

# Arbury Road Surgery

## Inspection 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 location

Good 

Are services safe?

Requires improvement 

Are services effective?

Good 

Are services caring?

Good 

Are services responsive?

Good 

Are services well-led?

Good 

# Overall summary

**This practice is rated as Good overall.** At the previous inspection in June 2015 the

practice were rated as good overall.

The key questions are rated as:

Are services safe? – Requires Improvement

Are services effective? – Good

Are services caring? – Good

Are services responsive? – Good

Are services well-led? – Good

We carried out an announced comprehensive inspection at Arbury Road Surgery on 14 May 2018 as part of our inspection programme.

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. We saw evidence that learning points were discussed in management meetings and staff we spoke to were aware of these.
- 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.
- The practice's performance in relation to the Quality Outcome Framework (QOF) results was in line with the Clinical Commissioning Group (CCG) and national averages.
- The overall exception reporting rate was above the CCG and national averages. We noted that the practice had incorrectly coded some patients' records, which had led to the patients being incorrectly included in the exception reporting rate.
- The practice's uptake for cervical screening was below the target for the national screening programme. The practice advised due to the multilingual demographic of the practice population, the practice had difficulties in patients attending for cervical screening due to uncertainty over the procedure. We could not find evidence that the practice had made further engagement with patients of this group to educate and encourage attendance.

- There were comprehensive risk assessments in relation to building safety issues such as fire safety and health and safety.
- The infection prevention and control policy was brief and missing key information such as waste and sharps management.
- The practice employed an external cleaning company, but there was no documentation to evidence the cleaning that took place within the practice. We found on the day of the inspection that the cleanliness of treatment rooms was not to an acceptable standard. We noted there was dirt and dust on the floor in two treatment rooms. This was also highlighted in the audit completed one week prior to our inspection but no action had been taken to remedy this.
- Staff involved and treated patients with compassion, kindness, dignity and respect.
- Staff told us that they were happy to work at the practice and felt supported by the management team. Staff told us they were encouraged to raise concerns and share their views.
- Patients found the appointment system easy to use and reported that they were able to access care when they needed it.
- Results from the July 2017 national GP patient survey were in line with and above local and national averages. Feedback from patients we spoke with and received comments from supported these findings.
- We saw evidence that complaints were handled effectively, trends were analysed and lessons learned and distributed amongst relevant staff.

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

- Ensure care and treatment is provided in a safe way to patients

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

- Review and improve the uptake of cervical screening.
- Review and improve the coding of patient records to ensure reviews are carried out appropriately.

**Professor Steve Field** CBE FRCP FFPH FRCGP Chief Inspector of General Practice

## Population group ratings

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

## Our inspection team

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 Arbury Road Surgery

Arbury Road Surgery is in the Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) area. The practice is situated to the north of Cambridgeshire and provides a range of general medical services to approximately 12,557 registered patients.

The practice team consists of seven GP partners (five female and two male) who hold financial and managerial responsibility for the practice and one salaried GP. There are a team of three practice nurses, two nurse practitioners, an emergency care practitioner, one healthcare assistant a number of reception and administration staff, a deputy practice manager and a practice manager. The practice is also a training practice for medical students and GP registrars. (A GP registrar is a qualified doctor who is training to become a GP).

The practice is open between 8am to 8pm Monday and Tuesday and 8am to 6pm Wednesday to Friday. Outside of practice opening hours a service is provided by another health care provider, Herts Urgent Care via the 111 service.

According to Public Health England information, the patient population aged 0 to 4 is slightly above the practice average across England and it has a below average number of patients aged 65 and over compared to the practice average across England. Income deprivation affecting children is slightly above average and in relation to older people, is slightly below the practice average across England.

# Are services safe?

## We rated the practice as requires improvement for providing safe services because:

- The infection prevention and control policy was brief and missing key information such as waste and sharps management. There was an incident at the practice involving a needlestick injury which was handled incorrectly and potentially could have been avoided if clear policies and procedures were in place.
- The practice employed an external cleaning company but there was no documentation to evidence the cleaning that took place within the practice. We found on the day of the inspection that the cleanliness of treatment rooms was not to an acceptable standard. We noted there was dirt and dust on the floor in two treatment rooms. This was also highlighted in the audit completed one week prior to our inspection but no action had been taken to remedy this.

## Safety systems and processes

The practice had some systems to keep people safe and safeguarded from abuse.

