

Dell Medical Centre

Quality Report

Dell Medical Centre
111 Orsett Road
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Essex
RM17 5HB
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Website: www.dellandstanford-le-hopemedicalcentre.com/index.aspx

Date of inspection visit: 2 November 2017

Date of publication: 29/11/2017

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.

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 inspection at Dell Medical Centre on 2 November 2017. 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

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.
- Appropriate recruitment checks were carried out and there was current registrations with their professional bodies were applicable.
- Staff had received mandatory training applicable to their role.

Summary of findings

- There was sufficient and appropriate equipment for use in the treatment of patients, including in the event of a medical emergency and the equipment was calibrated to ensure it was working correctly.
- There was a comprehensive business continuity plan in place in the event of an emergency taking place that disrupted the services to patients.
- Boxes of prescriptions were stored securely however on the day of inspection were not tracked through the practice. The practice forwarded copies of new monitoring forms to be used to track the prescriptions following the inspection.
- The practice sought and acted on feedback from staff, patients and had listened and responded to surveys completed.
- The practice was clean and tidy and staff had reviewed infection prevention control and policies.

- Patient safety and medicine alerts were shared amongst the clinical team and consistently actioned and a record and log was maintained.

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

- Ensure there is a process to identify carers to enable support and advice to be offered to those that require it.
- Implement the procedure to ensure prescriptions are tracked throughout the practice.
- Review the procedure to ensure that fridge temperatures are checked and emergency equipment checks are completed in line with the practice protocol.

Professor Steve Field (CBE FRCP FFPH FRCGP)

Chief Inspector of General Practice

Dell 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 Dell Medical Centre

Dell Medical is located in Grays, Essex. The practice has a general medical services (GMS) contract with the NHS.

- There are approximately 4500 patients registered at the practice.
- The practice provides services at 111 Orsett Road, Grays, Essex, RM17 5HB and has a branch surgery that patients can access at Stanford Surgery, 19 Wharf Road, Stanford-le-Hope, Essex, SS17 0BZ. The branch surgery was not visited on this inspection.
- The practice is registered with the Care Quality Commission as a partnership, with two GP partners. There is a practice manager and an assistant practice manager and seven administration members of staff who cover reception and clerical duties during the working week covering a variety of different hours. There is a practice nurse and reception staff in each surgery.

District nurses, Health Visitors, Midwife and Community Psychiatric nurses work closely with the practice and can be contacted via the receptionist. Both surgeries have access for disabled patients

- The practice is open from Monday to Friday between the hours of 8am and 6.30pm. On a Thursday afternoon the practice closes, however a GP is available at the branch surgery for those patients that need to be seen.
- The GP surgeries are available on Monday to Friday mornings between 9am and 11am, on Tuesday, Wednesday and Friday afternoons between 3pm and 5pm. On Monday the practice have extended hours with nurse and GP appointments available from 3.30pm to 7.50pm. Thursday afternoon the practice is open for emergencies only. Wednesday evening and weekend appointments are available at a local surgery. Patients at this practice are able to book in advance, a limited number of consultations. This is a facility shared by several other practices in the local area.
- The practice has opted out of providing 'out of hours' services which is now provided by the South Essex Emergency Doctors Service. Patients can also contact the non-emergency 111 service to obtain medical advice if necessary.
- The practice list has a higher than average number of patients over 45 years of age and lower than average number of patients below 14 years of age compared with national and local averages.

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. It had a suite of safety policies which were regularly reviewed and communicated to staff. Staff received safety information for the practice as part of their induction and 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 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. Staff covered from each surgery for annual leave.
- There was an effective induction system for temporary staff tailored to their role with a GP locum pack for all locums new to the practice.
- 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. The practice were considering employing another receptionist.

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 that 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 some reliable systems for appropriate and safe handling of medicines.

