

# Dr Andrew Christopher Murray also known as East Parade Medical Practice

## Quality Report

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

## Ratings

Overall rating for this service		Good	
Are services safe?		Good	
Are services effective?		Good	
Are services caring?		Good	
Are services responsive to people's needs?		Good	
Are services well-led?		Good	

# Summary of findings

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## Overall summary

### Letter from the Chief Inspector of General Practice

We carried out an announced comprehensive inspection at East Parade Medical Practice on 22 March 2016. Overall the practice is rated as good.

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

- There was an open and transparent approach to safety and a system was in place for reporting and recording significant events.
- Staff assessed patients' needs and delivered care in line with current evidence based guidance. Staff had 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.
- Information about services and how to complain was available and easy to understand.
- Patients said they could always make appointments with a named GP and felt there was continuity of care.

- The practice had good facilities and was equipped to treat patients and meet their needs.
- There was a leadership structure and staff felt supported by the management team. The practice proactively sought feedback from staff and patients, which it acted on.
- The GP and Practice Manager were aware of and complied with the requirements of the Duty of Candour. This means they must be open and transparent with patients about their care and treatment, including when it goes wrong.

We saw areas of outstanding practice:

- The practice pro-actively and reactively managed their appointment system which meant their patients were always seen.
- The practice used proactive methods to improve patient outcomes and this was validated by their higher than the national performance indicators for treating patients with diabetes, and hypertension (high blood pressure).

# Summary of findings

- The GP provided Cryotherapy (freezing techniques for some skins lesions) to enable all patients groups to have care closer to home.

**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.

Good



- Staff understood their responsibilities to raise concerns, and to report incidents and near misses.
- 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, patients received reasonable support, truthful information, a verbal and written apology. They were told about any actions taken to improve processes to prevent the same thing happening again.
- The practice had clearly defined and embedded systems, processes and practices in place to keep patients safe and safeguarded from abuse. Risks to patients were assessed and well managed.

### Are services effective?

The practice is rated as good for providing effective services.

Good



- Our findings showed that systems were in place to ensure that all clinicians were up to date with both National Institute for Health and Care Excellence (NICE) guidelines and other locally agreed guidelines.
- Patients' needs were assessed and care was planned and delivered in line with current legislation. This included assessing capacity and promoting good health.
- Data showed that the practice was performing slightly better, in some instances, when compared to practices nationally and in the Clinical Commissioning Group (CCG).

The percentage of patients with hypertension whose last blood pressure reading, measured in the preceding 12 months, was 150/90mmHg or less (01/04/2014 to 31/03/2015) was 100% compared to the national figure of 84%.

The percentage of patients with asthma, on the register, who had had an asthma review in the preceding 12 months (01/04/2014 to 31/03/2015) was 79% compared to a national figure of 75%.

The percentage of patients with physical and/or mental health conditions whose notes record smoking status in the preceding 12 months (01/04/2014 to 31/03/2015) was 92% compared to a national figure of 94%.

# Summary of findings

- Clinical audits showed some changes to practice. However, the GP was to review which audits would be most beneficial for their patient population to further demonstrate quality improvement.
- Staff had the skills, knowledge and experience to deliver effective care and treatment.
- There was evidence of appraisals and staff said they could access training which was pertinent for their role.

## Are services caring?

The practice is rated as good for providing caring services.

- Data from the National GP Patient Survey showed patients rated the practice higher than others for most aspects of care.
- 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 was accessible.
- We saw staff treated patients with kindness and respect, and maintained patient and information confidentiality.

Good



## Are services responsive to people's needs?

The practice is rated as good for providing responsive services.

