

Dr M J Taylor and Partners

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 The Cornerstone Practice on 9 February 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 an effective system in place for reporting and recording significant events.
- Risks to patients were assessed and well managed.
- Staff assessed patients' needs and delivered care in line with current evidence based guidance. Staff had 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.
- Urgent appointments with a GP were available on the same day.

- Information about services and how to complain was available and easy to understand.
- The practice had good facilities and was well equipped to treat patients and meet their needs.
- There was a clear leadership structure and staff felt supported by management.
- The practice proactively sought feedback from staff and patients, which it acted on.
- The provider was aware of and complied with the requirements of the Duty of Candour.

The areas where the provider should make improvement are

- Annual infection control audits should be undertaken.
- Ensure phlebotomy is only undertaken in the appropriate rooms without carpets.
- Ensure all policies are reviewed annually.

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



- 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 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.
- Annual infection control audits had not been regularly undertaken, however we saw evidence of a recent audit and an action plan to address any improvements identified as a result. The practice had occasionally used a consultation room for phlebotomy. However, the practice manager had devised a plan to ensure it would not continue and had discussed the removal of carpets in all of the consultation rooms.
- Risks to patients were assessed and well managed.

Are services effective?

The practice is rated as good for providing effective services.

Good



- Data from the Quality and Outcomes Framework showed patient outcomes were at or above average for the locality and compared to the national average.
- Staff assessed patients' needs and delivered care in line with current evidence based guidance.
- Clinical audits demonstrated quality improvement.
- Staff had the skills, knowledge and experience to deliver effective care and treatment.
- There was evidence of appraisals and personal development plans for all staff.
- Staff worked with multidisciplinary teams to understand and meet the range and complexity of patients' needs.
- The practice had one of the lowest accident and emergency (A&E) attendance rates in their local clinical commissioning group (CCG). The practice used pre-emptive medication, for

Summary of findings

example; rescue packs for chronic obstructive pulmonary disease patients. Whilst this meant antibiotic prescribing was higher than local averages, they had reduced A&E and emergency admissions considerably.

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 several aspects of care.
- The practice had identified 260 patients on the practice list as carers. The practice offered carers health checks. Carers forms were available on the practice website and also on the new patient registration form.
- The practice took the time to listen, there was an active policy of giving the patient the time they need even if it meant that the GP ran late.
- Patients said they were treated with compassion, dignity and respect and they were involved in decisions about their care and treatment.
- Information for patients about the services available was easy to understand and accessible.
- We saw staff treated patients with kindness and respect, 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 offered extended surgery hours on a Monday from 7.30am to 7pm for patients who could not attend during normal opening hours. Patients said that urgent appointments with a GP were available on the same day.
- The practice had a personal list system for all of their patients which enabled the GP to have a full understanding of changes to patients medical or social conditions.
- Practice staff reviewed the needs of their local population and engaged with the NHS England Area Team and Clinical Commissioning Group to secure improvements to services where these were identified.
- The practice had good facilities and was well equipped to treat patients and meet their needs.
- Information about how to complain was available and easy to understand and evidence showed the practice responded quickly to issues raised. Learning from complaints was shared with staff and other stakeholders.

Good



Summary of findings

- The practice identified a need in the town for a food bank, and whilst the practice was unable to set this up itself, it was instrumental in the process. The senior partner, the practice manager and the finance analyst were on the committee and assisted in the management of the setup at the first store. The practice held a supply of food bank vouchers for patients in need.

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 clear leadership structure and staff felt supported by management. The practice had a number of policies and procedures to govern activity and held regular governance meetings. Some policies required their annual review, however the new practice manager had an action plan in place to review these. The practice manager had reviewed and re-written some other policies since recently starting at the practice.
- There was an overarching governance framework which supported the delivery of the strategy and good quality care. This included arrangements to monitor and improve quality and identify risk.
- The provider was aware of and complied with the requirements of the Duty of Candour. The partners encouraged a culture of openness and honesty. The practice had systems in place for 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 active.
- 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.