- The systems for managing medicines, including vaccines, medical gases minimised risks. We saw that emergency medicines and equipment were checked. However this was not documented each month. The fridge temperatures were recorded daily. However there were five occasions in October 2017 when this had not been completed. The practice manager said they would ensure that someone was responsible when the practice nurse was absent. The practice kept stocks of prescription stationery securely. However the practice were not recording and tracking serial numbers on the

Are services safe?

day of the inspection and doors were not locked when stationary remained in the printers. The practice forwarded copies of new tracking sheets and processes that had been implemented following the inspection.

- 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 prescribing. There was evidence of actions taken to support good antimicrobial stewardship.
- 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.

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, there had been a review of the training policy following a significant event involving the cold chain. We saw that actions and lessons learned were documented and discussed in minutes of meetings.
- There was a system for receiving and acting on safety alerts. The practice learned from external safety events as well as patient and medicine safety alerts.

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.

The practice held regular meetings with the CCG prescribing team to discuss any areas that needed reviewing. From these meetings the practice had identified areas for improvement and had audited prescribing of antibiotic items. The practice reviewed the prescribing of ciprofloxacin (an antibiotic) for 2015/16. This had led to the practice reducing the rate of ciprofloxacin prescribed to 2% of all antibiotic items prescribed compared to 5% in the previous year.

- We saw no evidence of discrimination when making care and treatment decisions.
- The practice used the computer to access leaflets and patients information in other languages when required to enable patients to take information away with them.
- Staff advised patients what to do if their condition got worse and where to seek further help and support. There were procedures in place for reception staff to follow.

Older people:

- Patients over 75 had a named GP.
- Older patients who are frail or may be vulnerable received a full assessment of their physical, mental and social needs. Those identified as being frail had a clinical review including a review of medication.
- Patients aged over 75 were invited for a health check. If necessary they were referred to other services such as voluntary services and supported by an appropriate care plan. Over a 12 month period the practice had carried out 279 of these checks.

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.
- Disease registers were reviewed at the end of each month to ensure patients are reviewed appropriately. Patients were contacted and flags entered onto the patient record system for those that were due a review or blood test.

This practice was not an outlier for any QOF (or other national) clinical targets. Data from 2016/17 showed:

- Performance for diabetes related indicators was higher compared to the CCG and national averages. For example, was 96% compared to CCG average of 91% and national average 92%. Exception reporting in this indicator was 0.4% which was below the CCG average 3.1% and national average 5.5%.
- Performance for stroke related indicators were comparable to the CCG and national averages. For example, was 87% compared with CCG average of 90% and 88% national average. Exception reporting in this indicator was 1.7% compared with 3.9% CCG average and 4.3% nationally.
- Performance for mental health related indicators was higher compared to the CCG and national averages. For example, The percentage of patients with schizophrenia, bipolar affective disorder and other psychoses who have a comprehensive care plan documented in the record in the preceding 12 months was 93% compared with CCG average of 89% and national average of 90%. Exception reporting in this indicator was 6.3% compared with 8.7% CCG average and 12.5% nationally.

Families, children and young people:

- Childhood immunisations were carried out in line with the national childhood vaccination programme. Uptake rates for the vaccines given were in line with the target percentage of 90% or above.

Are services effective?

(for example, treatment is effective)

- The practice had arrangements to identify and review the treatment of newly pregnant women. Patients self referred to ante-natal clinic in addition to the practice contacting the patient when they are notified of pregnancy to offer a nurse appointment.

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

- The practice's uptake for cervical screening was 84%, which was in line with the 80% coverage target for the national screening programme.
- 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.

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.
- The practice held a register of patients living in vulnerable circumstances including travellers and those with a learning disability.
- Vulnerable patients were given priority appointments which are often extended to a twenty minute appointment or longer if required.
- The practice had a protocol in place where patients identified on the moderate and severe frailty index register had an alert on their record to highlight to the clinicians to enquire about any falls during the last 12 months and to consider a medication review.

