

West Moors Group Practice

Quality Report

175 Station Road
West Moors
Ferndown
Dorset
BH22 0HX
Tel: 08445 769443
Website: www.wmgp.org.uk

Date of inspection visit: 19/08/2015
Date of publication: 22/10/2015

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 service		Good	
Are services safe?		Good	
Are services effective?		Good	
Are services caring?		Good	
Are services responsive to people's needs?		Good	
Are services well-led?		Good	

Summary of findings

Contents

Summary of this inspection

	Page
Overall summary	2
The five questions we ask and what we found	3
The six population groups and what we found	5
What people who use the service say	8

Detailed findings from this inspection

Our inspection team	9
Background to West Moors Group Practice	9
Why we carried out this inspection	9
How we carried out this inspection	9
Detailed findings	11

Overall summary

Letter from the Chief Inspector of General Practice

We carried out an announced comprehensive inspection at West Moors Group Practice on 19 August 2015.

Overall the practice is rated as good.

Our key findings across all the areas we inspected were as follows:

- Staff understood and fulfilled their responsibilities to raise concerns, and to report incidents and near misses. Information about safety was recorded, monitored, appropriately reviewed and addressed.
- Patients' needs were assessed and care was planned and delivered following best practice guidance. Staff had received training appropriate to their roles.
- Risks to patients were assessed and well managed.
- Patients said they were treated with compassion, dignity and respect and they were involved in their care and decisions about their treatment.

- Information about services and how to complain was available and easy to understand.
- Patients said they found it easy to make an appointment with a named GP and that there was continuity of care, with urgent appointments available the same day.
- The practice had good facilities and was well equipped to treat patients and meet their needs.
- There was a clear leadership structure and staff felt supported by management.
- The practice proactively sought feedback from staff and patients, which it acted on.

However there were areas of practice where the provider needs to make improvements. Importantly the provider should:

- Ensure calibration of medical equipment in all GP's bags and include these in the schedule of medical equipment calibration

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

Summary of findings

The five questions we ask and what we found

We always ask the following five questions of services.

Are services safe?

The practice is rated as good for providing safe services.

Staff understood and fulfilled their responsibilities to raise concerns, and to report incidents and near misses. Lessons were learned and communicated widely to support improvement. Information about safety was recorded, monitored, appropriately reviewed and addressed.

Risks to patients were assessed and well managed.

Good



Are services effective?

The practice is rated as good for providing effective services.

Data showed patient outcomes were at or above average for the locality. Staff referred to guidance from the National Institute for Health and Care Excellence and used it routinely. Patient's needs were assessed and care was planned and delivered in line with current legislation. This included assessing capacity and promoting good health.

Staff had received training appropriate to their roles and any further training needs had been identified and appropriate training planned to meet these needs. There was evidence of appraisals and personal development plans for all staff. Staff worked with multidisciplinary teams.

Good



Are services caring?

The practice is rated as good for providing caring services.

Data showed that patients rated the practice higher than others for several aspects of care. Patients said they were treated with compassion, dignity and respect and they were involved in decisions about their care and treatment. Information for patients about the services available was easy to understand and accessible. We also saw that staff treated patients with kindness and respect, and maintained confidentiality.

Good



Are services responsive to people's needs?

The practice is rated as good for providing responsive services.

It reviewed the needs of its local population and engaged with the NHS England Area Team and Clinical Commissioning Group to secure improvements to services where these were identified. Patients said they found it easy to make an appointment with a named GP and that there was continuity of care, with urgent appointments available the same day.

Good



Summary of findings

The practice had good facilities and was well equipped to treat patients and meet their needs. Information about how to complain was available and easy to understand and evidence showed that the practice responded quickly to issues raised. Learning from complaints was shared with staff and other stakeholders.

Are services well-led?

The practice is rated as good for being well-led.

It had a clear vision and strategy. Staff were clear about the vision and their responsibilities in relation to this. There was a clear leadership structure and staff felt supported by management. The practice had a number of policies and procedures to govern activity and held regular governance meetings.