Good



- The practice offered proactive, personalised care to meet the needs of the older people in its population (22% of its patient population were over 65).
- The practice was responsive to the needs of older people, and offered home visits and urgent appointments for those with enhanced needs.
- The practice offered health checks for patients aged over 75.
- GPs regularly visited patients in local residential and nursing homes and liaised with the home managers. New patients to the residential and nursing homes were reviewed within 2 weeks by the practice matron.
- They offered proactive, personalised care to meet the needs of the older people in its population and had a range of enhanced services, for example, in dementia and end of life care. The practice matron visited end of life patients which allowed her to build up relationships with the family and help support both the patients and the carers/family through the end stages of the patient's life.

People with long term conditions

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

Good



- Nursing staff had lead roles in chronic disease management and patients at risk of hospital admission were identified. 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. Data from 2014/2015 showed; Performance for diabetes related indicators was 96.5%, which was better than the CCG average by 7% and the England average by 7.3%. Performance for asthma related indicators was 100%, which was better than the CCG average by 2.4% and the England average by 2.6%.
- Longer appointments and home visits were available to patients when needed.
- The practice offered health checks for patients who needed long term condition management.

Summary of findings

- All 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 care professionals to deliver a multidisciplinary package of care.
- The practice referred patients to the on site health trainer, who helped patients with life-style changes and promote well-being. All of their pre-diabetic patients were referred to the health trainer to try and prevent a later diagnosis of diabetes.

Families, children and young people

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

Good



- 21% of the practice population was aged under 18. 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. Children and young people's safeguarding meetings were every 6 weeks and safeguarding was a standing agenda for the weekly GPs meetings.
- Immunisation rates were above average for the standard childhood immunisations.
- Patients told us that children and young people were treated in an age-appropriate way and were recognised as individuals, and we saw evidence to confirm this.
- The practice's uptake for the cervical screening programme was 90.3%, which was above the CCG and England average by 8.5%.
- The practice had notices up in the waiting room about chlamydia screening and all their patients aged 15 to 24 years were encouraged to have chlamydia testing as appropriate. Forms and testing kits were available.
- Appointments were available outside of school hours and the premises were suitable for children and babies.
- We saw positive examples of joint working with midwives, health visitors and school nurses.
- The practice had a private room available for breast feeding.

Working age people (including those recently retired and students)

The practice is rated as good for the care of working-age people (including those recently retired and students).

Good



- The practice had a 57% working age population.
- The needs of the working age population, those recently retired and students had been identified and the practice had adjusted

Summary of findings

the services it offered to ensure these were accessible, flexible and offered continuity of care. They operated extended hours on a Monday from 7.30am until 7pm. They offered telephone consultations during the day to patients that might not be able to access the surgery during normal hours.

- The practice offered online prescription services as well as a full range of health promotion and screening that reflected the needs for this age group.

People whose circumstances may make them vulnerable

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

Good



- The practice held a register of patients living in vulnerable circumstances including homeless people, travellers and those with a learning disability. They operated a system to invite patients with learning disabilities in for an annual health check. The practice had completed annual health checks for 31 out of the 93 patients registered with learning disabilities so far this year, and were actively encouraging their patients to attend with letters. If the practice received no response they were, where necessary, contacting patients by telephone.
- The practice regularly worked with multi-disciplinary teams in the case management of vulnerable people.
- The practice informed vulnerable patients about how to access various support groups and voluntary organisations.
- Staff knew how to recognise signs of abuse in vulnerable adults and children. Staff were aware of their responsibilities regarding information sharing, documentation of safeguarding concerns and how to contact relevant agencies in normal working hours and out of hours.

People experiencing poor mental health (including people with dementia)

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

Good



- The practice carried out advance care planning for patients with dementia.
- All patients with mental health concerns were offered annual health checks.
- 91.8% of patients with schizophrenia, bipolar affective disorder and other psychoses had a comprehensive care plan documented in their record in the preceding 12 months.

