

Priory Clinic Norwich

Quality Report

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Priory Norwich Wellbeing Centre

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This report describes our judgement of the quality of care at this location. It is based on a combination of what we found when we inspected and a review of all information available to CQC including information given to us from patients, the public and other organisations

Ratings

Overall rating for this location

Good



Are services safe?

Good



Are services effective?

Good



Are services caring?

Good



Are services responsive?

Good



Are services well-led?

Good



Mental Health Act responsibilities and Mental Capacity Act and Deprivation of Liberty Safeguards

We include our assessment of the provider's compliance with the Mental Capacity Act and, where relevant, Mental Health Act in our overall inspection of the service.

We do not give a rating for Mental Capacity Act or Mental Health Act, however we do use our findings to determine the overall rating for the service.

Summary of findings

Further information about findings in relation to the Mental Capacity Act and Mental Health Act can be found later in this report.

Overall summary

We rated Priory Norwich Wellbeing Centre as good because:

- Patients were central to the formulation of care and treatment. All patients spoken to felt they were treated with kindness, dignity and respect. Patients had input into their care and treatment and care plans were regularly updated to reflect this. Patients regularly offered feedback on their experience of the service. Information about the patient was stored securely and only shared with external professional colleagues on a need to know basis.
- All staff were professionally qualified and regulated by professional bodies. Staff had received and were up to date with mandatory training. Staff had an annual appraisal of their work performance. The hospital director gave regular managerial supervision to the lead therapist and sessional therapists. Sessional therapists arranged professional supervision themselves as part of their professional requirements.
- The provider had assessed and managed risks to patients and staff at the centre. Risk assessments were completed at the beginning of treatment and on an ongoing basis. Staff used recognised tools, such as general anxiety disorder scores and patient self completed health questionnaires, to record the progress of individual care and treatment.
- Staff maintained and regularly checked a first aid kit that contained a comprehensive range of first aid items. The centre had a clear policy covering what to do in the case of a medical emergency.
- There were safety alarms in every room to alert others to an incident where assistance may be required. Staff reported incidents and learned lessons from complaints and incidents throughout the Priory group. Strong links with the Priory Hospital, Chelmsford ensured learning was shared with and throughout the wider organisation.
- Appointments were not cancelled and ran to time. A central administration team supported the centre by making appointments and liaising with the lead therapist.
- There was evidence of good governance. Staff felt confident to raise concerns. Staff enjoyed their work, morale was high. There was a low sickness and absence rate.

Summary of findings

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Good



The Priory Norwich Wellbeing Centre

Services we looked at

Community-based mental health services for adults of working age

Summary of this inspection

Background to Priory Clinic Norwich

Priory Healthcare Limited is the registered provider for The Priory Norwich Wellbeing Centre. The location has been registered with the Care Quality Commission since November 2010. There have been two CQC inspections since then. The most recent was on 10 June 2013. The service was compliant with all of the regulation inspected at that time.

The Priory Norwich Wellbeing Centre is registered to provide the following regulated activity:

treatment of disease, disorder or injury. The registered manager is Lorraine Ahern.

The centre provided personalised out-patient treatments for a variety of mental health conditions. These included anxiety, depression and stress and resilience.

There were 28 patients receiving a variety of patient centred therapies. There was no waiting list.

Our inspection team

Team leader: Peter Johnson, inspection manager CQC mental health hospitals.

The team that inspected the service comprised one CQC inspection manager and an inspector.

We would like to thank all the people who assisted us during this inspection.

Why we carried out this inspection

We inspected this service as part of our ongoing comprehensive mental health inspection programme.

How we carried out this inspection

To fully understand the experience of people who use services, we always ask the following five questions of every service and provider:

- Is it safe?
- Is it effective?
- Is it caring?
- Is it responsive to people's needs?
- Is it well-led?

Before the inspection visit, we reviewed information that we held about the location.

During the inspection visit, the inspection team:

- Reviewed the quality of the environment and observed how staff were supporting individual patients
- spoke with five patients
- talked to one carer of a patient using the service
- interviewed the registered manager
- met with the lead therapist and another sessional therapist
- examined in detail eight care and treatment records of patients
- reviewed a range of policies, procedures and other documents relating to the running of the service
- inspected five sets of staff records.

Summary of this inspection

What people who use the service say

Patients spoke very highly of the care and treatment they received. They gave examples of how their lives had got better since they had started treatment at the centre. Some patients had recommended the centre to colleagues. Everyone spoke positively about the professional attitude of staff.

