

Spring Hill Medical Centre

Quality Report

Phil Collins Way, Arley, Nuneaton, Warwickshire, CV7
8FD

Tel: 01676 540454

Website: www.springhillmedicalcentre.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 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



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Overall summary

Letter from the Chief Inspector of General Practice

This practice is rated as Good overall.

The key questions are rated as:

Are services safe? – Good

Are services effective? – Good

Are services caring? – Good

Are services responsive? – Good

Are services well-led? – Good

As part of our inspection process, we also look at the quality of care for specific population groups. The population groups are rated as:

Older People – Good

People with long-term conditions – Good

Families, children and young people – Good

Working age people (including those recently retired and students) – Good

People whose circumstances may make them vulnerable – Good

People experiencing poor mental health (including people with dementia) – Good

We carried out an announced comprehensive inspection at Spring Hill Medical Centre on 19 December 2017 as part of our inspection programme. The practice was previously inspected on 10 February 2015 and was rated as Good.

At the latest inspection we found:

- Urgent same day patient appointments were available when needed. All patients we spoke with and those who completed comment cards before our inspection said they were always able to obtain same day appointments and access care when needed.
- Patients' needs were assessed and care delivered in line with current guidelines. Staff had the appropriate skills, knowledge and experience to deliver effective care and treatment.
- Results from the national GP patient survey revealed a high level of patient satisfaction about the care given at the practice. For example, 94% of patients who responded said the last GP they saw or spoke to was good at treating them with care and concern and 98% had confidence and trust in the last GP they saw or spoke to.
- The practice had clear systems to manage risk so that safety incidents were less likely to happen. When incidents did happen, the practice learned from them and improved their processes.
- Patients said GPs gave them enough time and treated them with dignity and respect.
- A business plan was in place for 2017-2019 which set key targets for quality, staffing and finance.

Summary of findings

- The practice leadership focussed on ensuring that all staff understood who important they were to the practice and also ensured staff had an effective work/life balance.
- Located in an area with larger elderly population, the practice had identified 280 patients as carers (just under 8% of the practice list).
- The practice has a trained care navigator and was part of a pilot for Age UK.

However there were areas of practice where the provider should make improvements:

- Continue to implement and monitor actions to improve areas highlighted as below the average in the annual national GP patient survey, particularly in the area of access to care and treatment.

Professor Steve Field CBE FRCP FFPH FRCGP

Chief Inspector of General Practice

Spring Hill Medical Centre

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 adviser.

Background to Spring Hill Medical Centre

- The practice name is Spring Hill Medical Centre. It serves a semi- rural area
- Located at Phil Collins Way, Arley, Nuneaton, Warwickshire, CV7 8FD, there is also a branch surgery in the village of Galley Common.
- Telephone number: 01676 540454.
www.springhillmedicalcentre.co.uk
- The practice has a General Medical Services (GMS) contract with NHS England. The GMS contract is the contract between general practices and NHS England for delivering primary care services to local communities.
- At the time of our inspection, 10,555 patients were registered at the practice.
- The practice building is open from 8am to 6.30pm on Mondays to Fridays with appointments available throughout those times. Extended hours appointments are available from 6.45am to 8am on one day each week and from 7.30am to 8am on three days each week. The days these appointments are offered varies according to patient demand. Extended hours appointments are also available on Tuesday evenings and alternate Monday and Wednesday evenings.
- When the practice is closed, patients can access out of hours care provided by Care UK through NHS 111 and available at the local George Eliot Hospital.
- The practice has three partner GPs (two male and one female), two salaried GPs (one male and one female), three practice nurses and one healthcare assistant. A regular locum GP is also used (male) who was formerly a partner at the practice. They are supported by a practice manager, a deputy practice manager and administrative staff.
- The practice is a training practice for GPs and practice nurses.

Are services safe?

Our findings

We rated the practice, and all of the population groups, as good for providing safe services.

Safety systems and processes

Spring Hill Medical Centre had clear systems to keep patients safe and safeguarded from abuse.