There were systems in place to monitor and improve quality and identify risk. The practice proactively sought feedback from staff and patients, which it acted on. The virtual patient participation group was proactive. Staff had received inductions, regular performance reviews and attended staff meetings and events.

Good



Summary of findings

The six population groups and what we found

We always inspect the quality of care for these six population groups.

Older people

The practice is rated as good for the care of older people.

Nationally reported data showed that outcomes for patients were good for conditions commonly found in older people. The practice offered proactive, personalised care to meet the needs of the older people in its population and had a range of enhanced services, for example, in dementia and end of life care. It was responsive to the needs of older people, and offered home visits and rapid access appointments for those with enhanced needs.

The practice provided a tracker service for elderly and vulnerable patients. This included all patients who had been discharged from hospital or had recent falls and those referred to the Tracker team by members of the practice, the local pharmacy, relations or other concerned members of the public. The tracker team had effective contacts with the private and charity sectors as well as being able to refer to occupational therapy, Wheelchair services and social services. This enabled them to assist and support the patient to receive the correct and appropriate care to enable them to remain well and in their own homes for as long as possible.

Good



People with long term conditions

The practice is rated as good for the care of people with long-term conditions.

Nursing staff had lead roles in chronic disease management and patients at risk of hospital admission were identified as a priority. Longer appointments and home visits were available when needed. All these patients had a named GP and a structured annual review to check that their health and medication needs were being met. For those patients with the most complex needs, the named GP worked with relevant health and care professionals to deliver a multidisciplinary package of care.

Good



Families, children and young people

The practice is rated as good for the care of families, children and young people.

Immunisation rates were high for all standard childhood immunisations. Patients told us that children and young people were treated in an age-appropriate way and were recognised as

Good



Summary of findings

individuals, and we saw evidence to confirm this. Appointments were available outside of school hours and the premises were suitable for children and babies. We saw good examples of joint working with midwives, health visitors and school nurses.

Working age people (including those recently retired and students)

The practice is rated as good for the care of working-age people (including those recently retired and students).

The needs of the working age population, those recently retired and students had been identified and the practice had adjusted the services it offered to ensure these were accessible, flexible and offered continuity of care. Extended hours appointments were available three evenings a week. The practice was proactive in offering online services as well as a full range of health promotion and screening that reflects the needs for this age group.

Good



People whose circumstances may make them vulnerable

The practice is rated as good for the care of people whose circumstances may make them vulnerable.

The practice held a register of patients living in vulnerable circumstances including those with a learning disability. It had carried out annual health checks for patients with a learning disability and 88% of these patients had received a health check. It offered longer appointments for patients with a learning disability.

The practice regularly worked with multi-disciplinary teams in the case management of vulnerable patients. Staff knew how to recognise signs of abuse in vulnerable adults and children. Staff were aware of their responsibilities regarding information sharing, documentation of safeguarding concerns and how to contact relevant agencies in normal working hours and out of hours.

Good



People experiencing poor mental health (including people with dementia)

The practice is rated as good for the care of people experiencing poor mental health (including people living with dementia).

At the practice 93% of patients experiencing poor mental health had an agreed care plan documented in their record in the preceding 12 months. The practice regularly worked with multi-disciplinary teams in the case management of patients experiencing poor mental health, including those living with dementia. It carried out advance care planning for patients with a diagnosis of dementia.

It had a system in place to follow up patients who had attended accident and emergency when they may have been experiencing poor mental health.

Good



Summary of findings

Staff received training on how to care for patients with mental health needs and dementia and had a good relationship with the community mental health team. The practice had a dementia register and offered dementia checks under the dementia direct enhanced service (DES). GP Practices can opt to provide services over and above the essential/additional services normally provided to patients. These services can be a DES and are delivered to a higher specified standard.

Summary of findings

What people who use the service say

The national GP patient survey results showed the practice was performing in line with local and national averages for patient satisfaction.

Of the 255 survey forms distributed to patients, between July and September 2014 and January to March 2015, 129 forms were returned completed.

This was a response rate of 50.6% which represented approximately 2.43% of the practice population.