- The practice had appropriate systems to safeguard children and vulnerable adults from abuse. 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 their role and had received a 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 had a GP lead for safeguarding and there was information in all clinical rooms informing staff how to raise concerns.
- Staff took steps, including working with other agencies, to protect patients from abuse, neglect, harassment, discrimination and breaches of their dignity and respect.
- The practice carried out appropriate staff checks at the time of recruitment and on an ongoing basis.
- We saw evidence that an infection prevention and control audit had been completed in May 2018. The practice had created an action plan based on the findings of this audit and were in the process of completing the actions at the time of the inspection.

- The infection prevention and control policy was brief and missing key information such as waste and sharps management. There was an incident at the practice involving a needlestick injury which was handled incorrectly and potentially could have been avoided if clear policies and procedures were in place.
- The practice employed an external cleaning company but there was no documentation to evidence the cleaning that took place within the practice. We found on the day of the inspection that the cleanliness of treatment rooms was not to an acceptable standard. We noted there was dirt and dust on the floor in two treatment rooms. This was also highlighted in the audit completed one week prior to our inspection but no action had been taken to remedy this.
- The practice had arrangements to ensure that facilities and equipment were safe and in good working order.
- Arrangements that we saw on the day of the inspection for managing waste and clinical specimens kept people safe. However, the infection prevention and control policy was missing information about how this should be managed.

## Risks to patients

There were adequate systems to assess, monitor and manage risks to patient safety.

- Arrangements were in place for planning and monitoring the number and mix of staff needed to meet patients' needs, including planning for holidays, sickness, busy periods and epidemics.
- There was an effective induction system for temporary staff tailored to their role including locum GP staff. When locum staff were utilised, the practice regularly used the same individuals for consistency.
- The practice was equipped to deal with medical emergencies and staff were suitably trained in emergency procedures. Staff that we spoke with were able to identify their responsibilities during a medical emergency.
- 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 including sepsis.
- When there were changes to services or staff the practice assessed and monitored the impact on safety.

## Information to deliver safe care and treatment

# Are services safe?

Staff had the information they needed to deliver safe care and treatment to patients.

- The care records we saw showed that information needed to deliver safe care and treatment was available to staff. There was a documented approach to managing test results.
- The practice had systems for sharing information with staff and other agencies to enable them to deliver safe care and treatment. The practice held monthly meetings with other agencies such as health visitors, school nurses and social workers to review and share relevant information.
- Clinicians made timely referrals in line with protocols. Referral letters that we viewed contained adequate information and were made in a timely manner.

## Appropriate and safe use of medicines

The practice had reliable systems for appropriate and safe handling of medicines.

- The systems for managing and storing medicines, including vaccines, medical gases, emergency medicines and equipment, minimised risks. The practice completed documented checks on a monthly basis.
- Staff prescribed, administered or supplied medicines to patients and gave advice on medicines in line with current national guidance. The practice had reviewed its antibiotic prescribing and taken action to support good antimicrobial stewardship in line with local and national guidance.

- Patients' health was monitored in relation to the use of medicines and followed up on appropriately. Patients were involved in regular reviews of their medicines.

## Track record on safety

The practice had a good track record on safety.

- There were comprehensive risk assessments in relation to building safety issues such as fire safety and health and safety.
- The practice monitored and reviewed activity. This helped it to understand risks and gave a clear, accurate and current picture of safety that led to safety improvements.

## Lessons learned and improvements made

The practice learned and made improvements when things went wrong.

- Staff we spoke to 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 lessons, identified themes and took action to improve safety in the practice. We saw evidence that incidents were discussed in all staff meetings and the practice disseminated learning amongst staff.
- The practice acted on and learned from external safety events as well as patient and medicine safety alerts.

**Please refer to the Evidence Tables for further information.**

# Are services effective?

**We rated the practice and all of the population groups apart from Working age people (including those recently retired and students) as good for providing effective services. Working age people was rated as requires improvement for providing effective services because:**

- The practice's uptake for cervical screening was below the target for the national screening programme. The practice advised due to the multilingual demographic of the practice population, the practice had difficulties in patients attending for cervical screening due to uncertainty over the procedure. We could not find evidence that the practice had made further engagement with patients of this group to educate and encourage attendance.
- The percentage of patients with cancer, diagnosed within the preceding 15 months, who have a patient review recorded as occurring within 6 months of the date of diagnosis, was recorded at 39%, below the CCG average of 63% and national average of 71%.

(Please note: Any Quality Outcomes (QOF) data relates to 2016/17. QOF is a system intended to improve the quality of general practice and reward good practice.)

## 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 patient needs and delivered care and treatment in line with current legislation, standards and guidance supported by clear clinical pathways and protocols.