- The practice used proactive methods to improve patient outcomes and worked with other local providers to share best practice.
- The practice implemented suggestions for improvements and made changes to the way it delivered services as a consequence of feedback from patients and from the Patient Participation Group.
- Patients could access appointments and services in a way and at a time that suited them. There were telephone appointments available and appointments were available on the same day.
- The GP provided Cryotherapy (freezing techniques for some skins lesions) to enable all patients groups to have care closer to home.
- The practice had good facilities and was equipped to treat patients and meet their needs.
- Information about how to complain was available and easy to understand, and the practice responded quickly when issues were raised. Learning from complaints was shared with staff and other stakeholders, where necessary.

Good



# Summary of findings

## Are services well-led?

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

- The practice had a clear vision and strategy to deliver high quality care and promote good outcomes for patients. Staff were clear about the vision and their responsibilities in relation to this.
- There was a leadership structure and staff felt supported by the GP and the Practice Manager. The practice had policies and procedures to govern activity and held governance meetings.
- There was a governance framework.
- The practice were aware of and complied with the requirements of the Duty of Candour. The GP encouraged a culture of openness and honesty. The practice had systems in place for knowing about notifiable safety incidents and ensured this information was shared with staff to ensure appropriate action was taken.
- The practice proactively sought feedback from staff and patients, which it acted on. The patient participation group was virtual.
- There was a strong focus on continuous learning and improvement at all levels.

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 good for the care of older people.

- The practice offered proactive, personalised care to meet the needs of this population group.
- In addition the practice was responsive to the needs of older patients, and offered home visits and urgent appointments for those with enhanced needs.

Good



### People with long term conditions

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

- Clinical staff had lead roles in chronic disease management.
- Longer appointments and home visits were available when needed.
- All of these patients had a named GP and a structured annual review to check their health and medicines needs were being met. For those patients with the most complex needs, the named GP worked with relevant health and social care professionals to deliver a multidisciplinary package of care.

Good



### Families, children and young people

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

- There were systems in place to identify and follow up children living in disadvantaged circumstances and who were at risk, for example, children and young people who had a high number of A&E attendances.
- 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.
- All very young patients in this age group were always seen the same day if required.
- Appointments were available outside of school hours (between 4pm - 5.30pm) and the premises were suitable for children and babies.
- We saw positive examples of joint working with midwives and health visitors.

Good



# Summary of findings

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

Good



The practice is rated as good for the care of working-age patients (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 they 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 of this age group.
- The practice hosted some services with direct and targeted benefits to their patient population.

## People whose circumstances may make them vulnerable

Good



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

- The practice held a register of patients living in vulnerable circumstances including those with a learning disability and other vulnerable patients.
- The practice informed vulnerable patients 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)

Good



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

- 94% of patients diagnosed with dementia had had their care reviewed in a face to face meeting in the last 12 months, which was higher than the national average of 84%.
- The practice regularly worked with multi-disciplinary teams in the case management of people experiencing poor mental health, including those with dementia.
- The practice was dementia friendly, all staff had received further training to help enhance their understanding.
- All patients who did not attend (DNA) a mental health related appointment were contacted.

# Summary of findings

- The practice had a system in place to follow up patients who had attended accident and emergency where they may have been experiencing poor mental health.
- Staff had a good understanding of how to support patients with mental health needs and dementia.
- The practice had told patients experiencing poor mental health how to access various support groups and voluntary organisations.

# Summary of findings

## What people who use the service say

The national GP patient survey results published on 7 January 2016. The results showed the practice was performing mainly higher than local and national averages. 233 survey forms were distributed and 115 were returned. This represented 5.5% of the practice's patient list.

- 92% found it easy to get through to this surgery by phone compared to a CCG average of 76% and a national average of 73%.
- 95% were able to get an appointment to see or speak to someone the last time they tried (CCG average 89%, national average 85%).
- 94% described the overall experience of their GP surgery as fairly good or very good (CCG average 89%, national average 85%).

- 79% said they would definitely or probably recommend their GP surgery to someone who has just moved to the local area (CCG average 82%, national average 78%).

As part of our inspection we also asked for CQC comment cards to be completed by patients prior to our inspection. We received 16 comment cards which were all positive about the standard of care received. The patients wrote they were treated with respect and were listened to with care and sensitivity. All health professionals were said to explain treatment options thoroughly, and that they identified clearly any side effects from medications.