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

- 80% of patients diagnosed with dementia had their care reviewed in a face to face meeting in the previous 12 months. This was comparable to the national average of 84%.
- 93% of patients diagnosed with schizophrenia, bipolar affective disorder and other psychoses had a comprehensive, agreed care plan documented in the previous 12 months. This was comparable to the national average of 90%.

- 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 88%; and the percentage of patients experiencing poor mental health who had received discussion and advice about smoking cessation was 89%.

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. The practice had completed four audits that had been completed and re-audited in the past 12 months. Two were in relation to prescribing of medicines, one was on high risk drug monitoring to ensure patients were been reviewed and monitored correctly and the fourth was a referrals audit. The referrals audit sampled a random ten referrals which were discussed in a clinical meeting to share learning and improve patient care. Where appropriate, clinicians took part in local and national improvement initiatives. For example the practice participated in a national diabetes prevention programme. This meant that patients were identified as pre-diabetic and were referred to a national programme. Both of the GP's were proactive in screening and utilised the support of the Diabetes community team.

The most recent published Quality Outcome Framework (QOF) results were 98% of the total number of points available compared with the clinical commissioning group (CCG) average of 94% and national average of 96%. The overall exception reporting rate was 3.8% compared with a 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.)

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 when possible.
- The practice provided staff with ongoing support. The included an induction process, one-to-one meetings, appraisals, clinical supervision and support for revalidation.
- 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.

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, stop smoking campaigns, and tackling obesity. Staff signposted and referred patients to improve lifestyle such as exercise and weight management. The practice nurse was trained and provided smoking cessation advice for patients.

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.

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 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 but one of the 29 patient Care Quality Commission comment cards we received were positive about the service experienced. Two commented negatively on the attitude of a member of the reception team. This is in line with the results of the NHS Friends and Family Test and other feedback received by the practice.

Results from the July 2017 annual national GP patient survey showed patients felt they were treated with compassion, dignity and respect. 266 surveys were sent out and 130 were returned. This represented about 3% of the practice population. The practice was above average for its satisfaction scores on consultations with GPs and nurses. For example:

- 97% of patients said the GP was good at listening to them compared with the clinical commissioning group (CCG) average of 83% and the national average of 89%.
- 97% of patients who responded said the GP gave them enough time; CCG - 80%; national average - 86%.
- 98% of patients who responded said they had confidence and trust in the last GP they saw; CCG - 92%; national average - 95%.
- 95% of patients who responded said the last GP they spoke to was good at treating them with care and concern; CCG - 78%; national average - 86%.
- 99% of patients who responded said the nurse was good at listening to them; (CCG) - 90%; national average - 91%.

- 97% of patients who responded said the nurse gave them enough time; CCG - 90%; national average - 92%.
- 99% of patients who responded said they had confidence and trust in the last nurse they saw; CCG - 96%; national average - 97%.
- 99% of patients who responded said the last nurse they spoke to was good at treating them with care and concern; CCG - 88%; national average - 91%.
- 96% of patients who responded said they found the receptionists at the practice helpful; CCG - 86%; national average - 87%.

Involvement in decisions about care and treatment

Staff helped patients 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. Information leaflets were downloaded and used when applicable for patients.
- 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 services. They were able to refer patients that were carers to social services for any support that they required.

The practice proactively identified patients who were carers. This was by staff recognising carers and also this was a question on the new patient registration. There was a poster in the waiting area asking if patients were carers and support group information was provided. (The practice's computer system alerted GPs if a patient was also a carer. The practice had identified 31 patients as carers (0.7% of the practice list).

- Staff told us that if families had experienced bereavement the practice sent them a sympathy card.

Are services caring?

Patients were offered support 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.

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:

- 92% 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 79% and the national average of 86%.
- 89% of patients who responded said the last GP they saw was good at involving them in decisions about their care; CCG - 73%; national average - 82%.
- 99% of patients who responded said the last nurse they saw was good at explaining tests and treatments; CCG - 88%; national average - 90%.

- 97% of patients who responded said the last nurse they saw was good at involving them in decisions about their care; CCG - 84%; national average - 85%.

