

# The Queens Road Partnership

## Inspection report

387 Queens Road  
New Cross Gate  
London  
SE14 5HD  
Tel: 02076352170  
www.queensroadpartnership.co.uk

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This report describes our judgement of the quality of care at this service. It is based on a combination of what we found when we inspected, information from our ongoing monitoring of data about services and information given to us from the provider, patients, the public and other organisations.

### Ratings

Overall rating for this location	Requires Improvement	
Are services safe?	Inadequate	
Are services effective?	Requires Improvement	
Are services caring?	Good	
Are services responsive to people's needs?	Good	
Are services well-led?	Requires Improvement	

# Overall summary

We carried out an announced comprehensive inspection at The Queens Road Partnership on 10 September 2021. Overall, the practice is rated as Requires improvement.

Ratings for each key question;

Safe - Inadequate

Effective – Requires improvement

Caring - Good

Responsive - Good

Well-led – Requires improvement

The concerns identified affected all population groups so we rated all population groups as requires improvement.

Following our last inspection on 14 October 2019, the practice was rated requires improvement overall and rated requires improvement for providing effective, responsive and well led services. We rated caring as good. The practice was taken out of special measures.

We previously carried out an announced focused inspection on 25 June 2019 to follow up the concerns identified in the Warning Notices. At that inspection the practice had demonstrated improvement and concerns in the safe key question had been addressed. The focused inspection was unrated. The published unrated report is available on our CQC website.

At a comprehensive inspection on 21 February 2019, the practice was rated inadequate overall and rated inadequate in safe and well led and we served a Warning Notices for breaches of regulation 12 (safe care and treatment) and of Regulation 17 (good governance) of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. The practice was placed in special measures. Following our inspection, the practice was supported to improve as part of the South East London PCCC QI programme (Primary Care Commissioning Committee).

The full reports for previous inspections can be found by selecting the 'all reports' link for The Queens Road Partnership on our website at [www.cqc.org.uk](http://www.cqc.org.uk)

## **Why we carried out this inspection**

This inspection was a comprehensive inspection to follow up on breaches of regulations and covers our findings in relation to the actions we told the practice they should take to improve.

## **How we carried out the inspection**

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

# Overall summary

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

This included:

- Conducting staff interviews using video conferencing
- Completing clinical searches on the practice's patient records system and discussing findings with the provider
- Reviewing patient records to identify issues and clarify actions taken by the provider
- Requesting evidence from the provider
- A shorter site visit.

## Our findings

We based our judgement of the quality of care at this service on a combination of:

- what we found when we inspected
- information from our ongoing monitoring of data about services and
- information from the provider, patients, the public and other organisations.

**We have rated this practice as requires improvement overall and requires improvement for all population groups.**

We found that:

- The practice did not have clear and effective processes for managing risks, issues and performance. For example, medicines management processes related to monitoring high-risk medicines.
- Clinical and internal audit processes were inconsistent in their implementation and impact. For example, the provider did not have effective oversight of systems to manage safety alerts.
- Staff dealt with patients with kindness and respect and involved them in decisions about their care.
- The practice adjusted how it delivered services to meet the needs of patients during the COVID-19 pandemic. Patients could access care and treatment in a timely way.
- Childhood immunisation uptake rates were below the World Health Organisation (WHO) targets. Uptake rates for the vaccines given were below the target of 95% in four of the five areas where childhood immunisations are measured.
- The practice had not demonstrated it had an effective strategy to improve its performance for cervical screening which was lower than CCG and England averages.

We found breaches of regulations. We took action in line with our enforcement procedures. The provider **must**:

- Ensure that care and treatment is provided in a safe way.

The provider **should**:

- Implement actions to improve the uptake of childhood immunisation and cervical screening.

**Details of our findings and the evidence supporting our ratings are set out in the evidence tables.**

**Dr Rosie Benneyworth** BM BS BMedSci MRCGP

# Overall summary

Chief Inspector of Primary Medical Services and Integrated Care

## Population group ratings

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

## Our inspection team

Our inspection team was led by a CQC lead inspector who spoke with staff using video conferencing facilities and undertook a site visit. The team included a GP specialist advisor who spoke with staff using video conferencing facilities and completed clinical searches and records reviews without visiting the location.

## Background to The Queens Road Partnership

The Queens Road Partnership is located in Lewisham, south east London at;

387 Queens Road

New Cross Gate

London SE14 5HD

The provider is registered with CQC to deliver the Regulated Activities; diagnostic and screening procedures, maternity and midwifery services, family planning and treatment of disease, disorder or injury.

The practice is situated within the South East London Clinical Commissioning Group (CCG) and delivers Personal Medical Services (**PMS**) to a patient population of about 9,050. This is part of a contract held with NHS England.

The practice is part of a wider network of GP practices North Lewisham PCN.

Information published by Public Health England shows that deprivation within the practice population group is in the third lowest decile (two of 10). The lower the decile, the more deprived the practice population is relative to others.

According to the latest available data, the ethnic make-up of the practice area is Asian 8.7%, White 47.8%, Black 32.4%, Mixed 7.4% and 3.7% Other.

The age distribution of the practice population shows the number of people between 20 and 39 and children under ten is significantly higher than the England average. Census data shows an increasing population and a higher than average proportion of BAME residents in Lewisham. The practice had the highest number of registered patients between the ages of 15 and 64 and relatively low numbers of patients aged over 75 years old.

The practice has four GP partners and they are supported by two salaried GPs, two nurses and a health care assistant and an administrative team of 11 led by the practice manager. The practice is a GP training practice. There are 34 GP sessions each week. (1600 patients per WTE). No pharmacist works at practice.

Due to the enhanced infection prevention and control measures put in place since the pandemic and in line with the national guidance, most GP appointments were telephone consultations. If the GP needs to see a patient face-to-face then the patient is offered a choice of either the main GP location or the branch surgery.

Extended access is provided locally by GP Extended Access service at Lewisham University Hospital where late evening and weekend appointments are available. Out of hours services are provided by NHS111 and SELDOC.

This section is primarily information for the provider

# Enforcement actions

## Action we have told the provider to take

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

Regulated activity	Regulation
Diagnostic and screening procedures Family planning services Maternity and midwifery services Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 12 HSCA (RA) Regulations 2014 Safe care and treatment</p> <p><b>Care and treatment must be provided in a safe way for service users</b></p> <p>A section 29 Warning Notice has been served to the Provider.</p> <p><b>How the regulation was not being met:</b></p> <ul style="list-style-type: none"><li>Systems and processes to ensure the safe delivery of care were not in place. In particular, the practice did not have clear and effective processes for managing risks, issues and performance.</li></ul> <p>This was in breach of Regulation 12 (1) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.</p>