We spoke with two patients as part of the inspection, one was a member of the Patient Participation Group (PPG). They said they were happy with the care they received and thought staff were approachable, committed and caring. They said they received enough information to understand their care and treatment options and did not feel rushed.

## Outstanding practice

- The practice pro-actively and reactively managed their appointment system which meant their patients were always seen.
- The practice used proactive methods to improve patient outcomes and this was validated by their higher than the national performance indicators for treating patients with diabetes, and hypertension (high blood pressure).
- The GP provided Cryotherapy (freezing techniques for some skins lesions) to enable all patients groups to have care closer to home.

# Dr Andrew Christopher Murray also known as East Parade Medical Practice

## 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 and a Practice Nurse specialist adviser.

## Background to Dr Andrew Christopher Murray also known as East Parade Medical Practice

East Parade Medical Practice provides General Medical Services (GMS) to their practice population. They are also contracted to provide other enhanced services for example: timely diagnosis and support of patients with Dementia . The total practice population is currently 2,101. The practice population lives mainly in a less deprived area than average for England.

There is one male GP, who is currently supported by a long term locum female GP, a female salaried GP starts with the practice in April 2016. There is a practice manager, one practice nurse, one phlebotomist, three receptionists and one part-time secretary.

The practice is open from 8am-12.30pm and from 2pm-6pm Monday- Friday.

The practice website and leaflet details all the clinics available and offers information for patients when the surgery is closed. They are directed to the Out of Hours Service provided by Northern Doctors Urgent Care.

## Why we carried out this inspection

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

## How we carried out this inspection

Before visiting, we reviewed a range of information we hold about the practice and asked other organisations to share what they knew. We carried out an announced visit on 22 March 2016. During our visit we:

- Spoke with a range of staff including a GP, the practice manager, members of the nursing, administration and reception teams.

# Detailed findings

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

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

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

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

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

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

# Are services safe?

## Our findings

### Safe track record and learning

The practice is rated as good for providing safe services.

- Staff understood their responsibilities to raise concerns, and to report incidents and near misses.
- The practice carried out a thorough analysis of the significant events.
- We reviewed safety records, incident reports, national patient safety alerts and minutes of meetings where these were discussed. Lessons were shared to make sure action was taken to improve safety in the practice.
- When there were unintended or unexpected safety incidents, patients 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.

### Overview of safety systems and processes

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

- Arrangements were in place to safeguard children and vulnerable adults from abuse that reflected relevant legislation and local requirements and policies were accessible to all staff. The policies clearly outlined who to contact for further guidance if staff had concerns about a patient's welfare. There was a lead member of staff for safeguarding. The 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. GPs were trained to Safeguarding level 3.
- A notice in the waiting room advised patients that chaperones were available if required. All staff who undertake this role should be trained and have a Disclosure and Barring Service check (DBS check). (DBS checks identify whether a person has a criminal record or is on an official list of people barred from working in roles where they may have contact with children or adults who may be vulnerable). We referred the Practice

Manager to the CQC mythbuster which clarifies who should and who should not require DBS checking; this would help confirm their understanding of our expectations.

- The practice had appropriate standards of cleanliness and hygiene. We observed the premises to be clean and tidy. There was an infection control protocol. All staff received update training. Annual infection control audits were undertaken. Any action required to address any improvements had been actioned or planned.
- Arrangements for managing medicines were checked at the practice.
- We checked medicines stored in the treatment rooms, doctor's bag, and medicine refrigerators and found they were stored securely with access restricted to authorised staff. There were adequate stocks of emergency medicines which were easily accessible.
- The ordering and storage of vaccines was managed well. These vaccines were administered by nurses using directions that had been produced in line with legal requirements and national guidance.
- Blank prescription forms were securely stored on arrival at the practice.
- We reviewed one personnel file and found that all 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 fail safe 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

Risks to patients were assessed and well managed.