- Patients' immediate and ongoing needs were fully assessed. This included their clinical needs and their mental and physical wellbeing.
- We saw no evidence of discrimination when making care and treatment decisions in the records we viewed.
- Staff used appropriate tools to assess the level of pain in patients.
- Staff advised patients what to do if their condition got worse and where to seek further help and support.

### Older people:

- Older patients who were frail or may be vulnerable received a full assessment of their physical, mental and social needs. The practice used an appropriate tool to

identify patients aged 65 and over who were living with moderate or severe frailty. Those identified as being frail had a clinical review including a review of their medicines.

- All patients had a named GP, including those patients in a residential care home.
- The practice followed up on older patients discharged from hospital. It ensured their care plans and prescriptions were updated to reflect any extra or changed needs.
- Staff had appropriate knowledge of treating older people including their psychological, mental and communication needs.

### 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.
- The practice had arrangements for adults with newly diagnosed cardiovascular disease including the offer of high-intensity statins for secondary prevention, people with suspected hypertension were offered ambulatory blood pressure monitoring and patients with atrial fibrillation were assessed for stroke risk and treated as appropriate.
- The practice was able to demonstrate how they identified patients with commonly undiagnosed conditions; for example, diabetes, chronic obstructive pulmonary disease (COPD), atrial fibrillation and hypertension)
- In those patients with atrial fibrillation, the percentage of patients who are currently treated with anti-coagulation drug therapy was at 74% which was below the CCG and national averages of 88%.

### 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 or above the target percentage of 90% at a range of 89% to 96%.

## Are services effective?

- The practice held a multi-disciplinary team meeting with school nursing teams, midwives and health visitors on a monthly basis.
- The practice had a room available that the health visitors were able to utilise as or when needed.
- The practice had arrangements to identify and review the treatment of newly pregnant women on long-term medicines. These patients were provided with advice and post-natal support in accordance with best practice guidance.
- The practice had arrangements for following up failed attendance of children's appointments following an appointment in secondary care or for immunisation.

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

- The practice's uptake for cervical screening was 58%, which was below the 80% coverage target for the national screening programme. This was below the clinical commissioning group (CCG) average of 71% and national average of 72%. The practice advised due to the multilingual demographic of the practice population, the practice had difficulties in patients attending for cervical screening due to uncertainty over the procedure. We could not find evidence that the practice had made further engagement with patients of this group to educate and encourage attendance.
- The practices' uptake for breast and bowel cancer screening was in line the national average.
- The percentage of patients with cancer, diagnosed within the preceding 15 months, who have a patient review recorded as occurring within 6 months of the date of diagnosis, was recorded at 39%, below the CCG average of 63% and national average of 71%.
- The practice had systems to inform eligible patients to have the meningitis vaccine, for example before attending university for the first time.
- Patients had access to appropriate health assessments and checks including NHS checks for patients aged 40 to 74. There was appropriate follow-up on the outcome of health assessments and checks where abnormalities or risk factors were identified. 335 patients were invited for a health check over the last 12 months and 225 of these were completed.

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 those with a learning disability.
- The practice had a system for vaccinating patients with an underlying medical condition according to the recommended schedule.
- The practice offered annual health checks to patients with a learning disability. The practice had 67 patients with a learning disability, 42 of those patients had received an annual health check in the previous 12 months. The practice advised that the remaining 25 patients were either due to receive or had declined a health check.

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

- The practice assessed and monitored the physical health of people with mental illness, severe mental illness and personality disorder by providing access to health checks, interventions for physical activity, obesity, diabetes, heart disease, cancer and access to 'stop smoking' services. There was a system for following up patients who failed to attend for administration of long term medicines.
- The practice offered health checks to patients with poor mental health, including dementia. There were 63 patients eligible for a health check and 47 of those had received a health check in the previous 12 months.
- When patients were assessed to be at risk of suicide or self-harm the practice had arrangements in place to help them to remain safe.
- Patients at risk of dementia were identified and offered an assessment to detect possible signs of dementia. When dementia was suspected there was an appropriate referral for diagnosis.

### 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. Where appropriate, clinicians took part in local and national improvement initiatives.



# Are services effective?

- For example, following a patient safety alert in relation to the dual therapy of particular medicines for high blood pressure and congestive heart failure the practice completed an audit on their prescribing. On the first cycle, the practice noted that six patients were prescribed dual therapy medicines. All patients were reviewed and on the second cycle, the practice found that three patients remained on dual therapy, of whom all were all managed by a specialist.
- The most recent published Quality Outcome Framework (QOF) results were 96% of the total number of points available compared with the CCG average of 96% and national average of 96%. The overall exception reporting rate was 15% compared with the CCG average of 11% and national averages 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).
- We noted that the practice had incorrectly coded some patients records, which had led to the patients being incorrectly included in the exception reporting rate. The practice advised that they would investigate this following the inspection.
- The practice used information about care and treatment to make improvements.
- The practice was actively involved in quality improvement activity. Where appropriate, clinicians took part in local and national improvement initiatives.