- 86.5% found it easy to get through to this practice by phone compared with a CCG average of 85.3% and a national average of 74.4%.
- 94% found the receptionists at the practice helpful compared with a CCG average of 89.8% and a national average of 86.9%.
- 61.2% with a preferred GP usually got to see or speak to that GP compared with a CCG average of 70.9% and a national average of 60.5%.
- 95.4% were able to get an appointment to see or speak to someone the last time they tried compared with a CCG average of 89.7% and a national average of 85.4%.

- 95.1% said the last appointment they got was convenient compared with a CCG average of 94.2% and a national average of 91.8%.
- 80.9% described their experience of making an appointment as good compared with a CCG average of 94.2% and a national average of 91.8%.
- 86.5% said they usually waited 15 minutes or less after their appointment time to be seen compared with a CCG average of 68.3% and a national average of 65.2%.
- 74.2% said they felt they didn't normally have to wait too long to be seen compared with a CCG average of 63.5% and a national average of 57.8%.

As part of our inspection we also asked for CQC comment cards to be completed by patients prior to our inspection. We received six comment cards of which all were positive about the standard of care received. Comments included reference to the practice staff being kind, caring and efficient. One comment was less positive about telephone access.

West Moors Group Practice

Detailed findings

Our inspection team

Our inspection team was led by:

Our inspection team was led by a CQC Lead Inspector.

The team included a GP specialist advisor and practice manager specialist advisor.

Background to West Moors Group Practice

West Moors Group Practice is situated in West Moors, a village north of Bournemouth in Dorset.

The practice has an NHS primary medical services contract to provide health services to approximately 5,200 patients and has been based at its current location since 1989.

The practice is open from 8.00am to 6.30pm from Monday to Friday. Appointments are available between 8.30am and 6.30pm from Monday to Friday. Extended hours surgeries are also offered on Monday and Wednesday evenings between 6.30pm and 8.30pm and Tuesday evenings between 6.30pm and 7.30pm.

The practice has opted out of providing out-of-hours services to their own patients and refers them to South Western Ambulance Service NHS Foundation Trust via the NHS 111 service.

The practice population of patients aged over 60 years is almost half the total patient list size and is higher than the national average. The ethnicity of 95% of patients is white British.

The practice has three partner GPs and one salaried GP who together work an equivalent of three full time staff. In total there are two male and two female GPs. The practice is a training practice for doctors training to be GPs.

The practice has a nurse prescriber, a practice nurse, nurse assistant, phlebotomist and a health care assistant. The GPs and the nursing staff are supported by a team of eight administration staff who carry out administration, reception, scanning and secretarial duties. The practice also has a finance manager, dispensing manager (for the branch surgery) and practice manager and deputy practice manager.

We carried out our inspection at the practice's main location which is situated at:

175 Station Road

West Moors

Ferndown

Dorset

BH22 0HX

Why we carried out this inspection

We inspected this service as part of our new comprehensive inspection programme.

We carried out a comprehensive inspection of this service 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 provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

Detailed findings

Please note that when referring to information throughout this report, for example any reference to the Quality and Outcomes Framework data, this relates to the most recent information available to the CQC at that time.

How we carried out this inspection

Before visiting, we reviewed a range of information we held about the practice and asked other organisations to share what they knew about the practice. Organisations included the local Healthwatch, NHS England, and the clinical commissioning group.

We asked the practice to send us some information before the inspection took place to enable us to prioritise our areas for inspection. This information included practice policies, procedures and some audits. We also reviewed the practice website and looked at information posted on the NHS Choices website.

During our visit we spoke with a range of staff including GPs, nursing and other clinical staff, receptionists, administrators and the practice manager. We also spoke with patients who used the practice and representatives of the patient participation group.

We reviewed comment cards and feedback where patients and members of the public shared their views and experiences of the practice before and during our visit.

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?

We also looked at how well services are provided for specific groups of people and what good care looks like for them.

The population groups are:

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

Are services safe?

Our findings

Safe track record and learning

There was an open and transparent approach and a system in place for reporting and recording significant events. Patients affected by significant events received a timely and sincere apology and were told about actions taken to improve care. Staff told us they would inform the practice manager of any incidents and there was also a recording form to record significant events available on the practice's computer system.