- There were procedures in place for monitoring and managing risks to patient and staff safety. There was a health and safety policy available with a poster in the Practice Manager's office which identified local health and safety representatives. The practice had up to date fire risk assessments and had carried out fire drills

## Are services safe?

recently. All electrical equipment was checked to ensure the equipment was safe to use and clinical equipment was checked and calibrated to ensure it was working properly. The practice had risk assessments in place to monitor safety of the premises such as control of substances hazardous to health and legionella (Legionella is a term for a particular bacterium which can contaminate water systems in buildings).

- Arrangements were in place for planning and monitoring the number of staff and mix of staff needed to meet patients' needs. There was a rota system in place for the different staffing groups to ensure enough staff were on duty.

### **Arrangements to deal with emergencies and major incidents**

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

- There was an instant messaging system on the computers in all the consultation and treatment rooms which alerted staff to any emergency.
- All staff received annual basic life support training and there were emergency medicines available in the treatment room.
- The practice had oxygen on the premises with adult and children's masks.
- 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.
- The practice had a comprehensive business continuity plan in place for major incidents such as power failure, flooding or building damage. The plan included emergency contact numbers for staff.

# Are services effective?

## (for example, treatment is effective)

## Our findings

### Effective needs assessment

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

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

### Management, monitoring and improving outcomes for people

The practice used the information collected for the Quality and Outcomes Framework (QOF) and performance against national screening programmes to monitor outcomes for patients. (QOF is a system intended to improve the quality of general practice and reward good practice). The practice was proactive with their exception reporting which ranged from 0-2% for the patients who were exempted in the specific disease indicators. (Exception reporting is the removal of patients from QOF calculations where, for example, the patients are unable to attend a review meeting or certain medicines cannot be prescribed because of side effects). Data from 2015 showed;

- Performance for diabetes related indicators was 96% and this was slightly higher than the national average of 94%.
- The percentage of patients with hypertension having regular blood pressure tests was 84% and this was slightly higher than the national average of 83%.
- Performance for mental health related indicators was 95% and this was higher than the national average of 88%.
- Clinical audits demonstrated quality improvement.
- We saw two clinical audits completed in the last two years. They were completed audits where the improvements made were implemented and monitored.

The practice participated in local audits, national benchmarking, accreditation, peer review and research. For example the CASPER (University of York) study exploring depression in the older population and SCOOP (screening for osteoporosis in older women for the prevention of fractures) also hosted by the University of York. Patients had the benefits of screening, and dedicated support and ultimately may see improvements in their health. These research projects were on-going.

### Effective staffing

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

- The practice had an induction programme for all newly appointed staff. It covered such topics as safeguarding, infection prevention and control, fire safety, health and safety and confidentiality.
- The practice could demonstrate how they ensured role-specific training and updating for relevant staff for example, for those reviewing patients with long-term conditions. Staff administering vaccinations and taking samples for the cervical screening programme had received specific training which had included an assessment of competence. Staff who administered vaccinations could demonstrate how they stayed up to date with changes to the immunisation programmes, for example by access to on line resources, such as the UK immunisations against infectious diseases schedule 'the Green Book' and discussion at practice meetings. The practice nurse was reminded of the importance of collecting verifiable evidence for re-validation of all registered nurses.
- The learning needs of staff were identified through a system of appraisals, meetings and reviews of practice development needs. Staff had access to appropriate training to meet their learning needs and to cover the scope of their work. We saw evidence of immunisation and vaccination updates which were booked for the nurses. In addition there was on-going support during face to face meetings, appraisals, mentoring, clinical supervision and facilitation and support for revalidating GPs. All staff appraisals were up to date.
- Staff received training that included: safeguarding, fire procedures, and basic life support and information governance awareness. Staff had access to and made use of e-learning training modules and in-house training.