Summary of findings

- A GP partner had a list of patients that she saw after surgery for counselling/mental health problems as there was not the support in the area for them. This was undertaken in her own time.
- The practice regularly worked with multi-disciplinary teams in the case management of people experiencing poor mental health, including those with dementia.
- The practice had a special patients list which were patients who were mentally ill with a high risk of suicide, self-harm or harm to others. These patients had special measures for how to deal with them, for example; urgent tasks to duty GP. Staff were made aware of these by messages on the home screen of the computer system.
- The practice had told patients experiencing poor mental health about how to access various support groups and voluntary organisations.
- The practice had a system in place to follow up patients who had attended accident and emergency where they might have been experiencing poor mental health.
- Staff had a good understanding of how to support patients with mental health needs and dementia.

Summary of findings

What people who use the service say

The national GP patient survey was published in July 2015. Results showed that the practice was performing better than the local and national averages. 246 survey forms were distributed and 112 were returned. This represented 46% of the surveys sent out.

- 90% described the overall experience of their GP surgery as fairly good or very good compared to a CCG average of 86% and a national average of 85%.
- 76% said they would definitely or probably recommend their GP surgery to someone who has just moved to the local area compared to a CCG average of 80% and a national average of 78%.
- 51% found it easy to get through to this surgery by phone compared to a CCG average of 75% and a national average of 73%.
- 88% were able to get an appointment to see or speak to someone the last time they tried compared to a CCG average of 87% and a national average of 85%.

As part of our inspection we also asked for CQC comment cards to be completed by patients prior to our inspection. We received 21 comment cards, 16 cards were all positive about the standard of care received, 3 cards had both positive and negative comments and 2 cards had all negative comments. Patients' described the practice as excellent, caring, friendly and efficient but that they also could not get through on the telephone when needed. The negative comments on the cards featured the telephone system and the wait to see a preferred GP.

We spoke with nine patients during the inspection. All nine patients said they were happy with the care they received and thought staff were approachable, committed and caring. We spoke with a member of the Patient Participation Group (PPG) who described the practice as a caring practice who know their patients well. The practice conducted the NHS Friends and Family Test, and 85% of recent responses showed that patients were extremely likely / likely to recommend the practice to other patients.

Areas for improvement

Action the service **SHOULD** take to improve

- Annual infection control audits should be undertaken.
- Ensure phlebotomy is only undertaken in the appropriate rooms without carpets.
- Ensure all policies are reviewed annually.

Dr M J Taylor and Partners

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 Manager specialist adviser.

Background to Dr M J Taylor and Partners

The Cornerstone Practice is situated in March, Cambridgeshire. The practice provides services for approximately 9300 patients. They hold a Personal Medical Services contract. The practice has five GP partners, three male and two female, and one male salaried GP. The team also includes one female nurse practitioner, one female practice matron, one female specialist nurse and one female treatment room nurse. They also employ three female health care assistants, one female phlebotomist, a practice manager and a team of reception/administration/secretarial staff.

The practice's opening times are from 8.30am until 6pm Tuesday to Friday, with extended hours on Mondays from 7.30am until 7pm. The practice has opted out of providing GP services to patients outside of normal working hours such as nights and weekends. During these times GP services are provided by Urgent Care Cambridgeshire via the 111 service.

We reviewed the most recent data available to us from Public Health England which showed that the practice had a higher than average practice population over aged 65 compared to national England average. The deprivation score was comparable to the average across England.

Why we carried out this inspection

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

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

How we carried out this inspection

Before visiting, we reviewed a range of information we hold about the practice and asked other organisations to share what they knew. We carried out an announced visit on 9 February 2016.