We reviewed safety records, incident reports and alerts, and minutes of monthly meetings where these, and complaints, were discussed by clinical and non-clinical staff. Lessons were shared at these meetings to make sure action was taken to improve safety in the practice. For example, an error occurred with prescribing medicines to the wrong patient. This was due to their name being the same as another patient. We followed this incident through and found that a flag was placed on the notes of all patients with the same name. Also new patients were checked to see if they had the same name as existing patients so their notes could also be flagged. This measure helped to minimise the risk of an error such as this happening again.

Safety was monitored using information from a range of sources, including the National Institute for Health and Care Excellence (NICE) guidance. This enabled staff to understand risks and gave a clear, accurate and current picture of safety.

Overview of safety systems and processes

The practice had clearly defined and embedded systems, processes and practices in place to keep patients safe, which included:

- Arrangements were in place to safeguard adults and children from abuse which reflected relevant legislation and local requirements. Policies were also accessible to all staff. The policies clearly outlined who to contact for further guidance if staff had concerns about a patient's welfare. There was a lead member of staff for safeguarding who was trained in safeguarding children to level three. The GPs attended safeguarding meetings when possible and always provided reports where necessary for other agencies. Staff demonstrated they understood their responsibilities and all had received training relevant to their role.
- A notice was displayed in the waiting room, on the reception desk and on the practice website advising patients that nurses would act as chaperones to both male and female patients, if required. All staff who acted as chaperones were trained for the role and had received a disclosure and barring check (DBS). 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.
- There were procedures in place for monitoring and managing risks to patient and staff safety. There was a health and safety policy available with a poster in the reception office. The practice had a variety of other risk assessments in place to monitor safety of the premises such as control of substances hazardous to health, infection control and legionella. The practice had up to date fire risk assessments and regular fire drills were carried out. All electrical equipment was checked to ensure the equipment was safe to use and clinical equipment, with the exception of clinical measuring equipment contained in a GP's bag, was checked to ensure it was working properly. Equipment without a record of being recently checked included a pulse oximeter (an instrument for measuring oxygen levels in the blood); and a spirometer (an instrument for measuring the air capacity of the lungs) that was four months past its recalibration date.
- Appropriate standards of cleanliness and hygiene were followed. We observed the premises to be clean and tidy. The practice nurse was the infection control clinical lead who liaised with the local infection prevention teams to keep up to date with best practice. There was an infection control protocol in place and staff had received up to date training. We were shown the most recent annual infection control audit, undertaken in August 2015, and we saw evidence that action was taken to address any improvements identified as a result.
- The arrangements for managing medicines, including emergency drugs and vaccinations, in the practice kept patients safe (including obtaining, prescribing, recording, handling, storing and security). Fridges were

Are services safe?

checked on a daily basis to ensure medicines were stored within approved temperature ranges. Procedures were in place to ensure an appropriate response was made in the event of the temperature exceeding the limits. The staff were aware of what action to take in the event of problems with the fridge. Regular medication audits were carried out with the support of the local clinical commissioning group (CCG) pharmacy teams to ensure that the practice was prescribing in line with best practice guidelines for safe prescribing. For example, disease modifying anti-rheumatoid drugs could only be issued from the repeat prescription screen by a GP who was in a position to check that relevant blood monitoring checks had been done and were acceptable before producing a prescription of the medicine. Prescription pads were securely stored and there were systems in place to monitor their use. This included recording the serial numbers of prescription pads. When a GP left the practice prescription pads issued to them were securely destroyed.

- We reviewed three staff and two locum GPs files and found that all appropriate recruitment checks had been undertaken prior to employment. For example, proof of identification, evidence of satisfactory conduct in the form of references, qualifications, registration with the appropriate professional body and the appropriate checks through the Disclosure and Barring Service.
- Arrangements were in place for planning and monitoring the number of staff, and mix of staff, needed

to meet patients' needs. Staff rotas were compiled six weeks in advance. We were told usually only one member of the reception would be granted leave at a time, but unexpected leave requirements would normally be accommodated. GPs and nursing staff planned their leave in January for the following year so arrangements could be made for business continuity.