# Are services effective?

(for example, treatment is effective)

## Coordinating patient care and information sharing

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

- This included care and risk assessments, care plans, medical records and investigation and test results. Information such as NHS patient information leaflets were also available.
- Staff worked together and with other health and social care services to understand and meet the range and complexity of patients' needs and to assess and plan on-going care and treatment. When patients moved between services, including when they were referred, or after they were discharged from hospital, the practice worked closely with other agencies.

## 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 (MCA) 2005. Clinicians had received formal training on the MCA. When providing care and treatment for children and young people, staff carried out assessments of capacity to consent in line with relevant guidance.
- Where a patient's mental capacity to consent to care or treatment was unclear the GP or practice nurse assessed the patient's capacity and recorded the outcome of the assessment.

- The process for seeking consent was monitored through audits of records.

## 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 cessation and travel health clinics. Patients were then signposted to the most relevant service.
- The practice's uptake for the cervical screening programme was 80% which was lower than the national average of 82%. The practice had taken steps to improve uptake and offered telephone reminders for patients who did not attend for their cervical screening test. The practice demonstrated how they encouraged uptake of the screening programme. The practice also encouraged their patients to attend national screening programmes for bowel and breast cancer screening.
- Childhood immunisation rates for the vaccinations given were comparable to national averages. For example, childhood immunisation rates for the vaccinations given to under two year olds ranged from 84% to 100% and five year olds from 82% to 100%. Some of these were higher than the CCG averages.
- 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. Appropriate follow-ups for the outcomes of health assessments and checks were made, where abnormalities or risk factors were identified.

# Are services caring?

## Our findings

### Kindness, dignity, respect and compassion

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

- Curtains were provided in consulting rooms to maintain patients' privacy and dignity during examinations, investigations and treatments.
- We noted consultation and treatment room doors were closed during consultations; 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.

All of the 16 patient Care Quality Commission comment cards we received were positive about their experiences of treatment and support. Patients said they felt the practice offered an excellent service and staff were helpful, caring and treated them with dignity and respect.

We spoke with two patients. They told us they were more than satisfied with the care provided by the practice. They said their dignity and privacy was respected. Comment cards highlighted staff responded compassionately when patients needed help and they (the staff) provided a lot of support when required. We also spoke with a member of the Patient Participation Group, who concurred with all of the comments.

Results from the national GP patient survey (published January 2016) showed patients felt they were treated with compassion, dignity and respect. The practice was at times above average for some of its satisfaction scores on consultations with GPs and nurses.

For example:

- 89% said the GP was good at listening to them compared to the CCG average of 91% and national average of 89%.
- 90% said the GP gave them enough time (CCG average 89%, national average 87%).
- 96% said they had confidence and trust in the last GP they saw (CCG average 97%, national average 95%)

- 88% said the last GP they spoke to was good at treating them with care and concern (CCG average 88%, national average 85%).
- 95% said the last nurse they spoke to was good at treating them with care and concern (CCG average 93%, national average 92%).
- 92% said they found the receptionists at the practice helpful (CCG average 89%, national average 87%).

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

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

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 broadly similar to local and national averages. For example:

- 90% said the last GP they saw was good at explaining tests and treatments compared to the CCG average of 89% and national average of 86%.
- 85% said the last GP they saw was good at involving them in decisions about their care (CCG average 89%, national average 86%)
- 95% said the last nurse they saw was good at involving them in decisions about their care (CCG average 90%, national average 90%)
- Patients who had registered for on-line services were able to book appointments, ask for repeat prescriptions and read their GP records on-line.

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

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

## Are services caring?

Notices in the patient waiting room told patients how to access a number of support groups and organisations.

The practice's computer system alerted staff if a patient was also a carer; and a carers register is maintained. We were told written information was sent to carers annually which included details of the various avenues of support available to them. All reception staff have had carers awareness training.

Staff told us if families had suffered bereavement, they received a sympathy card and their usual GP contacted them. This call 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.

The practice had pro-actively adapted their services to meet the needs of all of their patients.

