

The Thorndike Surgery

Inspection report

Thorndike Medical Centre
Longley Road
Rochester
ME1 2TH
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www.thorndike.nhs.uk

Date of inspection visit: 22 February 2022
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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 responsive to people's needs?

Requires Improvement



Overall summary

We carried out an announced focused inspection The Thorndike Surgery in Rochester, Kent on 22 February 2022 in response to information of concern we received regarding access to the practice.

Overall, the practice remains rated as GOOD from the previous inspections in March 2018, however we have re-rated the responsive key question as REQUIRES IMPROVEMENT.

Our key findings

- Patient feedback was mixed, some feedback indicated recent improvements had been made however many patients reported they were not able to access the practice, highlighting problems with the telephone system.
- The issues with the telephone system resulted in people raising concerns about being able to book appointments and access care, treatment and GP services.
- Throughout the inspection, we saw evidence that the practice had taken action to improve access to services and were continuing to review other areas of improvement to how patients accessed the practice. We saw complaints were received and listened to, themes were identified, and senior management meetings discussed the options for improvement identified. We also saw additional staff had been employed and the practice had changed the triage system to improve patient requests for advice and appointments
- The practice was continuing to review other areas for improvement in patient access to its services.

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 and
- Information from the provider, patients, the public and other organisations.

The full reports for previous inspections can be found by selecting the 'all reports' link for The Thorndike Surgery on our website at www.cqc.org.uk

How we carried out the inspection

Throughout the pandemic CQC has continued to regulate and respond to risk. However, taking into account the circumstances arising as a result of the pandemic, and in order to reduce risk, we have conducted our inspections differently.

This inspection was carried out in a way which enabled us to spend a minimum amount of time on site. This was with consent from the provider and in line with all data protection and information governance requirements.

This included:

- Interviews with members of staff
- Reviewing the appointment system
- Requesting evidence from the provider
- A short site visit
- Discussions with patients and external stakeholders who accessed services from the practice

We undertook this inspection at the same time as CQC inspected a range of urgent and emergency care services in Kent and Medway. To understand the experience of GP Providers and people who use GP services, we asked a range of questions in relation to urgent and emergency care. The responses we received have been used to inform and support system wide feedback.

Overall summary

We found a breach of regulations. The provider **must**:

- Establish effective systems and processes to ensure good governance in accordance with the fundamental standards of care.

Details of our findings and the evidence supporting our ratings 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

This inspection was completed by a CQC lead inspector.

Background to The Thorndike Surgery

The Thorndike Surgery is GP practice with a patient list size of 12,852 and is located in Rochester, Kent.

The full address is:

- Thorndike Medical Centre, Longley Road, Rochester, Kent ME1 2TH.

The practice website is: www.thorndike.nhs.uk

The practice delivers General Medical Services (GMS) as part of a contract held with NHS England and is one of the GP practices within the Kent and Medway Clinical Commissioning Group. (A CCG is responsible for planning and designing local health services in a specific geographic area. They do this by 'commissioning' or buying health and care services).

The Thorndike Surgery is one of four GP practices which work together to form the Rochester Primary Care Network (PCN). The Rochester PCN is one of nine networks which when combined form the larger Medway and Swale PCN.

The provider is registered with the Care Quality Commission (CQC) to deliver the following Regulated Activities:

- Diagnostic and screening procedures
- Family planning
- Maternity and midwifery services
- Surgical procedures
- Treatment and treatment of disease, disorder or injury

Information published by Public Health England; the practice is located in an area with an average deprivation score (five of 10). The lower the decile, the more deprived the practice population is relative to others.

According to national statistics, the ethnic make-up of the practice area is 88% White, 7% Asian, 3% Mixed and 2% Black.

Further national statistics highlights the age distribution of the practice population largely mirrors the local and national averages, with the exception of more patients aged between 45 and 64 registered at the practice.

There are eight GPs (two GP Partners and six salaried GPs) at the practice. The practice is a training practice for GP Registrars. GP Registrars are qualified doctors who undertake additional training to gain experience and higher qualifications in general practice and family medicine. At the time of this inspection, there were four GP Registrars at the practice.

The GP team is supported by an advanced clinical practitioner, a practice paramedic, a practice pharmacist and a nursing team consisting of two practice nurses, a health care assistant, associate nurse practitioner and two phlebotomists.

A practice manager, assistant practice manager, finance manager and a team of reception, administrative and secretarial staff undertake the day to day management and running of the practice.

Extended access is provided locally by the local PCN, where late evening and weekend appointments are available. There are additional arrangements with other providers to deliver services to patients outside of the practice's working hours.

This section is primarily information for the provider

Requirement notices

Action we have told the provider to take

The table below shows the legal requirements that were not being met. The provider must send CQC a report that says what action they are going to take to meet these requirements.

Regulated activity	Regulation
Diagnostic and screening procedures	<p>Regulation 17 HSCA (RA) Regulations 2014 Good governance</p> <ul style="list-style-type: none">• Patient feedback on access to the service was significantly below local and national average. Patients who contributed their views to the inspection also perceived difficulty in accessing GP appointments. <p>This was in breach of Regulation 17(1) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.</p>
Family planning services	
Maternity and midwifery services	
Surgical procedures	
Treatment of disease, disorder or injury	