## Effective staffing

Staff had the skills, knowledge and experience to carry out their roles.

- Staff had appropriate knowledge for their role; for example, to carry out reviews for people with long term conditions, older people and people requiring contraceptive reviews.
- 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.

- 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.
- The practice provided staff with ongoing support. This included an induction process, one-to-one meetings, appraisals, coaching and mentoring, clinical supervision and support for revalidation. The induction process for healthcare assistants included the requirements of the Care Certificate. The practice ensured the competence of staff employed in advanced roles by audit of their clinical decision making, including non-medical prescribing.
- 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 all appropriate staff, including those in different teams and organisations, were involved in assessing, planning and delivering care and treatment.
- The practice shared clear and accurate information with relevant professionals when deciding on care delivery for people with long term conditions and when coordinating healthcare for care home residents. They shared information and liaised with community services, social services and carers for housebound patients and with health visitors and community services for children who have relocated into the local area.
- 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. In the previous 12 months, 21 patients had a preferred place of death recorded and 13 of those patients died in their preferred location.



# Are services effective?

## 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 own health; for example, through social prescribing schemes.
- The practice actively promoted several social prescribing schemes within the practice. For example, the local Citizens Advice Bureau attended the surgery every fortnight to assist patients with benefit and housing claims, family and debt concerns.
- 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 were promoted.

## 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. We saw evidence that consent had been obtained in the records we viewed for minor surgery.

**Please refer to the Evidence Tables for further information.**

# Are services caring?

**We rated the practice as good for caring.**

## **Kindness, respect and compassion**

Staff treated patients with kindness, respect and compassion.

- Feedback from patients was very positive about the way staff treated patients.
- 16 of the 18 patient Care Quality Commission comment cards we received were positive about the service experienced. This was in line with the results of the NHS Friends and Family Test and other feedback received by the practice. The remaining two comment cards were mixed with comments in relation to long waiting times and difficulty accessing appointments.
- Staff understood patients' personal, cultural, social and religious needs.
- The practice gave patients timely support and information.
- The practice was generally in line with local and national averages for outcomes relating to kindness, respect and compassion on the national GP patient survey.

## **Involvement in decisions about care and treatment**

Staff helped patients to be involved in decisions about care and treatment. They were aware of the Accessible Information Standard (a requirement to make sure that patients and their carers can access and understand the information that they are given.)

- Staff communicated with people 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 and advocacy services. They helped them ask questions about their care and treatment.
- The practice had identified 223 carers and supported them; this was approximately 2% of the practice population.
- The practice was in line with local and national averages for outcomes relating to involvement in decisions about care and treatment on the national GP patient survey.

## **Privacy and dignity**

The practice respected patients' privacy and dignity.

- Reception staff knew that if patients wanted to discuss sensitive issues or appeared distressed they could offer them a private area to discuss their needs.
- Staff recognised the importance of people's dignity and respect. They challenged behaviour that fell short of this.

**Please refer to the Evidence Tables for further information.**

# Are services responsive to people's needs?

**We rated the practice, and all of the population groups, as good for providing responsive services .**

## Responding to and meeting people's needs

The practice organised and delivered 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.
- Telephone consultations were available which supported patients who were unable to attend the practice during normal working hours.
- The practice operated a triage system for urgent appointments once all the routine appointments were fully booked. The duty GP triaged requests for urgent appointments and was able to book appointments with all clinicians who had urgent appointment slots available each day.
- The facilities and premises were appropriate for the services delivered.
- The practice made reasonable adjustments when patients found it hard to access services.
- The practice provided effective care coordination for patients who were more vulnerable or who had complex needs. They supported them to access services both within and outside the practice.
- 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.
- The practice was responsive to the needs of older patients, and offered home visits and urgent appointments for those with enhanced needs. The GPs, emergency care practitioner and practice nurses also accommodated home visits for those who had difficulties getting to the practice, due to limited local public transport availability.
- All GPs had availability for home visits and the named GP would visit their own patient lists where availability allowed them to do so.

