

The Queens Road Partnership

Inspection report

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

Date of inspection visit: 14 October 2019
Date of publication: 23/12/2019

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?

Good



Are services effective?

Requires improvement



Are services caring?

Good



Are services responsive?

Requires improvement



Are services well-led?

Requires improvement



Overall summary

This practice is rated as Requires improvement

(Previous rating inadequate)

The key questions we inspected are rated as:

Are services safe? – Good

Are services effective? – Requires improvement

Are services caring? – Good

Are services responsive? – Requires improvement

Are services well-led? – Requires improvement

We carried out an announced comprehensive inspection on 14 October 2019 at The Queens Road Partnership to follow up on concerns raised at our inspection on 21 February 2019. Following the February 2019 inspection, this practice was placed in special measures. We carried out a focused inspection in June 2019 to check compliance with enforcement action taken. The focused inspection was unrated. The published unrated report is available on our CQC website.

We carried out an announced comprehensive inspection on 14 October 2019 because the practice was in special measures and to check compliance with warning notices served following our February 2019 inspection.

At this inspection we inspected all six population groups and rated all population groups as **requires improvement** overall because of the issues regarding getting through to the practice by phone and access to appointments.

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.

We rated the practice as **good** for providing safe services because

At this comprehensive inspection we found:

- The practice had clear systems and processes to keep patients safe.

- At our last inspection not all risks to patient safety were managed well. At this inspection we found arrangements for identifying, monitoring and managing risks to patient safety had improved.
- At the time of inspection, the practice did not have appropriate medicines for the safe management of medical emergencies.
- The practice had reviewed the safety alert protocol and had started to implement a new system for managing safety alerts.
- Systems for monitoring patients prescribed high risk medicines were safe.
- The premises were clean and tidy, we saw evidence of actions taken to prevent and control the spread of infections.

We rated the practice as **requires improvement** for providing effective services because

- Childhood immunisation uptake rates were below the World Health Organisation (WHO) targets. Uptake rates for the vaccines given were below the minimum 90% target for three of four childhood immunisation uptake indicators. During our inspection, the practice shared unverified data from their population reporting dashboard which showed the practice had achieved the minimum target in these three areas.
- The practice was able to show that staff had the skills, knowledge and training to carry out their roles.

We rated all population groups as **good** in Effective, except Families, Children and Young People and Working age people which we rated as **requires improvement** because of the low childhood immunisation rates and low cervical screening uptake and the failure to take adequate action to improve them.

We rated the practice as **good** for providing caring services because:

- Staff dealt with patients with kindness and respect and involved them in decisions about their care.
- We received 31 patient comment cards. Patients described the staff as kind and helpful.

We rated the practice as **requires improvement** for providing responsive services because:

- The practice still scored below the national average in the National GP Patient Survey in relation to how easy it

Overall summary

was to get through to someone at their GP practice on the phone. The practice was aware of this and had an action plan in place to address lower scoring areas in the NHS national patient survey. There was evidence to support waiting times on the phone had improved and the improvements had been maintained.

- Patient feedback showed patients could not always access care and treatment in a timely way. The practice monitored patient feedback and they had identified themes in patient feedback. The practice had a system in place to measure the impact improvements had made on patients' access to care and treatment. However, these improvements were yet to be reflected in data from the national GP patient survey, which will be published in July 2020.

However these improvements were yet to be reflected in data from the national GP patient survey, which will be published in July 2020.

At this inspection we inspected all six population groups and rated all population groups as **requires improvement** in responsive (and therefore overall) because of the issues regarding getting through to the practice by phone and access to appointments which affects all population groups.

We rated the practice as **requires improvement** for providing well-led services because:

- The overall governance arrangements had improved. Leaders had put in place a system to measure the impact of the improvements made to the telephone system. There was evidence the practice had evaluated the impact of these changes to ensure improvements had been achieved and the quality of access to services had improved. For example, there was evidence from their telephone performance dashboard to support waiting times on the phone had improved.

- Although leaders had taken action in response to poor patient feedback, the practice had not yet taken reasonable steps to survey patients to check whether changes made to the telephone system and access to appointments had improved patient satisfaction
- Leaders had ensured they had oversight of systems and processes so that risks were managed effectively in the practice.
- The complaints procedure ensured patient needs were met and were in line with national guidance.
- There was an active patient participation group. There was evidence the practice implemented suggestions for improvements and made changes to the way it delivered services as a consequence of feedback from patients

Whilst we found no breaches of regulations, the provider **should:**

- Continue to implement a programme to improve uptake of childhood immunisations.
- Encourage uptake of national cancer screening programmes.
- Continue to monitor patient satisfaction with telephone access and take further action if necessary.
- Continue to ensure policies and procedures are followed; for example, the emergency medicines protocol.

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

I am taking this service out of special measures. This recognises the significant improvements that have been made to the quality of care provided by this service.

Dr Rosie Benneyworth BM BS BMedSci MRCGP

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.
The team included a GP specialist adviser.

Background to The Queens Road Partnership

The Queens Road Partnership is in the London Borough of Lewisham and services are commissioned by the NHS Lewisham Clinical Commissioning Group. Queens Road Partnership provides general practice services to approximately 9,900 patients and is based in a converted former residential property at 387 Queens Road, New Cross Gate, London SE14 5JN. Lewisham is a London borough in south-east London and forms part of Inner London.

In Lewisham deprivation levels are significantly higher than the England average. The Queens Road Partnership is in one of the most deprived areas of London. Information published by Public Health England (PHE) rates the level of deprivation within the practice population group as three on a scale of one to 10. Level one represents the highest levels of deprivation and level 10 the lowest. Demographic information for Lewisham 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 Black and Minority Ethnic 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 a salaried GP, two nurses and two health care assistants and an administrative team led by the practice manager. The practice had recently recruited a new salaried GP. The practice is a training practice for medical students and qualified doctors. The practice is registered to provide the following regulated activities; Treatment of disease, disorder or injury; surgical procedures; family planning; diagnostic and screening procedures; maternity and midwifery services. The practice has opted in to providing out-of-hours services for patients in the area with the Seldoc Co-operative. When the practice is closed patients can access the out of hours service, Seldoc by contacting NHS 111.