- The practice carried out appropriate safety risk assessments. It had a range of safety policies which were regularly reviewed and communicated to staff. For example, health and safety and fire safety, for which staff had also received appropriate training.
- 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 and infection control and Legionella (Legionella is a term for a particular bacterium which can contaminate water systems in buildings). A Legionella risk assessment had been carried out in December 2017.
- All staff received up-to-date safeguarding and safety training. All clinical and clerical staff had been trained to a level appropriate for their role. They knew how to identify and report concerns.
- Staff received safety information for the practice as part of their induction and refresher training. The practice had systems to safeguard children and vulnerable adults from abuse which were based on guidelines issued by Warwickshire's Multi-Agency Safeguarding Hub (MASH) and in conjunction with the local authority. Policies were regularly reviewed and were accessible to all staff. They outlined clearly who to go to for further guidance.
- Staff who acted as chaperones were trained for the role and had received a DBS check. (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).
- The practice carried out staff checks, including checks of professional registration where relevant, on recruitment and on an on-going basis. DBS checks and risk assessments were undertaken where

required. Since our last inspection held in February 2015 the practice had reviewed its recruitment policy to ensure all necessary employment checks were carried out for new staff.

- The practice worked with other agencies (for example, Social Services) to support patients and protect them from neglect and abuse. Staff took steps to protect patients from abuse, neglect, harassment, discrimination and breaches of their dignity and respect.
- There was an effective system to manage infection prevention and control. Appropriate policies were in place to support this, for example, needle stick injury and handwashing technique. The last infection control audit had been carried out in May 2017 and shortly after our inspection, staff were due to attend updated infection control training that was being held for the entire CCG.
- The practice ensured that facilities and equipment were safe and that equipment was maintained according to manufacturers' instructions. Regular checks were carried out, for example, portable appliance testing (PAT) and calibration of equipment, both in January 2017.
- There were systems for safely managing healthcare waste and a contract for its disposal was in place with an appropriate organisation.

Risks to patients

There were systems to assess, monitor and manage risks to patient safety.

- There were arrangements for planning and monitoring the number and mix of staff needed. There was a rota system in place for all the different staffing groups to ensure enough staff were on duty. Staff were able to cover for each other when absent.
- There was an effective induction system for temporary staff tailored to their role. This included locum GPs used by the practice, although the practice very rarely needed to use any.
- Staff understood their responsibilities to manage emergencies on the premises and to recognise those in need of urgent medical attention. The practice had a defibrillator (which provides an electric shock to stabilise a life threatening heart rhythm) available on the

Are services safe?

premises and oxygen with adult and children's masks. There was a first aid kit and accident book available. Clinicians knew how to identify and manage patients with severe infections, for example, sepsis.

- When there were changes to services or staff the practice assessed and monitored the impact on safety.

Information to deliver safe care and treatment

Staff had the information they needed to deliver safe care and treatment to patients.

- Individual care records were written and managed in a way that kept patients safe. The care records we saw showed that information needed to deliver safe care and treatment was available to relevant staff in an accessible way.
- The practice had systems for sharing information with staff and other agencies to enable them to deliver safe care and treatment. For example, the practice had a good working relationship with the local health visitor team and district nursing team and they regularly attended practice meetings when needed.
- Referral letters included all of the necessary information and patients were followed up if they failed to attend for these appointments.

Safe and appropriate use of medicines

The practice had reliable systems for appropriate and safe handling of medicines.

- The systems for managing medicines, including vaccines, medical gases, and emergency medicines and equipment minimised risks. The practice kept prescription stationery securely and monitored its use. This included forms used in computer printers.
- Staff prescribed, administered or supplied medicines to patients and gave advice on medicines in line with legal requirements and current national guidance. Processes were in place for the handling of repeat prescriptions and the practice carried out regular medicines audits, to ensure prescribing was in line with best practice guidelines for safe prescribing.
- Patients' health was monitored to ensure medicines were being used safely and followed up appropriately. The practice involved patients in regular reviews of their medicines.

Track record on safety

The practice had a good safety record.

- The practice had carried out comprehensive risk assessments and an up to date risk register was held.
- The practice monitored and reviewed activity. This helped it to understand risks and gave a clear, accurate and current picture that led to safety improvements. For example, the practice had recently reviewed its process for monitoring the temperatures of medicines fridges (the cold chain) following a problem occurring.

Lessons learned and improvements made

The practice learned and made improvements when things went wrong.

- There was a system for recording and acting on significant events and incidents. Staff understood their duty to raise concerns and report incidents and near misses. Leaders and managers supported them when they did so. Since our last inspection in February 2015, the practice has reviewed opportunities for the team to share learning from significant events. As part of this, a weekly meeting was held to discuss and analyse significant events and incidents.
- There were adequate systems for reviewing and investigating when things went wrong. The practice learned and shared lessons identified themes and took action to improve safety in the practice.
- There was a system for receiving and acting on safety alerts. Alerts were received by email from external agencies such as Medicines and Healthcare products Regulatory Agency (MHRA) and the National Institute for Health and Care Excellence (NICE). Searches were made to identify any patients affected by alerts and they were discussed in clinical meetings. The practice learned from external safety events as well as patient and medicine safety alerts.
- GPs and nurses described alerts where appropriate changes had been made as a result. We reviewed one such alert that related to a faulty oxygen ventilator.