# Are services responsive to people's needs?

(for example, to feedback?)

## Our findings

### Responding to and meeting people's needs

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

- The practice used proactive methods, such as participating in research studies hosted by the University of York, CASPER and SCOOP, to improve patient outcomes. They also worked with other local providers to share best practice.
- The practice implemented suggestions for improvements and made changes to the way it delivered services as a consequence of feedback from patients and from the patient participation group.
- Patients could access appointments and services in a way and at a time that suited them. There were telephone appointments available and 'on the day' urgent appointments.
- Same day appointments were always available for children and those with serious medical conditions.
- There were longer appointments available for patients with a learning disability.
- Home visits were available for older patients and patients who would benefit from these.
- The practice had good facilities and was equipped to treat patients and meet their needs.
- There were disabled facilities and translation services available.

### Access to the service

- East Parade Medical Centre was open Monday–Friday from 8am – 12.30pm and between 2pm–6pm with appointments in the morning and afternoon.
- In addition to pre-bookable appointments that could be booked up to a year in advance, urgent appointments were available for patients who needed them.
- Telephone appointments were also offered.

- Results from the national GP patient survey showed that patient's satisfaction with how they could access care and treatment was higher than local and national averages.
- 75% of patients were satisfied with the practice's opening hours compared to the CCG average of 74% and national average of 75%.
- 92% patients said they could get through easily to the surgery by phone (CCG average 76%, national average 73%).
- 79% patients said they always or almost always see or speak to the GP they prefer (CCG average 61%, national average 59%).
- Patients told us on the day of the inspection they were able to get appointments when they needed them. We saw there were appointments available to book on the day.

### Listening and learning from concerns and complaints

- The practice had an effective system in place for handling complaints and concerns.
- Their 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 about how to complain was available and easy to understand, and the practice responded quickly when issues were raised. Learning from complaints was shared with staff and other stakeholders.
- We saw that information was available to help patients understand the complaints system e.g. posters were displayed, and a summary leaflet was available.
- We looked at two complaints received in the last 12 months and found these were satisfactorily handled. They were dealt with in a timely, open and transparent way. Lessons were learnt from concerns and complaints and action was taken 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

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

### Governance arrangements

There was a governance framework to monitor and assess the whole service in relation to risk. We found that:

- There was a clear staffing structure and staff were aware of their own roles and responsibilities.
- There were practice specific policies available to all staff via the practice's intranet.
- There was an understanding of the performance of the practice and how this was a dynamic process for improvement in-line with current guidance.
- A programme of continuous clinical and internal audit which was used to monitor quality and to make improvements. However the senior partner told us they felt more work could be undertaken in this area and they were looking into ways to assure they would articulate patient health improvements.
- There were arrangements for identifying, recording and managing risks, issues and implementing mitigating actions.

### Leadership and culture

The GP and the Practice Manager had the experience, capacity and capability to run the practice and ensure high quality care. They prioritised safe, high quality and compassionate care. The GP and practice manager were visible in the practice and staff told us they were approachable and always took the time to listen.

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

When there were unexpected or unintended 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 clear leadership structure in place and staff felt supported by the management team.

- Staff told us there was an open culture within the practice and they had the opportunity to raise any issues at any time and felt confident in doing so and felt supported if they did.
- Staff said they felt respected, valued and supported by everyone in the practice.

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

The practice encouraged and valued feedback from patients and staff. It proactively sought patients' feedback and engaged patients in the delivery of the service.

- The practice had gathered feedback from patients and through surveys and complaints received. There was an active virtual PPG; they helped with the patient surveys.
- Staff told us they would not hesitate to give feedback and discuss any concerns or issues with colleagues, the practice manager and the GP. They told us they felt involved and engaged to improve how the practice was run.

### Continuous improvement

There was a strong focus on continuous learning and improvement at all levels within the practice. The practice team worked together to resolve problems and issues identified to improve their patients' health.