

Rodericks Dental Limited

# Wantage House Dental Practice

## Inspection Report

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### Overall summary

We carried out an announced comprehensive inspection on 2 February 2017 to ask the practice the following key questions; Are services safe, effective, caring, responsive and well-led?

#### **Our findings were:**

##### **Are services safe?**

We found that this practice was providing safe care in accordance with the relevant regulations.

##### **Are services effective?**

We found that this practice was providing effective care in accordance with the relevant regulations.

##### **Are services caring?**

We found that this practice was providing caring services in accordance with the relevant regulations.

##### **Are services responsive?**

We found that this practice was providing responsive care in accordance with the relevant regulations.

##### **Are services well-led?**

We found that this practice was providing well led care in accordance with the relevant regulations.

#### **Background**

Wantage House Dental Practice is part of a corporate dental body providing routine and complex care for patients of all ages. The practice sees patients under NHS regulations and private contract. The practice provides primary dental care services for people who require dental procedures. The practice is located in a former chapel and had been adapted as a dental practice in 2011. Patients with mobility issues can use level access to the building and a surgery.

There are three dental surgeries and an oral health room. Approximately 16,000 patients are registered at the practice.

The staff structure of the practice consists of four dentists, two dental nurses, four trainee dental nurses, a receptionist, practice manager and area manager.

The practice opening hours are Monday to Friday from 8am to 8pm and Saturday 8am to 1pm. There was an answer phone message directing patients to emergency contact numbers when the practice is closed.

# Summary of findings

The practice is currently recruiting an individual who will apply to become the registered manager. A registered manager is a person who is registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the practice is run.

The inspection took place over one day and was carried out by a CQC inspector and specialist dental advisor.

We obtained the feedback of four patients on the day of our inspection and 35 who completed comment cards. All 39 patients were positive about the care they received from the practice. They were complimentary about the friendly, professional and caring attitude of the dental staff and the dental treatment they had received. We saw that 23 patients had provided feedback to NHS choices giving a four staff rating and positive feedback, which the practice responded too.

## **Our key findings were:**

- Patients' needs were assessed and care was planned in line with current guidance such as from the National Institute for Health and Care Excellence (NICE).
- There were effective systems in place to reduce and minimise the risk and spread of infection.
- There was a lead staff member for safeguarding patients. All staff understood their responsibilities for safeguarding adults and children living in vulnerable circumstances.
- Equipment, such as the air compressor, autoclave (steriliser), fire extinguishers, and X-ray equipment had all been checked for effectiveness and had been regularly serviced.
- Patients indicated that they felt they were listened to and that they received good care from the practice team.
- The practice had implemented clear procedures for managing comments, concerns or complaints.
- Patients could access treatment and urgent and emergency care when required.
- Patients could book appointments up to 12 months in advance.
- The practice manager had a clear vision for the practice and staff told us they were well supported by the management team.
- Staff had been trained to handle emergencies and appropriate medicines and life-saving equipment was readily available in accordance with current guidelines.
- The practice appeared clean and well maintained.
- Staff reported incidents and kept records of these which the practice used for shared learning.
- The service was aware of the needs of the local population and took these into account in how the practice was run.
- Staff received training appropriate to their roles and were supported in their continued professional development by the management team.
- Staff we spoke to felt supported by the management team and were committed to providing a quality service to their patients.

# Summary of findings

## The five questions we ask about services and what we found

We always ask the following five questions of services.

### Are services safe?

We found that this practice was providing safe care in accordance with the relevant regulations.

The practice had systems in place to minimise the risks associated with providing dental services. The practice had policies and protocols, which staff were following, for the management of medical emergencies. There were systems in place for identifying, investigating and learning from incidents relating to the safety of patients and staff members.

Staff had good awareness of safeguarding issues, which were informed by and supported by practice policies. There was an annual training plan to ensure staff training in safeguarding was appropriately maintained. Infection control processes were safely managed. Equipment used in the practice was checked for effectiveness. Staff recruitment was carried out in accordance with regulations.