Are services effective?

(for example, treatment is effective)

Our findings

We rated the practice as good for providing effective services overall and across all population groups.

Effective needs assessment, care and treatment

Spring Hill Medical Centre had systems to keep clinicians up to date with current evidence-based practice. We saw that clinicians assessed needs and delivered care and treatment in line with current legislation, standards and guidance supported by clear clinical pathways and protocols.

- Patients' needs were fully assessed. This included their clinical needs and their mental and physical wellbeing in line with relevant and current evidence based guidance and standards, including National Institute for Health and Care Excellence (NICE) best practice guidelines. NICE is the organisation responsible for promoting clinical excellence and cost-effectiveness and for producing and issuing clinical guidelines to ensure that every NHS patient gets fair access to quality treatment.
- The practice used the Warwickshire North Clinical Commissioning Group (CCG) care pathway guidance which outlined appropriate treatment for medical conditions.
- Staff advised patients what to do if their condition got worse and where to seek further help and support, including local out of hours services if necessary.
- Data available for the practice showed it performed in-line with local and national averages and had no outliers (significant variations).
- We saw no evidence of discrimination when making care and treatment decisions.
- The practice prioritised continuity of care, for example, all patients saw their allocated GP whenever possible.

Older people:

- Older patients received a full assessment of their physical, mental and social needs. Those who were frail and vulnerable received appropriate help and signposting to other services if appropriate. This included an annual clinical review with a medicines review.

- All patients aged over 75 were invited for a health check. Over a 12 month period the practice had provided health checks on 90% of patients aged over 75.
- The practice kept a record of the number of falls that had occurred to each patient and was able to investigate if further medical intervention was needed.
- The practice followed up on older patients discharged from hospital. Discharge summaries were reviewed and the practice ensured medicines and care plans, if in place, were amended to reflect any extra or changed needs.
- The practice has a trained care navigator and was part of a pilot for Age UK to ensure elderly patients received appropriate help for domestic and social needs in addition to their medical needs..
- Older people were represented on the Patient Participation Group (PPG).

People with long-term conditions:

- Patients with long-term conditions had a structured annual review to check their health and medicines needs were being met. This was carried out more frequently if the patient's condition required it. For patients with the most complex needs, the GP worked with other health and care professionals to deliver a coordinated package of care.
- Staff who were responsible for reviews of patients with long term conditions had received specific training.
- Longer appointments and home visits were available when needed.
- Patients with some long-term conditions were given advice and practical guidance on how to self-manage their condition, details of concerns to look for and guidance for use in an emergency.
- The practice engaged with a locally held dementia café.

Families, children and young people:

- Childhood immunisations were carried out in line with the national childhood vaccination programme. Uptake rates for the vaccines given were above the target percentage of 90% set nationally. The achieved 92-97%.

Are services effective?

(for example, treatment is effective)

- There were appointments outside of school hours and any child who needed an appointment was seen on the same day.
- The practice building was suitable for children and babies.
- We saw positive examples of joint working with midwives.
- The practice nursing team followed up any children who failed to attend for immunisations.
- The practice had arrangements to identify and review the treatment of newly pregnant women on long-term medicines.

Working age people (including those recently retired and students):

- The practice ensured it provided services to meet the needs of the working age population, For example, a wide range of extended hours appointments were available.
- The practice's uptake for cervical screening was 81%, which was above the 80% coverage target for the national screening programme.
- The practice had systems to inform eligible patients to have the meningitis vaccine, for example before attending university for the first time.
- Patients had access to appropriate health assessments and checks including NHS checks for patients aged 40-74. There was appropriate follow-up on the outcome of health assessments and checks where abnormalities or risk factors were identified.
- A vasectomy clinic was based within the practice, operated by another organisation.

People whose circumstances make them vulnerable:

- The practice supported vulnerable patients to access various support groups and voluntary organisations, for example, by working with the local community mental health team.
- There was a register of vulnerable patients including those with a learning disability. This was regularly reviewed as patients' needs changed.
- Longer appointments were available for patients with a learning disability.

- The practice worked with other health care professionals to provide care to vulnerable patients, for example, the district nursing team.
- Staff could recognise signs of abuse in vulnerable adults and children. Staff were aware of their responsibilities to share appropriate information, record safeguarding concerns and how to contact relevant agencies in normal working hours and out of hours.

