

Manor Farm Medical Centre

Inspection report

Mangate Street
Swaffham
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Date of inspection visit: 31 March 2022
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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?		Good	
Are services responsive to people's needs?		Good	
Are services well-led?		Inadequate	

Overall summary

We carried out an announced inspection at Manor Farm Medical Centre on 31 March 2022. Overall, the practice is rated as inadequate.

The ratings for each key question are:

Safe - Inadequate

Effective – Requires improvement

Caring - Good

Responsive - Good

Well-led - Inadequate

The full reports for previous inspections can be found by selecting the 'all reports' link for Manor Farm Medical Centre on our website at www.cqc.org.uk

Why we carried out this inspection

This inspection was a comprehensive inspection. We undertook this inspection at the same time as CQC inspected a range of urgent and emergency care services in Norfolk. To understand the experience of GP Providers and people who use GP services, we asked a range of questions in relation to urgent and emergency care. The responses we received have been used to inform and support system wide feedback.

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.

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 short 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

Overall summary

- 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 Inadequate overall.

We found that:

- The practice leadership had failed to ensure the practice was led and managed in a way that promoted the delivery of high-quality, person-centre care.
- The practice did not provide care in a way that always kept patients safe and protected them from avoidable harm.
- Not all patients received safe and effective care and treatment that met their needs.
- The practice did not ensure that all medicines were prescribed safely to all patients.
- The practice did not have clear oversight that staff had received appropriate competency assessments.
- Complaints were listened and responded to but were not used to improve the quality of care.
- 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.

We found breaches of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

The provider **must**:

- Ensure care and treatment is provided in a safe way to patients
- Establish effective systems and processes to ensure good governance in accordance with the fundamental standards of care.

In addition to the breaches of regulations, the provider should:

- Continue to encourage uptake of cervical screening.

I am placing this service in special measures. Services placed in special measures will be inspected again within six months. If insufficient improvements have been made such that there remains a rating of inadequate for any key question or overall, we will take action in line with our enforcement procedures to begin the process of preventing the provider from operating the service. This will lead 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 a further six months, and if there is not enough improvement, we will move to close the service by adopting our proposal 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.

As a result of the concerns identified we issued a Section 29 warning notice in relation to a breach of Regulation 12 Safe Care and Treatment.

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

Dr Rosie Benneyworth BM BS BMedSci MRCGP

Chief Inspector of Primary Medical Services and Integrated Care

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 together with a member of the CQC Medicines Optimisation team. The team included two GP specialist advisors who spoke with staff using video conferencing facilities and completed clinical searches and records reviews without visiting the location.

Background to Manor Farm Medical Centre

Manor Farm Medical Centre is located in Swaffham at:

Mangate Street
Swaffham
PE37 7QN

The practice has branch surgeries at:

Oak Farm Surgery
North Pickenham Road
Necton
PE37 8EF and

Narborough Surgery
Main Road
Narborough
PE32 1TE. We did not inspect this branch.

There is a dispensary at Manor Farm Medical Centre and Oak Farm Surgery which were also inspected.

The provider is registered with CQC to deliver the Regulated Activities

- Treatment of disease, disorder or injury
- Surgical procedures
- Diagnostic and screening procedures
- Maternity and midwifery services
- Family planning services.

These are delivered from all sites.

The practice is situated within the Norfolk and Waveney Clinical Commissioning Group (CCG) and delivers General Medical Services (**GMS**) to a patient population of about 7500. This is part of a contract held with NHS England.

The practice is part of a wider network of GP practices which make up the Primary Care Network (PCN) Swaffham and Downham.

Information published by Public Health England shows that deprivation within the practice population group is in the fifth lowest decile (five 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 98% White, 1% Asian and 1% Mixed.

There is a higher proportion of older people registered at the practice than both local and national averages.

There is a team of three GP partners at Manor Farm Medical Centre. The practice has a team of one Advanced Nurse Practitioner, three practice nurses, one GP matron, one nurse associate and two Health Care Assistants. From the PCN there is a social prescriber, a mental health practitioner, a care co-ordinator, a pharmacist and a paramedic. The GPs are supported at the practice by a team of reception/administration staff. The practice manager and assistant practice manager are based at the main location to provide managerial oversight.

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.

Out of hours services are provided by Integrated Care 24 and accessed via the NHS 111 service.

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 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
Treatment of disease, disorder or injury	Regulation 17 HSCA (RA) Regulations 2014 Good governance
Surgical procedures	The practice failed to demonstrate they had an effective quality improvement programme in place, which would ensure safe and effective care to all patients.
Diagnostic and screening procedures	The practice failed to demonstrate they received and acted on complaints and failed to demonstrate they took appropriate action in a timely manner.
Maternity and midwifery services	The practice did not demonstrate that all staff had received appropriate assessments to ensure they were competent to carry out their duties.
Family planning services	The practice did not demonstrate that risk assessments were fully effective to ensure compliance and improvements were made including fire, legionella and Infection Prevention and Control.
	The practice had not ensured that emergency medicines and equipment were easily available.
	This was in breach of Regulation 17(1) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

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.

Regulated activity	Regulation
Treatment of disease, disorder or injury	Regulation 12 HSCA (RA) Regulations 2014 Safe care and treatment
Surgical procedures	The practice did not evidence that all medicines were prescribed safely to patients. We also found concerns within the practice dispensary.
Diagnostic and screening procedures	The practice did not have a recruitment process in place which ensured staff had been recruited safely.
Maternity and midwifery services	The practice did not have oversight of the immunisation status of staff who may be at risk of harm.
Family planning services	