Infection control processes for the decontamination and sterilising of dental equipment were safely managed.

No action



### Are services effective?

We found that this practice was providing effective care in accordance with the relevant regulations.

The practice provided evidence-based care in accordance with relevant, published guidance, for example, from the General Dental Council (GDC). The practice monitored patients' oral health and gave appropriate health promotion advice.

Staff explained treatment options to ensure that patients could make informed decisions about any treatment. The practice worked well with other providers and followed up on the outcomes of referrals made to other providers.

Staff engaged in continuous professional development (CPD) and were meeting the training requirements of the General Dental Council (GDC). New staff had received an induction and were engaged in a probationary process to review their performance and understand their training needs.

No action



### Are services caring?

We found that this practice was providing caring services in accordance with the relevant regulations.

We received positive feedback from 39 patients. The practice also received patient feedback via internal surveys, through the practice website and NHS choices. Feedback was consistently positive. Patient survey results were complimentary about the practice staff and treatment received. Patient survey results said that the staff were kind and caring and that they were treated with dignity and respect at all times.

We found that dental care records were stored securely and patient confidentiality was well maintained.

No action



# Summary of findings

## Are services responsive to people's needs?

We found that this practice was providing responsive care in accordance with the relevant regulations.

Patients had good access to appointments, including emergency appointments, which were available on the same day.

There was a complaints policy in place. Complaints were addressed in a timely way to the satisfaction of the complainant. Systems were in place for receiving more general feedback from patients, with a view to improving the quality of the service. The practice obtained patient feedback through surveys and patient testimonials sent to the practice through the practice website. Systems were in place to publicise responses from the practice about what had been done as a result of patient feedback.

The culture of the practice promoted equality of access for all. The practice staff had specific knowledge of individual patient needs. This was evident in the support offered to patients to assist with a visual or hearing impairment or mobility needs. The facilities for people with limited mobility had been considered when the building was designed and provided accessible facilities.

The practice actively pursued patient feedback through internal surveys and NHS choices.

No action



## Are services well-led?

We found that this practice was providing well-led care in accordance with the relevant regulations.

The practice had clinical governance and risk-management structures in place.

Staff described an open and transparent culture where they were comfortable raising and discussing concerns with the management team. Staff were confident in the abilities of the practice manager to address any issues as they arose.

No action



# Wantage House Dental Practice

## Detailed findings

### Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the practice was meeting the legal requirements and regulations associated with the Health and Social Care Act 2008.

We carried out an announced, comprehensive inspection on 2 February 2017. The inspection was led by a CQC inspector and a specialist advisor.

We reviewed information received from the provider prior to the inspection. During our inspection we reviewed policy documents and spoke with seven members of staff (practice manager, two dentists, area manager, two dental nurses and two receptionists). We conducted a tour of the practice and looked at the storage arrangements for emergency medicines and equipment. A dental nurse demonstrated how they carried out decontamination procedures of dental instruments.

Thirty nine patients provided feedback about the service. We also looked at written comments about the practice on the NHS choices about patient and patient surveys and through the practice website. Patients were positive about the care they received from the practice. They were complimentary about the friendly, professional and caring attitude of the dental staff. Patients commented that they were likely to recommend the practice.

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?

These questions therefore formed the framework for the areas we looked at during the inspection.

# Are services safe?

## Our findings

### Reporting, learning and improvement from incidents

There was a system in place for reporting and learning from incidents. There had been no significant events related to patients in the past year.

We discussed the investigation of incidents with the practice manager. The practice manager confirmed that if patients were affected by something that went wrong, they were given an apology and informed of any actions taken as a result. Practice staff were aware of their responsibilities under the Duty of Candour.

Staff understood the process for accident and incident reporting including the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). There had not been any such incidents in the past 12 months.

Whole staff team meetings were held at least monthly and there were regular team briefs. Team meetings were recorded and we looked at a sample of team meeting minutes. We saw records of when actions resulting from team meetings were addressed and signed off as closed.

