

### Timely access to the service

Patients were able to access care and treatment from the practice within an acceptable timescale for their needs.

- Patients had timely access to initial assessment, test results, diagnosis and treatment.
- Waiting times, delays and cancellations were minimal and managed appropriately.
- Patients with the most urgent needs had their care and treatment prioritised.
- The appointment system was easy to use.

Results from the July 2017 annual national GP patient survey showed that patients' satisfaction with how they could access care and treatment was comparable to local and national averages. This was supported by observations on the day of inspection and 14 completed comment cards.

- 75% of patients who responded were satisfied with the practice's opening hours compared with the clinical commissioning group (CCG) average of 80% and the national average of 76%.
- 83% of patients who responded said that the last time they wanted to speak to a GP or nurse they were able to get an appointment; CCG - 90%; national average - 84%.
- 56% of patients who responded said they don't normally have to wait too long to be seen; CCG - 62%; national average - 58%.

In the following three areas surveyed the practice had identified that it was slightly below the national average:

- 73% of patients who responded said their last appointment was convenient; CCG - 87%; national average - 81%.
- 63% of patients who responded described their experience of making an appointment as good; CCG - 80%; national average - 73%.
- 52% of patients who responded said they could get through easily to the practice by phone; CCG - 76%; national average - 71%.

The practice had already identified this feedback and had taken steps to address it. As a result the practice was in the process of reviewing its telephone appointment system to improve telephony response times and the convenience of appointment times. The practice was implementing a plan to increase the number of telephone lines into the practice and introduce greater flexibility into staff rotas in order to improve the availability of telephony staff during times of peak demand.

### Listening and learning from concerns and complaints

The practice took complaints and concerns seriously and responded to them appropriately to improve the quality of care.

- Information about how to make a complaint or raise concerns was available and it was easy to do. Staff treated patients who made complaints compassionately.
- The complaint policy and procedures were in line with recognised guidance. One complaint had been received in the last year. We reviewed this complaint and found that this had been satisfactorily handled in a timely way in accordance with the practice's policy.
- The practice learned lessons from individual concerns and complaints and also from analysis of trends. It acted as a result to improve the quality of care.

# Are services well-led?

Good 

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

## Our findings

**We rated the practice as good for providing a well-led service.**

### Leadership capacity and capability

Leaders had the capacity and skills to deliver high-quality, sustainable care.

- Leaders had the experience, capacity and skills to deliver the practice strategy and address risks to it. The practice had an even distribution of responsibilities across the GP partnership. For example different GPs had specific roles for commissioning, governance and other key areas.
- They were knowledgeable about issues and priorities relating to the quality and future of services. They understood the challenges and were addressing them, such as the changing landscape of Cornwall's healthcare, the ongoing fusion between primary and social care and the national recruitment issues around GPs and nurses.
- Leaders at all levels were visible and approachable. They worked closely with staff and others to make sure they prioritised compassionate and inclusive leadership.
- The practice had effective processes to develop leadership capacity and skills, including planning for the future leadership of the practice.

### Vision and strategy

The practice had a clear vision and credible strategy to deliver high quality care and promote good outcomes for patients.

- There was a clear vision and set of values. The practice had a realistic strategy and supporting business plans to achieve priorities.
- The practice developed its vision, values and strategy jointly with patients, staff and external partners.
- Staff were aware of and understood the vision, values and strategy and their role in achieving them.
- The strategy was in line with health and social priorities across the county. The practice planned its services to meet the needs of the practice population.
- The practice monitored progress against delivery of the strategy.

### Culture

The practice had a culture of high-quality sustainable care.