Arrangements to deal with emergencies and major incidents

Records confirmed that clinical staff received annual basic life support (BLS) training and non-clinical staff received BLS training every three years. There were emergency medicines available in the treatment room. The practice had a defibrillator available on the premises and oxygen with adult and children's masks. There was also a first aid kit and accident book available behind reception.

Emergency medicines were easily accessible to staff in a secure area of the practice and all staff knew of their location. All the medicines we checked were in date and fit for use.

The practice had a comprehensive business continuity plan in place for major incidents such power failure or building damage. We were told that electronic and paper copies of the plan were held at the home addresses of the practice management team and the partner GPs which included emergency contact numbers for staff.

Are services effective?

(for example, treatment is effective)

Our findings

Effective needs assessment

The practice carried out assessments and treatment in line with relevant and current evidence based guidance and standards, including National Institute for Health and Care Excellence (NICE) best practice guidelines.

The practice had systems in place to ensure all clinical staff were kept up to date. The practice had access to guidelines from NICE and used this information to develop how care and treatment was delivered to meet needs. NICE guidance was discussed at monthly clinical meetings and monitored that these guidelines were followed through risk assessments, audits and random sample checks of patient records.

Management, monitoring and improving outcomes for people

The practice participated in the Quality and Outcomes Framework (QOF). QOF is a system intended to improve the quality of general practice and reward good practice. The practice used the information collected for QOF and performance against national screening programmes to monitor outcomes for patients. Current results were 99.9 % of the total number of points available, with 12.7% exception reporting. Exception reporting is the percentage of patients who would normally be monitored. These patients are excluded from the QOF percentages as they have either declined to participate in a review, or there are specific clinical reasons why they cannot be included.

This practice was not an outlier for any QOF (or other national) clinical targets. Data from QOF showed;

- Performance for diabetes related indicators was better (100%) than both the CCG (95.6%) and national averages (90.1%).
- Performance for hypertension related indicators was better (98.7%) than both the CCG (92.4%) and national averages (88.4%).
- Performance for mental health related indicators was better (100%) than both the CCG (95.9%) and national averages (90.4%)
- Performance for cancer related indicators was better (100%) than both the CCG (99.5%) and national averages (97.2%)

Clinical audits were carried out to demonstrate quality improvement and all relevant staff were involved to

improve care and treatment, and patient outcomes. We were shown three completed audits where the improvements made were implemented and monitored. The practice participated in applicable local audits, national benchmarking, accreditation, peer review and research. Findings were used by the practice to improve services. For example, the practice carried out a clinical audit of a random selection of patients who were prescribed ten or more medicines (known as polypharmacy). Patient notes were examined to see if the medicines prescribed were necessary and whether reviews were carried out at appropriate intervals. As a result of the first audit medicines were reviewed with patients to ensure they were necessary and alerts were placed on relevant patient records to prompt a review of their medicines. A second audit was carried out which showed an improvement in the medicine review process. The practice was part of a wider review process and was part of the local improvement plan.

Effective staffing

Staff had the skills, knowledge and experience to deliver effective care and treatment.

- The practice had an induction programme for newly appointed non-clinical members of staff that covered such topics as safeguarding, fire safety, infection control, health and safety and confidentiality.
- The learning needs of staff were identified through a system of appraisals, meetings and reviews of practice development needs. Staff had access to appropriate training to meet these learning needs and to cover the scope of their work. Protected learning time was available to staff and support included one-to-one meetings, appraisals, coaching and mentoring, clinical supervision and facilitation and support for the revalidation of GPs.
- Staff received training that included: safeguarding children and vulnerable adults, fire procedures, basic life support and information governance awareness. Staff had access to, and made use of, e-learning training modules and in-house training.

Coordinating patient care and information sharing

The information needed to plan and deliver care and treatment was available to relevant staff in a timely and accessible way through the practice's patient record system and their intranet system. This included care and risk assessments, care plans, medical records and test results.

Are services effective?

(for example, treatment is effective)

Information such as NHS patient information leaflets were also available. All relevant information was shared with other services in a timely way, for example when patients were referred to other services.