During our visit we:

- Spoke with a range of staff which included; two GPs, one nurse practitioner, one matron, one treatment room nurse, the practice manager and three members of the reception/administration/secretarial team. We also spoke with nine patients who used the service.
- Observed how patients were being cared for and talked with carers and/or family members
- Reviewed comment cards where patients and members of the public shared their views and experiences of the service.

Detailed findings

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

There was an effective system in place for reporting and recording significant events.

- Staff told us they would inform the practice manager of any incidents and there was a recording form available on the practice's computer system.
- The 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. Patients affected by significant events received a timely and sincere apology and were told about actions taken to improve care.

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 clearly defined and embedded systems and processes 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. Children and young people's safeguarding meetings were held every 6 weeks. Safeguarding was a standing agenda for the weekly GPs meetings, and the practice provided reports where necessary for other agencies. Staff demonstrated they understood their responsibilities and all had received training relevant to their role. GPs and nursing staff were trained to safeguarding level 3 (safeguarding children and young people).
- A notice in the waiting room, consultation rooms and treatment rooms advised patients that chaperones were available if required. All staff who acted as chaperones

were trained for the role and had received 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.

- The practice maintained appropriate standards of cleanliness and hygiene. We observed the premises to be clean and tidy. The nurse practitioner was the infection control clinical lead who liaised with the local infection prevention teams to keep up to date with best practice. There was an infection control protocol in place and staff had received up to date training. Historically, annual infection control audits had not been undertaken regularly, however we saw evidence of a recent audit and an action plan to address any improvements identified as a result. Disposable curtains and wipeable chairs were on order, and the carpets were deep cleaned every six months. The practice had occasionally had to use a consultation room for phlebotomy, however the practice manager had devised a plan to ensure it would not continue and had discussed the removal of carpets in all of the consultation rooms.
- There were regular practice meetings to discuss significant events including when there were prescribing incidents or dispensed errors. We saw a positive culture in the practice for reporting and learning from medicines incidents and errors. This helped make sure appropriate actions were taken to minimise the chance of similar errors occurring again.
- We reviewed all personnel files and found appropriate recruitment checks had been undertaken prior to employment. For example, proof of identification, references, qualifications, registration with the appropriate professional body and the appropriate checks through the Disclosure and Barring Service.
- There were failsafe systems in place to ensure results were received for all samples sent for the cervical screening programme and the practice followed up women who were referred as a result of abnormal results.

Medicines Management

The practice had appropriate written procedures in place for the production of prescriptions which were regularly

Are services safe?

reviewed and reflected current practice. We noted arrangements were in place for patients to order repeat prescriptions. Prescriptions were reviewed and signed by a GP before medicines were given to the patient. Both blank prescription forms for use in printers and those for hand written prescriptions were handled in accordance with national guidance as these were tracked through the practice. Two of the nurses could prescribe medicines for specific clinical conditions. They received mentorship and support from the medical staff for this extended role. Patient Group Directions had been adopted by the practice to allow nurses to administer medicines in line with legislation. Medicines for use in an emergency in the practice were monitored for expiry and checked regularly for their availability. Records demonstrated that vaccines and medicines requiring refrigeration had been stored within the correct temperature range. Staff described appropriate arrangements for maintaining the cold-chain for vaccines following their delivery. The practice carried out regular checks of controlled drugs (medicines that require extra checks and special storage arrangements because of their potential for misuse) and had in place standard procedures that set out how they were managed.

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 reception area which identified local health and safety representatives. The practice had up to date fire risk assessments and carried out regular fire drills. All electrical equipment was checked to ensure the equipment was safe to use and clinical equipment was checked to ensure it was working properly. The practice had a variety of other risk assessments in place to

monitor safety of the premises such as control of substances hazardous to health and infection control 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 all the different staffing groups to ensure that enough staff were on duty.