Patients were given high quality information to use as self-help and coping strategies after each therapy session.

Patients told us that they were included in decisions about their care and treatment options.

Patients said access to consultant psychiatrist appointments was quick. There were frequent opportunities to feed back on their experience of care. Patients commented that appointments were made flexibly so they could meet their other commitments such as work. They confirmed that appointments were never cancelled and always ran on time.

Summary of this inspection

The five questions we ask about services and what we found

We always ask the following five questions of services.

Are services safe?

We rated 'safe' as good for the Priory Norwich Wellbeing Centre because:

- The centre was visibly clean and well maintained. The cleaning records were up to date and showed that the centre was cleaned daily. The centre was comfortably furnished throughout.
- Staff maintained and regularly checked a first aid kit that contained a comprehensive range of first aid items.
- The centre had a clear policy covering what to do in a medical emergency.
- Staffing levels and disciplines met the needs of the patient group. One full time senior therapist was employed. This person had a good overview of the patients receiving therapy and of the wider service. Five therapists and two consultant psychiatrists worked on a sessional basis.
- Patients received a risk assessment on commencement of treatment using a recognised assessment tool dependent on their presenting problem.
- The provider had assessed and managed risks to patients and staff at the centre. Patients lived at home and attended sessions voluntarily. Environmental risks including those relating to potential ligature risks (fittings to which a person intent on self harm might tie something to harm themselves) were regularly audited and re-assessed.
- Staff knew what to do if any potential safeguarding concerns were identified. Information and relevant contact details were available to all staff if needed.
- There were alarms in every room to alert others to an incident where assistance may be required.
- Staff learned lessons from incidents that had happened elsewhere in the Priory group. Strong links with the Priory Hospital at Chelmsford ensured learning was shared with and throughout the wider organisation.
- The centre had a positive track record on safety. There had been no serious incidents in the past 12 months.
- Staff stored information about patient care and treatment securely. Electronic notes were easily accessible but password protected and paper records were locked away in the office.

Good



Are services effective?

We rated 'effective' as good for the Priory Norwich Wellbeing Centre because:

Good



Summary of this inspection

- Staff recorded any physical health needs. These were addressed by the patient's GP.
- Staff were professionally qualified and regulated by professional bodies.
- Staff were up to date with their mandatory training. The hospital director gave regular managerial supervision and an annual appraisal to the lead therapist. The lead therapist and sessional therapists received clinical supervision monthly from external supervisors. Sessional therapists had regular managerial supervision with the lead therapist.
- Patient records were complete and actively included the patient views in their care and treatment.
- The care plans clearly described the patient recovery focus and ensured a joined up approach to care between contracted and sessional staff .
- Staff offered psychological therapies as recommended by the National Institute for Health and Clinical Excellence.
- Local and provider wide audits took place. Any actions arising from these were addressed promptly.
- Staff found it difficult to hold formal team meetings. The provider had recently started a regular meeting outside of working hours to address this concern.

Are services caring?

We rated 'caring' for the Priory Norwich Wellbeing Centre as good because:

- Staff interacted with patients in ways that were polite, respectful and caring.
- Staff listened carefully to their patient and were attentive to change in their presentation.
- Carers and family were included in the treatment of the patient where appropriate.
- The provider supplied information of how to access independent advocacy and self –help groups where required.

Good



Are services responsive?

We rated 'responsive' for the Priory Norwich Wellbeing Centre as good because:

- The provider took, on average, two weeks between referral and commencing in treatment.
- Patients could easily be accepted back into treatment if they needed further support.
- There were plenty of therapy rooms that were private and peaceful.

Good



Summary of this inspection

- Staff worked flexibly to make appointment times that were convenient for patients.
- Patients with disabilities were able to access the clinic easily. Wheelchair access was provided and wheelchairs could be used in the building. There was a designated toilet for disabled people.
- The centre had information on how to make a complaint in poster and leaflet form.
- Staff had a good knowledge of the complaints procedure.

Are services well-led?

We rated 'well-led' as good for the Priory Norwich Wellbeing Centre because:

- Staff knew the vision and values of the Priory Group.
- Senior managers visited the centre regularly. Staff knew who the senior managers of the service were.
- There was a current whistle blowing policy in place. Staff felt confident to raise concerns.
- Staff enjoyed their work and individual morale was high.
- Staff worked together to meet the needs of patients.
- Effective clinical governance systems were in place.