### Reliable safety systems and processes (including safeguarding)

The practice manager was the named practice lead for child and adult safeguarding. They were able to describe the types of behaviour a child might display that would alert them to possible signs of abuse or neglect. They also had a good awareness of the issues around vulnerable elderly patients who presented with dementia.

The practice had a safeguarding policy reviewed in the last 12 months. The policy referred to national and local guidance. Information about the local authority contacts for safeguarding concerns was displayed as a poster in the staff room. The staff we spoke with were aware of the location of this information. There was evidence in staff files showing that all staff had been trained in safeguarding adults and children to level two. We saw evidence that the safeguarding lead, the practice manager, had been trained to the enhanced level three safeguarding qualification.

The practice had carried out a range of risk assessments and implemented policies and protocols with a view to keeping staff and patients safe. For example, we asked staff about the prevention of needle stick injuries. The practice

had a current policy on the re-sheathing of needles, giving due regard to the Health and Safety (Sharp Instruments in Healthcare) Regulations 2013. Staff were aware of the contents of this policy. The staff we spoke with demonstrated a clear understanding of the practice policy and protocol with respect to handling sharps and needle stick injuries.

The practice followed other national guidelines on patient safety. For example, the practice used rubber dam for root canal treatments in line with guidance from the British Endodontic Society. (A rubber dam is a thin sheet of rubber, usually latex that is used by dentists to isolate the tooth being treated and to protect patients from inhaling or swallowing debris or small instruments used during root canal work).

### Medical emergencies

The practice had arrangements in place to deal with medical emergencies. The practice had an oxygen cylinder, and other related items, such as manual breathing aids and portable suction in line with the Resuscitation Council UK guidelines. An automated external defibrillator (AED) was situated with the emergency equipment in an area accessible only to staff and staff were aware of its location and how to use it. (An AED is a portable electronic device that analyses life threatening irregularities of the heart and delivers an electrical shock to attempt to restore a normal heart rhythm).

The practice held emergency medicines in line with guidance issued by the British National Formulary for dealing with common medical emergencies in a dental practice. The emergency medicines were all in date and stored securely with emergency oxygen in a location known to all staff.

Staff received annual training in using the emergency equipment and staff we spoke with were aware of the location of the emergency equipment. This equipment was checked for safe use each day the practice was open and the checks were documented.

### Staff recruitment

The staff structure of the practice consisted of four dentists, two dental nurses, four trainee dental nurses, a receptionist, a practice manager and an area manager.

There was a recruitment policy in place which stated that all relevant checks would be carried out to confirm that any

# Are services safe?

person being recruited was suitable for the role. This included the use of an application form, interview, review of employment history, evidence of relevant qualifications, the checking of references and a check of registration with the General Dental Council. We were shown all staff files and saw that recruitment had been in accordance with this policy.

It was practice policy to carry out a Disclosure and Barring Service (DBS) check for all members of staff prior to employment and periodically thereafter. We saw evidence that all members of staff had a DBS check. (The DBS checks identify whether a person has a criminal record or is on an official list of people barred from working in roles where they may have contact with children or adults who may be vulnerable). All required information was included in the staff recruitment files we viewed.

## **Monitoring health & safety and responding to risks**

There were arrangements in place to deal with foreseeable emergencies. We saw that there was a health and safety policy in place. The practice had considered the risk of fire, had clearly marked exits and had an evacuation plan. There were also fire extinguishers situated at suitable points in the premises. The practice carried out fire drills and records showed that the last drill was carried out during December 2016. A record had been completed of an assessment of the effectiveness of the fire drill and shared with the whole staff team.

There were arrangements in place to meet the Control of Substances Hazardous to Health 2002 (COSHH) regulations. There was a COSHH file where risks to patients, staff and visitors associated with hazardous substances were identified. COSHH products were securely stored.

