

Moredon Medical Centre

Inspection report

Moredon Road
Swindon
Wiltshire
SN2 2JG
Tel: 01793 342000

Dates of inspection visit: 13 August and 16 August
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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

Inadequate



Are services safe?

Inadequate



Are services effective?

Requires improvement



Are services caring?

Requires improvement



Are services responsive?

Inadequate



Are services well-led?

Inadequate



Overall summary

We carried out an unannounced comprehensive inspection of Moredon Medical Centre on 13 and 14 August 2019, as part of our inspection programme. The inspection was a comprehensive follow up of the Special Measures imposed on the provider in March 2019 under the previous provider arrangements, and to follow up on the urgent conditions that were removed under the new provider arrangements. The inspection approach was unannounced, in response to urgent concerns raised by whistle blowers, and information provided to us from other sources. On 13 August 2019, the inspection focused on activities carried out at the hub, and how The Better Health Partnership LP operated as the registered provider. On the 14 August 2019, the inspection focused on how the regulated activities were provided from the location Moredon Medical Centre.

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.

In September 2018, Moredon Medical Centre began working collaboratively with five other practices in the Swindon area, with the support of Integral Medical Holdings (IMH), who provide back-office services such as payroll, human resources, finance and management support. This collaboration was formed to maintain the services provided by these practices, and to look to develop new ways of working in line with the Government's plan for primary care, the 'General Practice Five Year Forward View'. In March 2019 the practice was registered under a new provider, the Better Health Partnership. This was predominately a business and legal entity change, with the same people being responsible for the running of the practice as with the previous provider IMH. In May 2019, IMH withdrew from providing support services, but the structure has remained the same, with all correspondence and back office functions being managed at Moredon Medical Centre, which is known as the hub.

We have rated this practice as inadequate overall.

We rated the practice as **inadequate** for providing **safe** services because:

- The practice did not have clear systems and processes to keep patients safe.

- The practice did not have appropriate systems in place for the safe management of medicines.
- The practice did not learn and make improvements when things went wrong.

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

- There was limited monitoring of the outcomes of care and treatment.
- The practice was unable to show that staff had the skills, knowledge and experience to carry out their roles.

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

- Despite improvements, patient satisfaction scores were low relative to local and national averages.

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

- Although improvements had been made, patients were unable to access services in a timely manner and there was a lack of continuity of care.

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

- Leaders could not show that they had the capacity and skills to deliver high quality, sustainable care.
- While the practice had a clear vision, that vision was not supported by a credible strategy.
- The practice culture and structure did not effectively support high quality sustainable care.
- There was limited support from the provider Better Health Partnership to the local team at Moredon Medical Centre.
- The overall governance arrangements needed strengthening in order to be effective and sustainable.
- The practice did not have clear and effective processes for managing risks, issues and performance.
- The practice did not always act on appropriate and accurate information.
- We saw limited evidence of systems and processes for learning, continuous improvement and innovation.

Following the inspection, we issued Warning Notices to the provider registration of the Better Health Partnership, which relate to the location Moredon Medical Centre. This was in regard to the significant issues relating to patient safety, and leadership and governance.

Overall summary

This service was placed in special measures in April 2019. Insufficient improvements have been made such that there remains a rating of inadequate for any population group, key question or overall. We will proceed to cancelling their registration or to varying the terms of their registration within six months if they do not improve. The service will be kept under review and if needed could be escalated to urgent enforcement action. Where necessary, another inspection will be conducted within six months, and if there

is not enough improvement we will move to close the service by adopting our proposal to vary the provider's registration to remove this location or cancel the provider's registration.

Special measures will give people who use the service the reassurance that the care they get should improve.

Dr Rosie Benneyworth BM BS BMedSci MRCGP

Chief Inspector of Primary Medical Services and Integrated Care

Population group ratings

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

Our inspection team

Our inspection team was led by a CQC lead inspector. The team included a GP specialist advisor, two practice manager specialist advisors, and a second CQC inspector.

Background to Moredon Medical Centre

The provider, Better Health Partnership LP, delivers regulated activities from its five main locations (and two branch locations). Only Moredon Medical Centre was inspected on this occasion. The addresses for these main sites are:

Moredon Medical Centre

Moredon Road,

Swindon.

SN2 2JG

Tel: 01793 342000

Website:

Eldene Surgery

Colingsmead,

Swindon

SN3 3TQ

Tel: 01793 522710

Website: www.eldenesurgery.com

Phoenix Surgery

Dunwich Drive,

Swindon

SN5 8SX

Tel: 01793 600440

Website:

Taw Hill Medical Centre

Aiken Rd,

Swindon

SN25 1UH

Tel: 01793 709500

Abbey Meads Medical Group

Village Centre,

Elstree Way,

Swindon

SN25 4YZ

Tel: 01793 706030

Website: www.abbeymeadsdoctors.co.uk

Moredon Medical Centre is based in Swindon, Wiltshire, and is one of 24 practices serving the NHS Swindon Clinical Commissioning Group (CCG) area. A staffed reception area is located on the ground floor, and the practice has consulting/treatment rooms on the ground

and first floors. The shared building houses the Swindon Urgent Care Centre and Expedited Surgery Scheme (SUCCESS). An independent pharmacy is also located on the premises. The practice is registered as a training practice.