Good



Detailed findings from this inspection

Mental Health Act responsibilities

There were no patients detained under the Act or subject to community treatment orders using this service.

Mental Capacity Act and Deprivation of Liberty Safeguards






There were no patients subject to the Mental Capacity Act or Deprivation of Liberty Safeguards using this service.

Overview of ratings

Our ratings for this location are:

	Safe	Effective	Caring	Responsive	Well-led	Overall
Community-based mental health services for adults of working age	Good	Good	Good	Good	Good	Good
Overall	Good	Good	Good	Good	Good	Good

Community-based mental health services for adults of working age

Safe	Good 
Effective	Good 
Caring	Good 
Responsive	Good 
Well-led	Good 

Are community-based mental health services for adults of working age safe?

Good 

We rated 'safe' as good for the Priory Norwich Wellbeing Centre because:

Safe and clean environment

- Staff maintained and regularly checked a first aid kit that contained a comprehensive range of first aid items.
- The centre had a clear policy on what to do in a medical emergency.
- The centre was located on a quiet side road that was easily accessible to patients.
- The centre was visibly clean and well maintained. Cleaning records were up to date and showed that the centre was cleaned daily. The centre was comfortably furnished throughout. All areas were welcoming with calming pictures on the walls and a range of seating.

Safe staffing

- Staffing levels and disciplines met the needs of the patient group. One full time senior therapist was employed. This person had a good overview of the patients receiving therapy and of the wider service. Five therapists and two psychiatrists worked on a sessional basis. Each sessional member of staff had a current 'practising privileges' agreement with the provider. This showed us that the appropriate vetting and professional checks had taken place.

Assessing and managing risks to patients and staff

- The provider had assessed and managed risks to patients and staff at the centre. Individualised risk assessments were completed at the beginning of treatment and on an ongoing basis. Environmental risks including those relating to potential ligature risks (fittings to which a person intent on self harm might tie something to harm themselves) were regularly audited and re-assessed. The patient group being treated were assessed as being low risk. The provider had a current lone worker policy in place and we saw evidence of actions being taken to address any ongoing concerns regarding individual safety.
- There were alarms in every room to alert others to an incident where assistance may be required. There were numerous fire extinguishers throughout the centre and clear instructions of what to do in the event of a fire.
- Staff knew what to do if any potential safeguarding concerns were identified. Information and relevant contact details were available to all staff if needed.

Track record on safety

- The centre had a positive track record on safety. There had been no serious incidents in the past 12 months. No medication was held or dispensed at the centre.

Reporting incidents and learning from when things go wrong

- Staff learned lessons from other incidents that had happened elsewhere in the Priory group. Strong links with the Priory Hospital at Chelmsford ensured learning was shared with and throughout the wider organisation. Permanent employed staff attended governance meetings at this hospital and met regularly with the

Community-based mental health services for adults of working age

director for the hospital to share learning. The lead therapist shared any learning with the sessional staff. Staff knew about the duty of candour and this was demonstrated by those complaints reviewed.

Are community-based mental health services for adults of working age effective?

(for example, treatment is effective)

Good 

We rated 'effective' as good for the Priory Norwich Wellbeing Centre because:

Assessment of needs and planning of care

- Patients received a risk assessment on commencement of treatment using a recognised assessment tool such as 'general anxiety disorder scales' and 'self reported patient health questionnaires' dependent on their presenting problem.
- Staff recorded any physical health needs. This information was shared with the patient's GP at the patient request or with their permission. Staff kept GPs fully informed of any changes in treatment or concerns regarding the patient if prior permission had been given.
- Care plans clearly described the patient recovery focus and ensured a joined up approach to care between contracted professionals.

Best practice in treatment and care

- Staff offered psychological therapies as recommended by the National Institute for Health and Clinical Excellence.
- Staff stored information about patient care and treatment securely. Electronic notes were easily accessible but password protected, and paper records were locked away in the office.
- Patient records were complete and actively included the patient views in their care and treatment. Care plans were detailed and patient focussed.
- Patients were able to return into treatment quickly if clinically indicated.

Skilled staff to deliver care

- All staff were professionally qualified and regulated by professional bodies. One staff member was registered with the Health Professions Council, two with the British Association for Counselling and Psychotherapy, two with the British Association for Behavioural and Cognitive Psychotherapy and two with the United Kingdom Council for Psychotherapy.
- Staff were up to date with their mandatory training. The hospital director gave regular managerial supervision and an annual appraisal to the lead therapist. The lead therapist and sessional therapists received clinical supervision monthly from external supervisors. Sessional therapists had regular managerial supervision with the lead therapist.