- Staff stated they felt respected, supported and valued. They were proud to work in the practice.
- The practice focused on the needs of patients.
- Leaders and managers acted on behaviour and performance inconsistent with the vision and values.
- Openness, honesty and transparency were demonstrated when responding to incidents and complaints. The practice had received one complaint in the last 12 months. The provider was aware of and had systems to ensure compliance with the requirements of the duty of candour.
- Staff we spoke with told us they were able to raise concerns and were encouraged to do so. They had confidence that these would be addressed.
- There were processes for providing all staff with the development they needed. This included appraisal and career development conversations. All staff received regular annual appraisals in the last year. Staff were supported to meet the requirements of professional revalidation where necessary.
- Clinical staff, including nurses, were considered valued members of the practice team. They were given protected time for professional development and evaluation of their clinical work.
- There was a strong emphasis on the safety and well-being of all staff.
- The practice actively promoted equality and diversity and had an equal opportunities policy. It identified and addressed the causes of any workforce inequality. Staff had received equality and diversity training. Staff felt they were treated equally.
- There were positive relationships between staff and teams.

### Governance arrangements

There were clear responsibilities, roles and systems of accountability to support good governance and management.

- Structures, processes and systems to support good governance and management were clearly set out, understood and effective. The governance and management of partnerships, joint working arrangements and shared services promoted interactive and co-ordinated person-centred care.

# Are services well-led?

Good 

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

- Staff were clear on their roles and accountabilities including in respect of safeguarding and infection prevention and control.
- Practice leaders had established proper policies, procedures and activities to ensure safety and assured themselves that they were operating as intended.

## Managing risks, issues and performance

There were clear and effective processes for managing risks, issues and performance.

- There was an effective, process to identify, understand, monitor and address current and future risks including risks to patient safety.
- The practice had processes to manage current and future performance. Performance of employed clinical staff could be demonstrated through audit of their consultations, prescribing and referral decisions. Practice leaders had oversight of MHRA alerts, incidents, and complaints.
- Clinical audit had a positive impact on quality of care and outcomes for patients. There was clear evidence of action to change practice to improve quality.
- The practice had plans in place and had trained staff for major incidents. The practice had a service continuity plan which had been reviewed annually.
- The practice implemented service developments and where efficiency changes were made this was with input from clinicians to understand their impact on the quality of care.

## Appropriate and accurate information

The practice acted on appropriate and accurate information.

- Quality and operational information was used to ensure and improve performance. Performance information was combined with the views of patients.
- Quality and sustainability were discussed in relevant meetings where all staff had sufficient access to information.
- The practice used performance information which was reported and monitored and management and staff were held to account.
- The information used to monitor performance and the delivery of quality care was accurate and useful. There were plans to address any identified weaknesses.
- The practice used information technology systems to monitor and improve the quality of care.

- The practice submitted data or notifications to external organisations as required.
- There were robust arrangements in line with data security standards for the availability, integrity and confidentiality of patient identifiable data, records and data management systems.

## Engagement with patients, the public, staff and external partners

The practice involved patients, the public, staff and external partners to support high-quality sustainable services.

- A full and diverse range of patients', staff and external partners' views and concerns were encouraged, heard and acted on to shape services and culture. The practice held a range of meetings. Weekly education meetings for all staff, monthly partners meeting, weekly clinical meetings, nurses meetings six weekly, dispensary staff six weekly meetings.
- The practice also held meetings externally, for example multi-disciplinary complex care monthly with district nurses, community matrons, community psychiatric nurses, social workers.
- There was an active patient participation group (PPG), who met up bi-monthly. There were currently eight members. In order to address waiting times, the PPG had prepared a patient leaflet which included information such as how appointments were allocated and the introduction of an urgent care clinic.
- The service was transparent, collaborative and open with stakeholders about performance.

## Continuous improvement and innovation

There were systems and processes for learning, continuous improvement and innovation.

- There was a focus on continuous learning and improvement at all levels within the practice. Weekly education training meetings took place where all staff were invited to attend. The management of the medicines had been improved as antibiotic prescribing had been reduced, thereby reducing risks to patients of antibiotic resistance. Prescribing changes had also implemented due to high costs of certain medicines. Suitable alternatives had been researched and introduced where clinically appropriate.
- Staff knew about improvement methods and had the skills to use them.

# Are services well-led?

Good 

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

- The practice made use of internal and external reviews of incidents and complaints. Learning was shared and used to make improvements.
- Leaders and managers encouraged staff to take time out to review individual and team objectives, processes and performance.
- The practice was a teaching and a training practice. Four of the practice GPs were accredited GP trainers. The practice presently supported three GP Registrars.