Staff worked together, and with other health and social care services, to understand and meet the range and complexity of patient's needs, and to assess and plan ongoing care and treatment. This included when patients moved between services, including when they were referred, or after they were discharged from hospital. We saw evidence that multi-disciplinary team (MDT) meetings took place on a monthly basis and that care plans were routinely reviewed and updated. MDT meetings were attended by health visitors, district nurses, social workers and community matrons as appropriate. Virtual ward meetings were held to discuss patients nearing the end of their lives. These were attended by a GP partner, district nurses and the specialist palliative care sister from a local MacMillan unit.

Consent to care and treatment

Patients' consent to care and treatment was always sought in line with legislation and guidance.

Staff understood the relevant consent and decision-making requirements of legislation and guidance, including the Mental Capacity Act 2005. When providing care and treatment for children and young people, assessments of capacity to consent were also carried out in line with relevant guidance. Where a patient's mental capacity to consent to care or treatment was unclear the GP or nurse assessed the patient's capacity and, where appropriate, recorded the outcome of the assessment.

The process for seeking consent was monitored through records audits to ensure it met the practices responsibilities within legislation and followed relevant national guidance. We were shown an audit that confirmed the consent process for minor surgery had been followed in 98% of cases.

Health promotion and prevention

Patients who may be in need of extra support were identified by the practice. These included patients in the last 12 months of their lives, carers, those at risk of developing a long-term condition and those requiring advice on their diet, smoking and alcohol cessation. Patients were then signposted to the relevant service.

The practice had a comprehensive screening programme. The practice's uptake for the cervical screening programme was 81%, which was comparable to the national average of 81.8%

There was a policy to offer telephone reminders for patients who did not attend for their cervical screening test. The practice also encouraged its patients to attend national screening programmes for bowel and breast cancer screening.

The practice offered a full range of immunisations for children, travel vaccines and flu vaccinations in line with current national guidance. Last year's performance was above average for the majority of immunisations where comparative data was available. For example:

- Flu vaccination rates for the over 65s were 78.5%, and at risk groups 63.46%. These were above national averages.

Childhood immunisation rates for the vaccinations given were above national averages. These included:

- 47 eligible 12 month olds ranged from (100% to 100%) compared to the national average of (94.8% to 96.6%).
- 57 eligible two year olds from (91.4% to 100%) compared to the national average of (93% to 97.4%)

Patients had access to appropriate health assessments and checks. These included health checks for new patients and NHS health checks for patients aged 40–74. Appropriate follow-ups on the outcomes of health assessments and checks were made, where abnormalities or risk factors were identified.

Are services caring?

Our findings

Respect, dignity, compassion and empathy

We observed throughout the inspection that members of staff were courteous and very helpful to patients both attending at the reception desk and on the telephone, and that patients were treated with dignity and respect. Curtains were provided in consulting rooms so that a patient's privacy and dignity was maintained during examinations, investigations and treatments. We noted that consultation and treatment room doors were closed during consultations and that conversations taking place in these rooms could not be overheard. Reception staff knew when patients wanted to discuss sensitive issues or appeared distressed and they could offer them a private room to discuss their needs.

All of the six patient Care Quality Commission (CQC) comment cards received were positive about the service experienced.

Patients said they felt the practice offered an excellent service and that staff were caring, respectful and treated them with dignity and respect. We also asked five patients for their feedback and spoke with one member of the patient participation group (PPG) on the day of our inspection. Both the patients we asked, and the PPG member, told us their dignity and privacy was respected. Comment cards highlighted that staff responded compassionately when patients needed help, and provided support when required.

Results from the national GP patient survey showed that patients were happy with how they were treated including being treated with compassion, dignity and respect.

The practice was comparable locally and nationally for its satisfaction scores on consultations with GPs and nurses.

For example:

- 88.7% said the GP was good at listening to them compared to the CCG average of 91.9% and national average of 88.6%.
- 88.4% said the GP gave them enough time compared to the CCG average of 88.9% and national average of 86.8%.
- 97.7% said they had confidence and trust in the last GP they saw compared to the CCG average of 96.9% and national average of 95.3%.