Multi-disciplinary and inter-agency team work

- Staff worked with other social care and physical health colleagues outside of the centre based on a need to know basis, and with patient permission, to ensure patient need was met.
- Staff found it difficult to get together to hold formal team meetings. The provider had recently started a regular meeting outside of working hours to address this concern.

Adherence to the Mental Health Act (MHA) and the MHA Code of Practice

- There were no patients detained under the Act or subject to community treatment orders using this service.

Good practice in applying the Mental Capacity Act (MCA)

- There were no patients subject to the MCA or Deprivation of Liberty Safeguards using this service.

Are community-based mental health services for adults of working age caring?

Good 

We rated 'caring' for the Priory Norwich Wellbeing Centre as good because:

Kindness, dignity, respect and support

Community-based mental health services for adults of working age

- Staff interacted with patients in ways that were polite, respectful and caring. Patient involvement was at the centre of all care and treatment.
- Staff listened carefully to their patient and were attentive to change in their presentation. They had a good understanding of the individual needs of each patient.

The involvement of people in the care they receive

- Patients had time to give feedback at each session. Patients were able to give formal feedback by completing a questionnaire at the end of their treatment.
- Carers and family were included in the treatment of the patient where appropriate.
- The provider supplied information of how to access independent advocacy and self-help groups where required.
- Staff supported patients in their recovery by offering high quality self help tools to use in between therapy sessions.

Are community-based mental health services for adults of working age responsive to people's needs? (for example, to feedback?)

Good 

We rated 'responsive' for the Priory Norwich Wellbeing Centre as good because:

Access and discharge

- The provider had a short period between referral and commencing in treatment. The time from referral to commencing treatment was usually no more than two weeks. Patients usually self referred or were referred by their GP.
- Patients could easily be accepted back into treatment if they needed further support. Patients could telephone the service and arrangements would be made for them to be seen quickly in times of need.

The facilities promote recovery, comfort, dignity and confidentiality

- The provider ensured that privacy was maintained by using blinds at both interior and exterior windows. Each consultation room had an 'engaged' or 'vacant' sign on the door to avoid interruption and to maintain confidentiality during sessions.
- There were plenty of interview rooms that were private and peaceful.
- Groups were catered for in the downstairs rooms of the building away from individual patients. There were quiet therapy rooms of various sizes that were suitable for various uses throughout the building.

Meeting the needs of all people who use the service

- Therapy appointments were not cancelled and ran to time. A central administration team supported the centre by making appointments and liaising with the lead therapist. Staff worked flexibly to make appointment times that were convenient for patients.
- Patients with disabilities were able to access the clinic easily. Wheelchair access was provided and wheelchairs could be used in the building. There was a designated toilet for disabled people.

Listening to and learning from concerns and complaints.

- The centre had information on how to make a complaint in poster and leaflet form. There had been two formal complaints in the last 12 months. These had been fully investigated and the outcome communicated to the individual concerned.
- Staff had a good knowledge of the complaints procedure. Staff spoke in detail of the importance of listening to patients in order to put things right. The hospital director shared feedback from complaints as part of the twice monthly meetings with the lead therapist.

Are community-based mental health services for adults of working age well-led?

Good 

We rated 'well-led' as good for the Priory Norwich Wellbeing Centre because:

Vision and values

Community-based mental health services for adults of working age

- Staff knew what the vision and values of the organisation were.

Good governance

- Effective clinical governance systems were in place. These included local and provider wide audits. Peer review of individual treatment programmes was an example of this .
- A weekly peer 'walk round' of the centre took place to identify any new environmental or other concerns.

Leadership, morale and staff engagement

- Senior managers visited the centre regularly. Staff knew who the senior managers of the service were. Staff and senior management had a respectful and friendly relationship.

- Staff enjoyed their work and individual morale was high. There was a low sickness and absence rate. There was a current whistle blowing policy in place. Staff felt confident to raise concerns.

Commitment to quality improvement and innovation

- Staff confirmed that they were committed to improving the services provided for patients. New treatments were reviewed as part of individual clinical supervision.
- Staff told us that they listened to patients for their views and suggestions as to how to improve the therapy sessions offered. This was supported by those patients spoken with.

Outstanding practice and areas for improvement

Areas for improvement

Action the provider **MUST** take to improve

None

Action the provider **SHOULD** take to improve

None