The practice had a system in place for receiving and responding to patient safety alerts, recalls and rapid response reports issued from the Medicines and Healthcare products Regulatory Agency (MHRA) and through the Central Alerting System (CAS). Relevant alerts were discussed during monthly staff meetings which facilitated shared learning.

## **Infection control**

There were effective systems in place to reduce the risk and spread of infection within the practice. There was an infection control policy, which included the decontamination of dental instruments, hand hygiene, use

of protective equipment, and the segregation and disposal of clinical waste. The lead infection control nurse carried out bi-annual audits of infection control processes at the practice using a recognised industry assessment tool.

We observed that the premises appeared clean, tidy and clutter free. Hand-washing facilities were available, including wall-mounted liquid soap, hand gels and paper towels in each of the treatment and decontamination rooms.

We asked a dental nurse to describe to us the end-to-end process of infection control procedures at the practice. The protocols described demonstrated that the practice followed the guidance on decontamination and infection control issued by the Department of Health, namely 'Health Technical Memorandum 01-05 - Decontamination in primary care dental practices (HTM 01-05)'.

The dental nurse we spoke with described to us the end-to-end process of infection control procedures at the practice. They explained the decontamination of the general treatment room environment following the treatment of a patient. They demonstrated how the working surfaces, dental units and dental chairs were decontaminated. This included the treatment of the dental water lines. Environmental cleaning was carried out in accordance with the national colour coding scheme by the cleaning staff employed to work throughout the building.

We checked the contents of the drawers in one of the treatment rooms. These were well stocked, clean, ordered and free from clutter. All of the instruments were pouched. Each treatment room had the appropriate personal protective equipment, such as gloves and aprons, available for staff and patient use.

Instruments were decontaminated in an ultrasonic cleaning bath then rinsed and inspected under a light magnification device prior to being placed in an autoclave (steriliser). When instruments had been sterilised, they were pouched and stored appropriately until required. Pouches were dated with a date of sterilisation and an expiry date in accordance with HTM 01-05.

The practice carried out checks of the autoclave to assure that it was working effectively. Twice daily checks when the practice was open included the automatic control test and steam penetration test. A log book was used to record the essential daily validation checks of the sterilisation cycles.



# Are services safe?

The segregation and storage of dental waste was in line with current guidelines laid down by the Department of Health. We observed that sharps containers, clinical waste bags and municipal waste were properly maintained. The practice used a contractor to remove dental waste from the practice. Waste was stored in a separate, locked location within the practice prior to collection by the contractor. Waste consignment notices were available for inspection.

Staff recruitment files showed that staff regularly attended training courses in infection control. Clinical staff were also required to produce evidence to show that they had been effectively vaccinated against Hepatitis B to prevent the spread of infection between staff and patients. (People who are likely to come into contact with blood products, or are at increased risk of needle-stick injuries should receive these vaccinations to minimise risks of blood borne infections.)

The dental water lines were maintained to prevent the growth and spread of Legionella bacteria (Legionella is a term for particular bacteria which can contaminate water systems in buildings). The practice manager described the method they used which was in line with current HTM 01-05 guidelines. A Legionella risk assessment had most recently been carried out by an external contractor during December 2016. The practice was following recommendations to reduce the risk of Legionella, for example, through the regular testing of the water temperatures. The practice kept a record of the outcome of these checks on a monthly basis.

## Equipment and medicines

We found that the equipment used at the practice was regularly serviced and well maintained. For example, we saw documents showing that the air compressor, fire equipment and X-ray equipment had all been inspected and serviced. Certificates for pressure equipment had been issued in accordance with the Pressure Systems Safety Regulations 2000. Portable appliance testing (PAT) had been completed in accordance with current guidance during January 2017. PAT is the name of a process during which electrical appliances are routinely checked for safety every two years as a minimum.

The expiry dates of medicines, oxygen and equipment were monitored using daily, weekly and monthly check sheets to support staff to replace out-of-date medicines and equipment promptly. Dental care products requiring refrigeration were stored in a fridge in line with the manufacturer's guidance.