- 83% said the last GP they spoke to was good at treating them with care and concern compared to the CCG average of 89.2% and national average of 85.1%.
- 85.8% said the last nurse they spoke to was good at treating them with care and concern compared to the CCG average of 92.3% and national average of 90.4%.
- 94% patients said they found the receptionists at the practice helpful compared to the CCG average of 89.8% and national average of 86.9%.

Care planning and involvement in decisions about care and treatment

Patients we spoke with told us that health issues were discussed with them and they felt involved in decision making about the care and treatment they received. They also told us they felt listened to and supported by staff, and had sufficient time during consultations to make an informed decision about the choice of treatment available to them. Patient feedback on the comment cards we received was also positive and aligned with these views.

Results from the national GP patient survey, also showed that patients responded positively to questions about their involvement in planning and making decisions about their care and treatment and these results were in line with local and national averages.

For example:

- 86.6% said the last GP they saw was good at explaining tests and treatments compared to the CCG average of 89.1% and national average of 86.3%.
- 86% said the last GP they saw was good at involving them in decisions about their care compared to the CCG average of 86.1% and national average of 81.5%.

Staff told us that translation services were available for patients who did not have English as a first language.

Patient and carer support to cope emotionally with care and treatment

Notices in the patient waiting room told patients how to access a number of support groups and organisations.

The practice's computer system alerted GPs if a patient was also a carer. There was a practice register of all people who were carers and approximately 1.7% (88) of the practice list had been identified as carers and were being supported,

Are services caring?

for example, by offering health checks and referral for social services support. Written information was available for carers to ensure they understood the various avenues of support available to them.

Carers and those patients who were looked after by a carer were identified by an alert on the practice clinical system. West Moors Group Practice had an active Carers Group who met once a month, this was run by a nurse assistant (the

practice created this position for an existing health care assistant to recognise their additional training and experience) in conjunction with a neighbouring practice, which organised a different activity for each meeting.

Staff told us that if families had suffered bereavement, their usual GP would send a letter of condolence and invite the family member/spouse to a consultation. Advice on how to find support services was included with the letter of condolence. This advice included local counselling and bereavement support services.

Are services responsive to people's needs?

(for example, to feedback?)

Our findings

Responding to and meeting people's needs

The practice worked with the local clinical commissioning group (CCG) to plan services and to improve outcomes for patients in the area. A GP partner and practice manager attended locality meetings and fed back information to improve services.

Services were planned and delivered to take into account the needs of different patient groups and to ensure flexibility, choice and continuity of care. For example;

- The practice offered extended hours appointments on Monday, Tuesday and Wednesday evenings for working patients who could not attend during normal opening hours.
- There were longer appointments available for patients with a learning disability.
- Home visits were available for older patients / patients who would benefit from these.
- Urgent access appointments were available for children and those with serious medical conditions.
- There were disabled facilities, a hearing loop and translation services were also available.

Access to the service

The practice was open between 8.00am and 6.30pm Monday to Friday. Appointments were available between 8.30am and 6.30pm from Monday to Friday. Extended hours appointments were also available on Monday and Wednesday evenings between 6.30pm and 8.30pm and Tuesday evenings between 6.30pm and 7.30pm.

Results from the national GP patient survey showed that patient's satisfaction with how they could access care and treatment was comparable to local and national averages. Patients we spoke to on the day were able to get appointments when they needed them. For example:

- 73% of patients were satisfied with the practice's opening hours compared to the CCG average of 78.8% and national average of 75.7%.
- 86.5% patients said they could get through easily to the practice by phone compared to the CCG average of 85.3% and national average of 74.4%.
- 80.9% patients described their experience of making an appointment as good compared to the CCG average of 82.3% and national average of 73.8%.
- 86.5% patients said they usually waited 15 minutes or less after their appointment time compared to the CCG average of 68.3% and national average of 65.2%.

Listening and learning from concerns and complaints

The practice had a system in place for handling complaints and concerns. Its complaints policy and procedures were in line with recognised guidance and contractual obligations for GPs in England. There was a designated responsible person who handled all complaints in the practice.