Arrangements to deal with emergencies and major incidents

The practice had adequate 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 a defibrillator available on the premises with adult and children's pads and oxygen with adult and children's masks. A first aid kit and accident book were available.
- Emergency medicines were easily accessible to staff in a secure area of the practice and all staff knew of their location. All the medicines we checked were in date and fit for use.
- The practice had a comprehensive business continuity plan in place for major incidents such as power failure or building damage. The plan included emergency contact numbers for staff.

Are services effective?

(for example, treatment is effective)

Our findings

Effective needs assessment

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

- The practice had systems in place to keep all clinical staff up to date. Staff had access to guidelines from NICE and used this information to deliver care and treatment that met people's 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 most recent published results were 548 points out of a possible 559 which was 98% of the total number of points available, with 13.9% exception reporting (exception reporting is the removal of patients from QOF calculations where, for example, the patients are unable to attend a review meeting or certain medicines cannot be prescribed because of side effects). Data from 2014/2015 showed;

- Performance for diabetes related indicators was 96.5% which was better than the CCG average by 7% and the England average by 7.3%.
- Performance for asthma related indicators was 100% which was better than the CCG average by 2.4% and the England average by 2.6%.
- Performance for mental health related indicators was 100% which was better than the CCG average by 7.6% and the England average by 7.2%.
- Performance for depression related indicators was 100% which was better than the CCG average by 9.4% and the England average by 7.7%.
- Performance for Hypertension related indicators was 100% which was better than the CCG average by 1.9% and the England average by 2.2%.

- Performance for chronic kidney disease related indicators was 84.4% which was below the CCG average by 7.4% and the England average by 10.3%.

The practice had one of the lowest accident and emergency (A&E) attendance rates in their local clinical commissioning group (CCG). The practice used pre-emptive medication, for example; rescue packs for chronic obstructive pulmonary disease patients. Whilst this meant antibiotic prescribing was higher than average, they had reduced A&E and emergency admissions considerably. The above average elderly demographic of the practice meant there was a higher prevalence of disease which required specific medications. The practice was engaging with the local medicines management team to improve cost effective prescribing.

Clinical audits demonstrated quality improvement.

- The practice regularly monitored data using a reflective review process and discussed and disseminated findings.
- We looked at their most recent two clinical audits where the improvements made were implemented and monitored, including an audit on histology (study of human tissue) following minor surgery. The practice searched their clinical system for the patients who had received a minor surgical procedure. One patient specimen was found to have not been sent for histology. The response was that an electronic register was to be kept and checked on a weekly basis. The audit was discussed at clinical meetings and re-audited three months after the initial audit was completed with a 100% positive result.
- The practice participated in local audits, national benchmarking, accreditation, peer review and research.

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

Are services effective?

(for example, treatment is effective)

example, for those reviewing patients with long-term conditions. Staff administering vaccinations and taking samples for the cervical screening programme had received specific training. 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 and discussion at practice meetings.

- The learning needs of staff were identified through a system of appraisals, meetings and reviews of their practice development. Staff had access to appropriate training to meet their needs and to cover the scope of their work. This included ongoing support during sessions, one-to-one meetings, appraisals, coaching and mentoring, clinical supervision and facilitation and support for revalidating GPs. All staff had received an appraisal within the last 12 months.
- Staff received training that included: safeguarding, fire procedures, basic life support and information governance awareness. Staff had access to and made use of e-learning training modules and in-house training.

Coordinating patient care and information sharing

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

- This included care and risk assessments, care plans, medical records and investigation and test results. Information such as NHS patient information leaflets were also available.
- The practice shared relevant information with other services in a timely way, for example when referring patients to other services.

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 ongoing care and treatment. This included when patients moved between services, including when they were referred, or after they were discharged from hospital. The practice had daily reviews of discharges from hospitals to ensure that patients who were on the vulnerable list were followed up and the practice used the discharges to assess if the patients needed to be added to the list, for example; if the patient had more than two A&E attendances in the last six months,

regular falls, a new dementia diagnosis or were a new palliative care patient. We saw evidence that multi-disciplinary team meetings took place on a six weekly basis and that patients' care plans were routinely reviewed and updated. The practice manager and the multi-disciplinary team co-ordinator met weekly to discuss patients on the list whose circumstances may have changed and new patients to go on the vulnerable list.