In September 2018, Abbey Meads Medical Group, Moredon Medical Centre, Taw Hill Medical Practice, Eldene Surgery, and Phoenix Surgery began working collaboratively as a primary care network with the support of Integral Medical Holdings (IMH), who provide back-office services such as payroll, human resources, finance and management support. This collaboration was formed to maintain the services provided by these practices, and to look to develop new ways of working in line with the Government's plan for primary care, the 'General Practice Five Year Forward View'.

The new provider, now known as the Better Health Partnership LP, was registered with CQC in March 2019. GP partners of the old practice continue to be on the new Better Health Partnership LP registration, following IMH's withdrawal.

The practice has around 12,000 registered patients from an area surrounding the practice and Swindon town centre. The practice age distribution is broadly in line with the national average, with most patients being of working age or older.

The practice has a General Medical Services (GMS) contract to deliver health care services. (A GMS contract is a contract between NHS England and general practices for delivering general medical services and is the most common form of GP contract).

Moredon Medical Centre provides the following regulated activities:

- Treatment of disease, disorder or injury

- Diagnostic and screening procedures
- Maternity and midwifery services
- Surgical procedures
- Family planning

There are three GP partners (two male, one female), a long-term locum GP, one non-EU GP, and one GP registrar. The wider clinical team consists of a clinical nurse manager, two diabetic nurse specialists, two asthma and Chronic Obstructive Pulmonary Disease (COPD) nurse specialists, one practice nurse, two health care assistants (HCAs), two phlebotomists and a general manager. The practice team includes reception, administrative and secretarial staff. Moredon Medical Centre is a teaching practice.

Ninety-one per-cent of the practice population describes itself as white, and around 9% as having a Black, Asian and Minority Ethnic (BAME) background. A measure of deprivation in the local area recorded a score of 5, on a scale of 1-10. A higher score indicates a less deprived area. (Note that the circumstances and lifestyles of the people living in an area affect its deprivation score. Not everyone living in a deprived area is deprived and not all deprived people live in deprived areas).

Moredon Medical Centre is open from 7.15am to 6pm Monday to Friday, and the practice will take calls during these times. Routine and urgent GP appointments are also available during these times.

The practice has opted out of providing Out-Of-Hours services to its own patients. Outside of normal practice hours, patients can access the NHS 111 service, and an Out-Of-Hours GP is available at Swindon Walk-In Centre. Information about the Out-Of-Hours service was available on the practice website, in the patient registration pack, and as an answerphone message.

This section is primarily information for the provider

Requirement notices

Action we have told the provider to take

The table below shows the legal requirements that the service provider was not meeting. The provider must send CQC a report that says what action it is going to take to meet these requirements.

Regulated activity	Regulation
Diagnostic and screening procedures	<p>Regulation 19 HSCA (RA) Regulations 2014 Fit and proper persons employed</p> <p>How the regulation was not being met...</p> <p>The provider could not provide full evidence that staff had the experience and qualifications to deliver effective care, support and treatment. Specifically:</p> <ul style="list-style-type: none">Recruitment files for staff did not contain required information, as per the practice recruitment policy and the regulations. Several files did not contain information about job description, proof of identification, evidence of satisfactory conduct in previous employment, contract of employment, induction training undertaken, DBS checks, and evidence of appraisals.Three recruitment files for locum doctors did not contain references, a DBS check, offer of employment letter, proof of indemnity insurance, interview notes, evidence of induction or a record of immunisation status.A salaried GP's file was blank apart from photo ID, a Basic Life Support certificate, and their GMC number.
Family planning services	
Maternity and midwifery services	
Surgical procedures	
Treatment of disease, disorder or injury	

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 the service provider was not meeting. The provider must send CQC a report that says what action it is going to take to meet these. We took enforcement action because the quality of healthcare required significant improvement.

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>Care and treatment was not provided in a safe way for service users. Specifically:</p> <ul style="list-style-type: none">• There were large numbers of tasks outstanding. For example, 2574 items of outstanding correspondence at Moredon Medical Centre. There were tasks that were actioned and not marked as completed and tasks that had not been actioned for a month or more.• Risk assessments for premises safety, fire safety, and controlling the spread of infections identified actions that had not been completed.• There were shortfalls in the monitoring of disease modifying drugs. Alerts were in place on patient records, to remind clinicians to ensure blood tests were carried out, but these had not been acted upon.• Supplies of one medicine had exceeded its expiry date by several days but was still available for use.• The significant event policy was not always followed, and significant events were not always identified, investigated or discussed.• There was limited evidence of learning from complaints.
Diagnostic and screening procedures Family planning services Maternity and midwifery services Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 17 HSCA (RA) Regulations 2014 Good governance</p> <p>The provider had failed to ensure that systems and processes established and operated effectively to ensure compliance with requirements to demonstrate good governance. In particular:</p>

This section is primarily information for the provider

Enforcement actions

- Hospital letters and other correspondence were not processed in a timely manner.
- Required measures from practice assessments had not been undertaken.
- System to undertake employment and recruitment checks were ineffective.
- Significant events were not always identified or actioned.
- There was limited evidence of learning from complaints.
- Systems to identify when medicines stocks needed to be replaced were ineffective.