## Radiography (X-rays)

There was a radiation protection file which was in line with the Ionising Radiation Regulations (IRR) 1999 and Ionising Radiation (Medical Exposure) Regulations 2000 (IRMER). This file contained the names of the Radiation Protection Advisor and the Radiation Protection Supervisor as well as the documentation pertaining to the maintenance of the X-ray equipment. We saw that the X-ray equipment had been serviced in February 2015, within the three yearly recommended maintenance cycle.

We saw evidence that dentists had completed radiation training within recommended timescales and that a radiography audit was carried out in November 2016.



# Are services effective?

(for example, treatment is effective)

## Our findings

### Monitoring and improving outcomes for patients

Dentists carried out consultations, assessments and treatment in line with recognised general professional guidelines and General Dental Council (GDC) guidelines. We spoke with two dentists and asked them to describe to us how they carried out their assessments. The assessment began with the patient completing a medical history update covering any health conditions, medicines being taken and any allergies suffered. We saw patients being asked to complete a medical history when they booked in for their appointment to give to the dentist. This was followed by an examination covering the condition of a patient's teeth, gums and soft tissues and the signs of mouth cancer. Patients were made aware of the condition of their oral health and whether it had changed since the last appointment.

The patient's dental care record was updated with the proposed treatment after discussing options with the patient. Treatment plans were printed for each patient on request, which included information about the costs involved. Patients were referred to the practice information leaflet, or website for cost information on routine treatments. Patients were monitored through follow-up appointments and these were scheduled in line with their individual requirements.

We checked a sample of a number dental care records to confirm the findings. These showed that the assessment and details of the treatment carried out were recorded appropriately. We saw details of the condition of the gums and soft tissues lining the mouth were noted using the basic periodontal examination (BPE) scores. (The BPE is a simple and rapid screening tool that is used to indicate the level of examination needed and to provide basic guidance on treatment need). These were carried out, where appropriate, during a dental health assessment.

### Health promotion & prevention

The practice maintained a focus on oral disease prevention. The practice manager told us that a dental hygienist was currently being recruited as part of this ethos. The practice promoted the maintenance of good oral health through the use of health promotion and disease prevention strategies. Dentists told us they discussed oral health with their patients, for example, around effective

tooth brushing. They were aware of the need to discuss a general preventive agenda with their patients. They told us they held discussion with their patients, where appropriate, around smoking cessation, sensible alcohol use and diet. The dentists also carried out examinations to check for the early signs of oral cancer.

We observed that there were health promotion materials displayed in the reception area. These could be used to support patient's understanding of how to prevent gum disease and how to maintain their teeth in good condition.

### Staffing

Staff told us they received appropriate professional development and training. We checked the staff recruitment files and saw that this was the case. The training covered the mandatory requirements for registration issued by the General Dental Council. This included responding to emergencies, safeguarding, infection control and X-ray training.

There was a written induction programme for new staff to follow and evidence in the staff recruitment files that this had been used at the time of their employment.

Staff told us that the management team was supportive and invested in staff through regular training opportunities to promote clinical excellence at the practice.

### Working with other services

The practice had suitable arrangements in place for working with other health professionals to ensure quality of care for their patients.

Staff at the practice explained how they worked with other services, when required. The dentists were able to refer patients to a range of specialists in primary and secondary care if the treatment required was not provided by the practice. For example, the practice made referrals to other specialists for complex orthodontic work.

We reviewed the systems for referring patients to specialist consultants in secondary care. A referral letter was prepared and sent to the hospital with full details of the dentist's findings and a copy was stored on the practice's records system. We looked at examples of referral letters. These were comprehensively completed and referrals took place in a timely way to avoid delay to treatment. The electronic records noted the dates when referrals were

# Are services effective?

(for example, treatment is effective)

made, when the appointment had been completed and further actions required for follow up. They contacted other providers to check on the progress of their patients and kept the referring dentist informed about the outcomes.