The practice had a 'special patients' list which were patients who were mentally ill with a high risk of suicide, self-harm or harm to others. These patients had special measures for how to deal with them, for example; urgent tasks to duty GP. Staff were made aware of these by messages on the home screen of the computer system.

Consent to care and treatment

Staff sought patients' consent to care and treatment in line with legislation and guidance.

- Staff understood the relevant consent and decision-making requirements of legislation and guidance, including the Mental Capacity Act 2005. When providing care and treatment for children and young people, staff carried out assessments of mental 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 records' audits.

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 and those requiring advice on their diet, smoking and alcohol cessation and sexual health advice. Patients were then signposted to the relevant service either internally (with a GP or nurse) or an external provider. A dietician held monthly clinics at the practice. The practice referred patients to the on site health trainer, who helped patients with life-style changes and promote well-being. All of their pre-diabetic patients were referred to the health trainer to try and prevent a later diagnosis of diabetes.

Are services effective?

(for example, treatment is effective)

- The practice had posters up with information about chlamydia testing and all their patients aged 15-24 years were encouraged to have chlamydia testing as appropriate. Forms and testing kits were available.
- Smoking cessation advice was available during a clinic run by the nursing team.
- The practice's uptake for the cervical screening programme was 90.33%, which was above the national average of 81.83%. There was a policy to offer telephone reminders for patients who did not attend for their cervical screening test. The practice demonstrated how they encouraged uptake of the screening programme by using information in different languages and for those with a learning disability and they ensured a female clinician was available. The practice also encouraged its patients to attend national screening programmes for bowel and breast cancer screening.
- Childhood immunisation rates for the vaccinations given were above the CCG and national averages. For example, childhood immunisation rates for the vaccinations given to under two year olds ranged from 73.9% to 97.1% with a CCG range from 52.1% to 95.7% and five year olds from 91.6% to 98.3% with a CCG range from 87.7% to 95.4%.
- Flu vaccination rates were 1477 for patients over 65 and 764 for patients under 65 at risk. There were 3679 eligible patients and 2241 were vaccinated, this equated to 61% of eligible patients had attended the practice for a flu vaccination.
- 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.
- The practice operated a call system to invite patients with learning disabilities in for an annual health check. The practice had completed annual health checks for 31 out of the 93 patients registered with learning disabilities so far this year, and were actively encouraging their patients to attend with letters. If they received no response they were, where necessary, contacting them by telephone.

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.
- The practice took the time to listen, there was an active policy of giving the patient the time they need even if it meant that the GP ran late.
- We noted that 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.
- A private room was available for breast feeding.

We received 21 patient Care Quality Commission comment cards and 19 contained positive views about the service experienced. Patients said they felt the practice offered an excellent service and staff were helpful, caring and treated them with dignity and respect. Two cards contained negative feedback but those related to the telephone system and ability to book appointments with a preferred GP.

We spoke with one member of the Patient Participation Group (PPG). They also told us they were satisfied with the care provided by the practice and said their dignity and privacy was respected. Comment cards highlighted that staff responded compassionately when they needed help and provided support when required.

Results from the national GP patient survey published in July 2015 showed patients felt they were treated with compassion, dignity and respect. The practice was above average for its satisfaction scores on consultations with GPs and nurses. For example:

- 99% said the GP was good at listening to them compared to the CCG average of 89% and national average of 89%.