We saw that information was available to help patients understand the complaints system in the waiting area and the practice leaflet.

We looked at three of the 12 complaints received in the last 12 months and found these were satisfactorily handled and dealt with in a timely, open and transparent way. Complaints were a standing item on the monthly management meeting agenda and were reviewed annually.

Lessons were learnt from concerns and complaints, and action was taken as a result to improve the quality of care. For example, a complaint was received by a bereaved patient's family member about the impersonal way they were communicated with. As a result the practice developed a bereavement letter template which would be completed by administration staff for signing by the GP following notification of a patient's death. Staff would also include leaflets about support groups in the envelope.

Are services well-led?

Good 

(for example, are they well-managed and do senior leaders listen, learn and take appropriate action)

Our findings

Vision and strategy

The practice had a clear vision to deliver quality medical care to patients.

Staff knew and understood the vision and values and were able to tell us about the values and philosophy of the practice which encompassed key concepts such as compassion, dignity and respect and equality and diversity which placed the patient at the centre of decision making.

Governance arrangements

The practice had an overarching governance framework which supported the delivery of the strategy and good quality care. This outlined the structures and procedures in place and ensured that:

- There was a clear staffing structure and that staff were aware of their own roles and responsibilities
- Practice specific policies were implemented and were available to all staff
- There was a comprehensive understanding of the performance of the practice
- There was a programme of continuous clinical and internal audit which was used to monitor quality and to make improvements
- There were robust arrangements for identifying, recording and managing risks, issues and implementing mitigating actions

Leadership, openness and transparency

The partners in the practice demonstrated that they had the experience, capacity and capability to run the practice and to ensure high quality care. They prioritised safe, high quality and compassionate care. The partners were visible in the practice and staff told us that they were approachable and would always take the time to listen to all members of staff. The partners encouraged a culture of openness and honesty.

Staff told us that regular team meetings were held and that there was an open culture within the practice to the extent that they had the opportunity to raise any issues at team meetings, were confident in doing so, and felt supported if they did. We also noted that whilst team away days were not held, social events for the whole practice took place

regularly which promoted a cohesive working ethos. Staff said they felt respected, valued and supported, particularly by the partners in the practice. One told us they felt the GP team was brilliant and very approachable.

All staff were involved in discussions about how to run and develop the practice, and the partners encouraged all members of staff to identify opportunities to improve the service delivered by the practice.

Seeking and acting on feedback from patients, the public and staff

The practice encouraged and valued feedback from patients, proactively gaining patient feedback and engaging patients in the delivery of the service. It had gathered feedback from patients through the virtual patient participation group (PPG), and through surveys and complaints received.

For example, 21% of patients who completed a survey in 2014 said they were concerned about confidentiality when speaking to reception staff. The practice addressed this by putting up signs to advise patients they could request a private room and staff made use of a second reception window which was situated further away from the seating area of the waiting room. Another example of positive action as a result of patient feedback was the request for high back chairs in the waiting area. We saw that two high back chairs had been provided by the practice.

The practice had also gathered feedback from staff through staff meetings, appraisals and discussion. Staff told us they would not hesitate to give feedback and discuss any concerns or issues with colleagues and management. Staff told us they felt involved and engaged to improve how the practice was run.

Innovation

There was a strong focus on continuous learning and improvement at all levels within the practice. The practice team was forward thinking and part of various local pilot schemes to improve outcomes for patients in the area.

One of these schemes was the introduction of a tracker service. The role of the service was to provide information and, wherever possible, suggest services which may help ensure vulnerable and elderly patients received the appropriate level of supportive care according to their individual circumstances which enabled them to remain in their own homes for as long as possible. This involved a health care assistant, known as a tracker assistant,

Are services well-led?

Good 

(for example, are they well-managed and do senior leaders listen, learn and take appropriate action)

contacting patients to identify their care and support needs then contacting providers of local services to coordinate

any necessary support. This would be done any time the trackers were made aware of the patients' needs. We were told the tracker would always contact a vulnerable or elderly patient when they were discharged from hospital.