## **Consent to care and treatment**

The practice ensured valid consent was obtained for all care and treatment. We spoke to the dentist about their understanding of consent issues. They explained that individual treatment options, risks, benefits and costs were discussed with each patient. Patients were asked to sign formal written consent forms for specific treatments. We looked at a number of patient dental care electronic records and saw consent to treatment was suitably recorded.

All of the staff were aware of the Mental Capacity Act 2005. The Mental Capacity Act 2005 (MCA) provides a legal framework for health and care professionals to act and make decisions on behalf of adults who lack the capacity to make particular decisions for themselves. Clinical staff had completed formal training in relation to the MCA in 2015. The dentist could describe scenarios for how they would manage a patient who lacked the capacity to consent to dental treatment. They noted that they would involve the patient's family, check for appropriate lasting power of attorney authorisation to act on a person's behalf, along with other professionals involved in the care of the patient, to ensure that the best interests of the patient were met.

# Are services caring?

## Our findings

### **Respect, dignity, compassion & empathy**

The 35 comments cards we received, all made positive remarks about the staff's caring, professional and helpful attitude. Patients indicated that they felt comfortable and relaxed with their dentist and that they were made to feel at ease during consultations and treatments. We also observed staff were welcoming and helpful when patients arrived for their appointment or made enquiries over the phone.

We saw that the practice had obtained 23 reviews on the NHS Choices website which the practice responded to. The NHS Choices reviews were generally positive and supportive of the practice.

Staff were aware of the importance of protecting patients' privacy and dignity. The treatment rooms were situated away from the main waiting area and we saw that doors were closed at all times when patients were having treatment. Conversations between patients and the dentists and dental hygienist could not be heard from outside the rooms, which protected patients' privacy.

Staff understood the importance of data protection and confidentiality and had received training in information governance. Patients' dental care records were

electronically recorded. Where paper format patient information was recorded, they were stored in a lockable staff only area. There were also electronic records for X-rays and charting. Computers were password protected and regularly backed up.

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

The practice detailed information about services on the practice website. This gave details of the range of services available, dental charges or fees and payment options (such as membership of private dental schemes). A leaflet detailing private treatment costs was displayed in the waiting area and also on the practice website.

We spoke with seven staff on duty on the day of our inspection. All of these staff told us they worked towards providing clear explanations about treatment and prevention strategies. We saw evidence in the records that the dentists recorded the information they had provided to patients about their treatment and the options open to them. This included information recorded on the standard treatment planning forms for dentistry where applicable.

The patient feedback we received on the day of the inspection confirmed that patients felt appropriately involved in the planning of their treatment and were satisfied with the descriptions given by staff.

# Are services responsive to people's needs?

(for example, to feedback?)

## Our findings

### Responding to and meeting patients' needs

The practice had a system in place to schedule enough time to assess and meet patients' dental needs. The dentists decided on the length of time needed for their patient's consultation and treatment according to patient need. The practice used the NHS111 emergency out of hours service details of which were available to patients on the practice website and telephone answering service when the practice was closed. Urgent same day appointments were available for patients that were registered and those not registered at the practice. The feedback we received from patients indicated that they felt they had enough time with the dentist and were not rushed. The feedback from patient surveys had indicated a need to improve heating in the practice waiting room, provide children's toys and access to a dental hygienist service. We saw that additional heaters had been placed in the reception waiting room to improve heating and children's toys were available for patients use. A dental hygienist was being provided with a dedicated surgery.

Staff told us that patients could book an appointment in good time to see the dentist. The feedback we received from patients confirmed that they could get an appointment when they needed one, and that this included good access to emergency appointments on the day that they needed to be seen.

During our inspection we looked at examples of information available to people. The practice website contained a variety of information, including opening hours and costs. There was also a printed patient information leaflet at the practice.