- 95% said the GP gave them enough time compared to the CCG average of 87% and national average of 87%.
- 95% said they had confidence and trust in the last GP they saw compared to the CCG average of 96% and national average of 95%.
- 94% said the last GP they spoke to was good at treating them with care and concern compared to the CCG average of 85% and national average of 85%.
- 95% said the last nurse they spoke to was good at treating them with care and concern compared to the CCG average of 91% and national average of 91%.
- 90% said they found the receptionists at the practice helpful compared to the CCG average of 88% and national average of 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 above the local and national averages. For example:

- 96% said the last GP they saw was good at explaining tests and treatments compared to the CCG average of 87% and national average of 86%.
- 92% said the last GP they saw was good at involving them in decisions about their care compared to the CCG average of 82% and national average of 82%.
- 95% said the last nurse they saw was good at explaining tests and treatments compared to the CCG average of 90% and national average of 90%.
- 96% said the last nurse they saw was good at involving them in decisions about their care compared to the CCG average of 85% and national average of 85%.

Staff told us that translation services were available for patients who did not have English as a first language. We

Are services caring?

saw notices in the reception areas informing patients this service was available. There were information leaflets and posters in the waiting area in English, Polish, Russian and Lithuanian which were the top four languages in the practice population.

Patient and carer support to cope emotionally with care and treatment

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

The practice's computer system alerted GPs if a patient was also a carer. The practice had identified 260 patients on the practice list as carers. The practice offered carers health

checks. Carers forms were available on the practice website and on the new patient registration form, and a new carers protocol/form could be completed showing the patient who was cared for and the patient who was a carer. Nurses doing dementia reviews also tried to capture the information. Written information was available to direct carers to the various avenues of support available to them and a posters and information was displayed in the waiting room.

Staff told us that if families had suffered bereavement, their usual GP contacted them and the GP visited the family and supported them through the bereavement.

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 offered extended surgery hours' on a Monday from 7.30am to 7pm for patients who could not attend during normal opening hours.
- There were longer appointments available for reviews of patients with a learning disability, long term conditions and for patients aged over 75.
- The practice had a personal list system for all of their patients which enabled the GP to have a full understanding of changes to patients medical or social conditions.
- A GP partner had a list of patients that she saw after surgery for counselling/mental health problems as there was not the support in the area for them. This was undertaken in her own time.
- Home visits were available for older patients and patients who would benefit from these.
- Same day appointments were available for children and those with serious medical conditions.
- GPs regularly visited patients in local residential and nursing homes and liaised with the home managers. New patients to the residential and nursing homes were reviewed within 2 weeks by the practice matron.
- Patients were able to receive travel vaccinations available on the NHS as well as those only available privately.
- There were disabled facilities, a hearing loop and translation services available.
- The practice website contained a depression questionnaire (a self-assessment test) to help the patient identify if they were suffering from depression or anxiety.
- The practice identified a need in the town for a food bank, and whilst the practice was unable to set this up

itself, it was instrumental in the process. The senior partner, the practice manager and the finance analyst were on the committee and assisted in the management of the setup at the first store. The practice held a supply of food bank vouchers for patients in need.

Access to the service

The practice was open between 8.30am and 6pm Tuesday to Friday. Extended surgery hours were offered on a Monday between 7.30am and 7pm. In addition to pre-bookable appointments that could be booked up to 12 weeks in advance, urgent appointments were also available for people on the same day that needed them.

Results from the national GP patient survey published in July 2015 showed that patients' satisfaction with how they could access care and treatment were in general comparable to local and national averages.

- 78% of patients were satisfied with the practice's opening hours compared to the CCG average of 75% and national average of 75%.
- 88% were able to get an appointment to see or speak with someone the last time they tried compared to the CCG average of 87% and the national average of 85%.
- 58% patients said they always or almost always see or speak to the GP they prefer compared to the CCG average of 61% and national average of 59%.
- 51% patients said they could get through easily to the surgery by phone compared to the CCG average of 75% and national average of 73%.

People told us on the day of the inspection that they were able to get appointments when they needed them but found it difficult to get through to the surgery by telephone. The practice had recently employed two new reception staff who were still undergoing training and gained a reception team leader in response to feedback. This ensured that at peak times on a Monday and Friday morning that there was sufficient staff to answer telephone calls.

