

The Swan Practice

Inspection report

North End Surgery
High Street
Buckingham
Buckinghamshire
MK18 1NU

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

Ratings

Overall rating for this location

Good 

Are services safe?

Good 

Are services effective?

Good 

Are services well-led?

Good 

Overall summary

We carried out an announced focused inspection at The Swan Practice, a multi-site GP practice in North Buckinghamshire on 12 December 2019 as part of our inspection programme.

We carried out an inspection of this service following our annual review of the information available to us. This inspection looked at the following key questions:

- Are services safe?
- Are services effective?
- Are services well-led?

Following assurance received from our review of information we carried forward the ratings for the following key questions from the previous inspection in October 2015:

- Are services caring?
- Are services responsive?

We based our judgement of the quality of care at this service on a combination of:

- What we found when we inspected
- Information from our ongoing monitoring of data about services
- Information from the provider, patients, the public and other organisations.

We have rated this practice as good overall. We rated the practice as **good** for providing safe, effective and well-led services and for the following population groups: 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 and people experiencing poor mental health (including dementia).

We found that:

- It was evident the practice had gone through a period of transition. This included two mergers in the last five years, a significant increase in the patient population and changes within the GP partnership and the management team.
- The practice provided care in a way that kept patients safe and protected them from avoidable harm.
- Patients received effective care and treatment that met their needs.

- The way the practice was led and managed promoted the delivery of high-quality, person-centred care.
- Personal development and learning were actively promoted and a wide range of learning opportunities were provided for staff of all grades and disciplines.
- Patient and stakeholder feedback was consistently positive and the practice took account of feedback in the way services were provided.
- When changes were made to the way the service was provided the practice managed these in a sensitive and controlled manner. The views of staff and patients were sought and acted upon when changes were proposed and carried out.

Whilst we found no breaches of regulations, the provider **should:**

- Continue to review clinical outcomes and interventions for patients diagnosed with long term conditions and mental health problems where national indicators identify below average performance.

We identified two areas of **outstanding** practice:

- Feedback from external stakeholders was overwhelmingly positive. This included feedback from local care and nursing homes, schools and the university which accessed GP services from the practice. We spoke with representatives from each of the stakeholders, they all highlighted examples of coordinated effective care. This included examples when the practice GPs had supported staff to achieve additional clinical qualifications, including mentorship support to gain prescribing qualifications. The practice also supported the schools in providing resources (where appropriate) for the Personal, Social, Health and Economic (PSHE) lessons. PSHE is a school curriculum subject which focuses on developing the knowledge, skills and attributes to keep children and young people healthy and safe and to prepare them for life and work.
- There was strong collaboration, team-working and support across all teams, all functions, all sites with a strong emphasis on the safety and well-being of staff. We saw many examples of positive changes to promote staff well-being, this included a review of flexible working, remote home working (where appropriate), team building exercises, an annual well-being day with an aligning budget, promotion of exercise and physical

Overall summary

activity, relocation of some members of staff to remove isolation and creation of teams, reconfigured coffee breaks and adoption of the British Medical Association's (BMA) safe working and workload principles. We also saw the five-year business plan for 2018-2023 included staff wellbeing and employee welfare as a theme through every component.

Details of our findings and the evidence supporting the change in rating are set out in the evidence tables.

Dr Rosie Benneyworth BM BS BMedSci MRCGP

Chief Inspector of Primary Medical Services and Integrated Care

Our inspection team

Our inspection team was led by a Care Quality Commission lead inspector, who was supported by a GP specialist advisor.

Background to The Swan Practice

The Swan Practice is a multi-site GP practice located in Buckingham and Steeple Claydon in Buckinghamshire. The practice was formed following several changes in the health community in North Buckinghamshire, specifically two mergers – one in 2014 followed by a further merge in 2016. The practice has approximately 30,500 patients and is one of the practices within Buckinghamshire Clinical Commissioning Group (CCG).

Clinical services are provided from three sites:

- North End Surgery, High Street, Buckingham, Buckinghamshire MK18 1NU
- Verney Close Surgery, Verney Close, Buckingham, Buckinghamshire MK18 1JP
- Steeple Claydon Surgery, 2 Vicarage Lane, Steeple Claydon, Buckinghamshire MK18 2PR

Management, administration and support services are provided from:

- Masonic House, High Street, Buckingham, Buckinghamshire MK18 1NU.

The practice website is:

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We visited three of the four sites as part of this inspection – North End Surgery (referred to as the main site), Verney Close Surgery and Masonic House. Our visit to Verney Close Surgery included a review of the in-house dispensary.

There are 11 GP partners, nine salaried GPs, a Physician Associate, a clinical pharmacist, three paramedics and a First Contact Physiotherapist at the practice. The nursing team consists of a lead nurse manager, two advanced nurse practitioners, five practice nurses, five health care assistants and a phlebotomist with a mix of skills and experience. One of the GPs is the designated dispensary lead and the combined dispensary team consists of one pharmacy technician and 13 dispensers.

The business manager, five other senior departmental managers and a team of reception and administrative staff undertake the day to day management and running of the practice.

According to national data there are high levels of affluence and minimal deprivation in Buckinghamshire, specifically the towns, villages and hamlets within the practice catchment areas. The practice population has a higher proportion of patients with a long-standing health condition compared to the local and national averages. The age profile of the practice population is mixed – this is a result of providing GP services to three local prep/boarding schools (approximately 750 patients) and the local independent university (approximately 2,500 patients). There is also a proportion of patients in four local care homes (approximately 140 registered patients).

All three sites have core opening hours from 8am to 6.30pm Monday to Friday to enable patients to contact the practice. Extended hours appointments were available with either a GP, nurse or paramedic on Monday evenings until 8pm and Saturday between 8am and 1pm. Patients at the practice could access improved access appointments at any of the seven practices across North Buckinghamshire. These improved access appointments were booked via the patient's registered practice and offered a variety of appointments including up until 8pm Monday to Friday, selected hours on Saturdays and 9am until 1pm on Sunday and Bank Holidays.

All three dispensaries have core opening hours between 8am and 6pm every weekday.

The practice is registered by the Care Quality Commission (CQC) to carry out the following regulated activities: Maternity and midwifery services, Family planning, Treatment of disease, disorder or injury and Diagnostic and screening procedures.