### 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 offered home visits for annual reviews of long term conditions for patients who were unable to easily access the practice.
- The practice previously 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. Records we looked at confirmed this.
- 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, online access for appointment booking and telephone consultations were available.
- The practice operated extended opening hours until 8pm on Monday and Tuesday each week. The first appointment daily with a GP, nurse or phlebotomist was available at 8.10am to enable patients to attend prior to work.
- The practice offered advanced booking of appointments up to at least four weeks ahead.

### People whose circumstances make them vulnerable:

- The practice held a register of patients living in vulnerable circumstances including those with a learning disability.
- Patients with a learning disability were booked a longer appointment time.

# Are services responsive to people's needs?

- People in vulnerable circumstances were easily able to register with the practice, including those with no fixed abode.

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

- Staff we spoke with had a good understanding of how to support patients with mental health needs and those patients living with dementia.
- Patients who failed to attend appointments were proactively followed up by a phone call from a GP.
- Patients with poor mental health were booked a longer appointment time.

## Timely access to care and treatment

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. Following feedback from patients in relation to waiting times for appointments, the practice employed an advanced nurse practitioner to increase the skillset of their clinical team and improve access for patients.

- The percentage of respondents to the GP patient survey who stated that the last time they wanted to see or speak to a GP or nurse from their GP surgery they were able to get an appointment was recorded at 92%, above the CCG average of 79% and national average of 75%. This was in line with feedback we received from patients on the day on the day of the inspection.
- Patients with the most urgent needs had their care and treatment prioritised.
- Patients reported that the appointment system was easy to use.

## 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. Staff treated patients who made complaints compassionately.
- The complaint policy and procedures were in line with recognised guidance. The practice learned lessons from individual concerns and complaints. It acted as a result to improve the quality of care.

**Please refer to the Evidence Tables for further information.**

# Are services well-led?

**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 were knowledgeable about issues and priorities relating to the quality and future of services. They understood the challenges and were addressing them.
- 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 to deliver high quality, sustainable care.

- There was a vision, “To champion patient led care”. The practice developed its vision jointly with patients, staff and external partners.
- Staff were aware of and understood the vision and their role in achieving it.

## Culture

The practice had a culture of high-quality sustainable care.

- Staff that we spoke with 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. 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 and gave us examples where this had occurred.
- 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 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 wellbeing of all staff.
- The practice actively promoted equality and diversity. 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.
- Staff were clear on their roles and accountabilities including in respect of safeguarding. Information in relation to safeguarding processes was evident in all clinical rooms.
- The practice had policies and procedures in place to ensure safety; however, the infection prevention and control policy was brief and missing key information such as waste and sharps management.

## Managing risks, issues and performance

There were processes for managing risks, issues and performance.

- 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 national and local safety 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.

# Are services well-led?

- The practice had plans in place and had trained staff for major incidents and staff we spoke with were aware of their roles and responsibilities during major incidents.

## 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 reviewed in conjunction with feedback from 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 effective 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 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.
- There was an active patient participation group (PPG) list which had been implemented since the previous inspection. The PPG had provided the practice with feedback in relation to appointment planning and the skill mix of clinical staff, which led to the appointment of a new advanced nurse practitioner.
- The service was transparent, collaborative and open with stakeholders about performance.

## Continuous improvement

There was evidence of systems and processes for learning and continuous improvement.

- There was a focus on continuous learning and improvement. For example, the nursing team were encouraged to undertake further training in minor illnesses.
- Staff knew about improvement methods and had the skills to use them.
- The practice is also a training practice for medical students and GP registrars. (A GP registrar is a qualified doctor who is training to become a GP).
- 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.

**Please refer to the Evidence Tables for further information.**



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 the service provider was not meeting. The provider must send CQC a report that says what action it is going to take to meet these requirements.

Regulated activity	Regulation
Diagnostic and screening procedures Family planning services Maternity and midwifery services Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 12 HSCA (RA) Regulations 2014 Safe care and treatment</p> <p><b>How the regulation was not being met:</b></p> <p>The registered persons had not done all that was reasonably practicable to mitigate risks to the health and safety of service users receiving care and treatment. In particular:</p> <ul style="list-style-type: none"><li>• The infection prevention and control policy was brief and missing key information such as waste and sharps management. There was an incident at the practice involving a needlestick injury which was handled incorrectly and potentially could have been avoided if clear policies and procedures were in place.</li><li>• The practice employed an external cleaning company but there was no documentation to evidence the cleaning that took place within the practice. We found on the day of the inspection that the cleanliness of treatment rooms was not to an acceptable standard. We noted there was dirt and dust on the floor in two treatment rooms. This was also highlighted in the audit completed one week prior to our inspection but no action had been taken to remedy this.</li></ul> <p>This was in breach of Regulation 12 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.</p>