Are services responsive to people's needs?

(for example, to feedback?)

The practice acknowledged that last year they had received complaints regarding the wait to see a preferred GP and explained that it was due to needing two further GPs. They were now at the correct capacity and had an action plan to recruit more nursing staff.

Listening and learning from concerns and complaints

The practice had an effective system in place for handling complaints and concerns.

- Its complaints policy and procedures were in line with recognised guidance and contractual obligations for GPs in England.
- There was a designated responsible person who handled all complaints in the practice.

- We saw that information was available to help patients understand the complaints system. For example; there were posters displayed in the waiting room, information was available on the practice website, and in the practice leaflet and from the reception staff.

We looked at all of the complaints in the last 12 months and found that these were satisfactorily handled, and dealt with in a timely way, with openness and transparency. Lessons were learnt from concerns and complaints and action was taken as a result to improve the quality of care. For example, a complaint received from a patient regarding privacy discussing information with the reception staff. The practice made a bigger poster identifying that alternative facilities were available away from reception for sensitive information to be shared. Complaints were dealt with on an individual basis and discussed during meetings. The practice monitored both verbal and written complaints.

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.
- Staff we spoke with were aware of the vision and values for the practice and told us that they were supported to deliver these. The practice was active in focusing on outcomes in primary care. We saw that the practice had recognised where they could improve outcomes for patients and had made changes accordingly through reviews and listening to staff and patients.

Governance arrangements

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

- There was a clear staffing structure and that staff were aware of their own roles and responsibilities. Practice specific policies were implemented and were available to all staff. Some policies required their annual review, however the new practice manager had an action plan in place to review these. The practice manager had reviewed and re-written some other policies since recently starting at the practice.
- A comprehensive understanding of the performance of the practice was maintained
- A programme of continuous clinical and internal audit which was used to monitor quality and to make improvements
- There were robust arrangements for identifying, recording and managing risks, issues and implementing mitigating actions

Leadership and culture

The partners in the practice had the experience, capacity and capability to run the practice and ensure high quality

care. They prioritise safe, high quality and compassionate care. The partners were visible in the practice and staff told us they were approachable and always took the time to listen to all members of staff.

The provider was aware of and complied with the requirements of the Duty of Candour. The partners 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 management.

- Staff told us the practice held regular team meetings.
- Staff told us there was an open culture within the practice and they had the opportunity to raise any issues at team meetings and felt confident in doing so and felt supported if they did.
- Staff said they felt respected, valued and supported. All staff were involved in discussions about the development of the practice, and the partners encouraged all members of staff to identify opportunities to improve the service delivered by the practice.

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

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

- The practice had gathered feedback from patients through the Patient Participation Group (PPG) and through surveys and complaints received. There was an active PPG which met regularly, constructed newsletters for patients and submitted proposals for improvements to the practice management team. For example, the PPG sent out a survey to patients to determine whether the new message on the telephone system which told the caller where they were in the queue was positive or

Are services well-led?

Good 

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

negative. The result was that patients preferred the old message and it was changed back. The PPG were going to survey it regularly to help reduce complaints. The PPG regularly fund raised and had supplied various new equipment for the practice.

- The practice conducted the NHS Friends and Family Test and had 192 results which showed extremely likely / likely to recommend the practice to other people, out of 226 responses to the test.
- The practice had gathered feedback from staff through staff meetings, appraisals and discussion. Staff told us

they would not hesitate to give feedback and discuss any concerns or issues with colleagues and management. Staff told us they felt involved and engaged to improve how the practice was run.

Continuous improvement

There was a strong focus on continuous learning and improvement at all levels within the practice. Staff we spoke with provided us numerous examples of where the practice had supported them to improve their professional practice, for example; nursing staff had attended requested courses identified during their appraisals. The practice team was forward thinking and part of local pilot schemes to improve outcomes for patients in the area.