The practice had reviewed the comments and feedback about the services they provided. They prided themselves on been able to spend time with the patients and patients confirmed this was the case in the comment cards we received.

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.

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, book on the day appointments, in addition to advanced booking of appointments).
- The practice improved services where possible in response to unmet needs.
- The facilities and premises were appropriate for the services delivered.
- The practice made reasonable adjustments when patients found it hard to access services. Nurse and GP appointments were available on a Monday evening until 7.50pm.
- The practice enabled patients to make advance bookings. However the majority of appointments were book on the day which enabled patients to be seen when needed and reduced the amount of appointments where patients did not attend.
- Care and treatment for patients with multiple long-term conditions and patients approaching the end of life was coordinated with other services.

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 practice offered weekend hub appointments, this meant that when elderly patients wanted an appointment at a weekend to enable a family member to attend with them they could.

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 and appointments were they had not attended. The practice identified trends and monitored to ensure any relevant referrals were made. Records we looked at confirmed this.
- The practice offered shared care for antenatal patients. They offered postnatal examinations and six to eight weeks baby checks. These were available on the Monday extended hours appointments if required.
- 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 to 7.50pm Mondays and the option of Saturday and Sunday appointments at a local hub.
- Telephone consultations were also available which supported patients who were unable to attend the practice during normal working hours.

People whose circumstances make them vulnerable:

Are services responsive to people's needs?

(for example, to feedback?)

- The practice held a register of patients living in vulnerable circumstances including travellers and 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.

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 above local and national averages. This was supported by observations on the day of inspection and completed comment cards. 266 surveys were sent out and 130 were returned. This represented about 3% of the practice population.

- 87% of patients who responded were satisfied with the practice's opening hours compared with the clinical commissioning group (CCG) average of 70% and the national average of 76%.
- 97% of patients who responded said they could get through easily to the practice by phone; CCG – 68%; national average - 71%.
- 94% of patients who responded said that they were able to get an appointment to see or speak to someone the last time they tried; CCG - 79%; national average - 84%.

- 93% of patients who responded said their last appointment was convenient; CCG - 73%; national average - 81%.
- 95% of patients who responded described their experience of making an appointment as good; CCG - 77%; national average - 85%.
- 81% of patients who responded said they don't normally have to wait too long to be seen; CCG - 54%; national average - 58%.

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. However, the policy stated that complaints needed to be in writing. The practice manager told us that verbal complaints were dealt with, however they were not recorded. Two complaints were received in the last year. We reviewed the complaints and found that they were satisfactorily handled in a timely way. The practice forwarded an updated policy the day after the inspection which outlined that complaints could be made verbally and would be dealt with by the same process as written complaints.
- 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. For example a process for labelling of specimen bottles was implemented to prevent incorrectly labelling. Incidents were shared externally were appropriate.

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.
- They were knowledgeable about issues and priorities relating to the quality and future of services. They understood the challenges and were addressing them. The practice had signed up to the EU doctor's initiative to recruit doctors to General Practice.
- 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 which were displayed on the practice web site. The practice had a realistic strategy and supporting business plans to achieve priorities.
- Staff were aware of and understood the vision, values and strategy and their role in achieving them.
- The practice planned its services to meet the needs of the practice population.
- The practice monitored progress and discussed this in meetings with staff.

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. Patients were contacted and invited in for meetings to discuss any concerns or incidents if appropriate. 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 need. 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. 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 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. For example the practice manager had conducted a staff survey to gather feedback on themselves and to see any areas where they could improve.
- The practice had conducted a survey with patients in relation to closing the patient list. This was due to the practice wishing to maintain the standards and care provided to their existing patients.
- There was an active patient participation group.
- 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. The practice were involved in the EU doctor's scheme as one of the challenges was that they had been unable to recruit a GP or partner.
- The practice had long term locums employed two of which were female GPs following feedback from some patients.

Are services well-led?

Good 

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

- Staff knew about improvement methods and had the skills to use them.
- 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.