### Tackling inequity and promoting equality

The practice recognised the needs of different groups in the planning of its service. There was an equality and diversity policy for staff to refer to. Staff told us they treated everybody equally and welcomed patients from a range of different backgrounds, cultures and religions. Reception

staff showed us they provided written information for people who were hard of hearing. The practice also provided access to a hearing induction loop and translation service according to patient's needs.

The practice was designed with patient accessibility in mind. Patients who used a wheelchair could access the practice from the ground level and there were ground floor treatment rooms with an accessible ground floor toilet. The seating in the waiting area was of standard design and the area uncluttered. The practice also provided a 'patient slide' and staff training to operate it. A 'patient slide' is a device which enables patients with mobility issues to access dental treatment chairs safely and more easily.

### Access to the service

The practice was opened Monday to Friday from 8am to 8pm and Saturday 8am to 1pm. There was an answer phone message directing patients to emergency contact numbers when the practice is closed.

The receptionists told us that patients, who needed to be seen urgently, for example because they were experiencing dental pain, were seen on the same day that they alerted the practice of their concerns. The feedback we received via comment cards confirmed that patients had good access to the dentist in the event of needing emergency treatment.

### Concerns & complaints

Information about how to make a complaint was displayed in the reception area. There was a formal complaints policy describing how the practice handled formal and informal complaints from patients. There had been no complaints recorded during 2016. We discussed the complaints process in detail. We were assured that if any complaints were made they would be handled in a timely way and resolved to the satisfaction of the patient.

Patients were also invited to give feedback through the practice webpage. The practice also used patient surveys, in which patients could remain anonymous. The practice manager told us that the practice was considering implementing a publicity system to tell patients how they reacted to patient feedback.

# Are services well-led?

## Our findings

### Governance arrangements

The practice had governance arrangements and a clear management structure. The governance arrangements for this location were overseen by the practice manager who was responsible for

the day to day running of the practice. The practice manager was supported by the regional manager and administrative support. There were relevant policies and procedures in place and staff were aware of these and acted in line with them. There were arrangements for identifying, recording and managing risks through the use of risk assessment processes.

Regular staff meetings took place at the practice with records maintained of all staff meetings. Minutes from staff meetings were circulated and were added to a staff communication board.

The practice manager told us about the governance structures and protocols at the practice. A systematic process of induction and staff training was in place which ensured that staff were aware of, and were following, the governance procedures.

### Leadership, openness and transparency

The staff we spoke with described a transparent culture which encouraged candour, openness and honesty. Staff said that they felt comfortable about raising concerns with the senior managers at the practice and they felt they were listened to and responded to when they did so.

We found staff to be dedicated in their roles and caring towards the patients. We found the dentists provided effective clinical leadership to the dental team.

Staff told us they enjoyed their work and were supported by the practice manager. All staff had received a documented appraisal in the last 12 months.

### Learning and improvement

We found there were a number of clinical audits taking place at the practice. These included infection control, clinical record keeping and X-ray quality. There was evidence of repeat audits at appropriate intervals and these demonstrated that standards and improvements were being maintained. For example, twice yearly radiography, specialist referrals, medical history, infection control and record keeping audits.

Staff were being supported to meet their professional standards and complete continuing professional development (CPD) standards set by the General Dental Council (GDC). We saw evidence that the clinical staff were working towards completing the required number of CPD hours to maintain their professional development in line with requirements set by the GDC. Training was completed through a variety of resources including the attendance at face to face and online courses. Staff were given time to undertake training which would increase their knowledge of their role.

### Practice seeks and acts on feedback from its patients, the public and staff

The practice gathered feedback from patients through the use of patient surveys, the practice website and social media. For example, during the December 2016 survey, 40 patients per clinician were surveyed and confirmed that there were happy with the service and treatment provided by staff at the practice. Although there were no specific changes as a result of the survey, patients did indicate that they were fully satisfied with the service.

Staff told us that the management team were open to feedback regarding the quality of the care. All staff were aware of the practice whistleblowing policy and felt they could raise concerns, which would be acted upon by the management team.