People experiencing poor mental health (including people with dementia):

- The practice worked with multi-disciplinary teams to provide appropriate care for patients with poor mental health. This included patients with dementia who also received support from the practice's dementia navigator.
- The practice specifically considered the physical health needs of patients with poor mental health and those living with dementia. For example the percentage of patients experiencing poor mental health who had received discussion and advice about alcohol consumption (practice 93%; CCG 95%; national 89%); and the percentage of patients experiencing poor mental health who had received discussion and advice about smoking cessation (practice 96%; CCG 95%; national 95%).

Monitoring care and treatment

Spring Hill Medical Centre had a comprehensive programme of quality improvement activity and routinely reviewed the effectiveness and appropriateness of the care provided. For example, all audits of antibiotic prescribing had seen prescribing levels reduced to be within the CCG guidelines over the last 12 months.

Where appropriate, clinicians took part in local and national improvement initiatives.

The most recent published Quality Outcome Framework (QOF) results were 94% of the total number of points available compared with the Clinical Commissioning Group (CCG) average of 97% and national average of 94%. The overall exception reporting rate was 9% compared with a CCG average of 10% and a national average of 10%. (QOF is a system intended to improve the quality of general practice and reward good practice. Exception reporting is

Are services effective?

(for example, treatment is effective)

the removal of patients from QOF calculations where, for example, the patients decline or do not respond to invitations to attend a review of their condition or when a medicine is not appropriate.)

The practice performed above the local and national averages in a number of key areas:

- The percentage of patients diagnosed with dementia whose care plan has been reviewed in a face-to-face review in the preceding 12 months. The practice achieved 95% with an exception rate of 0%. This was above the CCG average of 86% with an exception rate of 7% and above the national average of 84% with an exception rate of 7%.
- The percentage of patients with hypertension in whom the last blood pressure reading (measured in the preceding 12 months) is 150/90 mmHg or less. The practice achieved 89% with an exception rate of 1%. This was above the CCG average of 85% with an exception rate of 4% and above the national average of 84% with an exception rate of 4%.
- The practice used information about care and treatment to make improvements. For example, the practice had introduced health care assistants to take over routine procedures such as blood pressure monitoring, heart disease prevention clinics and weight clinics.
- The practice was actively involved in quality improvement activity and a programme of clinical audit was in place.

Effective staffing

Staff had the skills, knowledge and experience to carry out their roles. For example, staff whose role included immunisation and taking samples for the cervical screening programme had received specific training and could demonstrate how they stayed up to date. This was supported by evidence contained within the staff training records.

- The practice understood the learning needs of staff and provided protected time and training to meet them. Up to date records of skills, qualifications and training were maintained. Staff were encouraged and given opportunities to develop. For example, a training and mentoring programme was in place at all levels within the practice.

- The practice provided staff with ongoing support. This included an induction process, one-to-one meetings, appraisals, coaching and mentoring, clinical supervision and support for revalidation. We saw that all staff professional qualifications were up to date.
- There was a clear approach for supporting and managing staff when their performance was poor or variable, however, this had not had to be used for some considerable time.

Coordinating care and treatment

Staff worked together and with other health and social care professionals to deliver effective care and treatment.

- We saw records that showed that all appropriate staff, including those in different teams, services and organisations, were involved in assessing, planning and delivering care and treatment. This included working with the district nursing team, health visitors and midwives.
- Patients received coordinated and person-centred care. This included when they moved between services, when they were referred, or after they were discharged from hospital. The practice worked with patients to develop personal care plans that were shared with relevant agencies and their carers if they had one.
- The practice ensured that end of life care was delivered in a coordinated way which took into account the needs of different patients, including those who may be vulnerable because of their circumstances. GPs explained how patients who received palliative (end of life) care were reviewed.

Helping patients to live healthier lives

Staff were consistent and proactive in helping patients to live healthier lives.

- The practice's uptake for bowel cancer screening was 57%, which was just below the national average of 58%. Uptake for breast cancer screening was 75%, above the national average of 73%. The national screening programme was highlighted to patients and the practice had taken steps to further highlight the bowel and breast cancer screening programmes more proactively during consultations.

Are services effective?

(for example, treatment is effective)

- The practice identified patients who may be in need of extra support and directed them to relevant services. This included patients in the last 12 months of their lives, patients at risk of developing a long-term condition and carers.
- Staff encouraged and supported patients to be involved in monitoring and managing their health and some patients with long-term conditions had self-management plans to reduce the need for medical intervention.
- Staff discussed changes to care or treatment with patients and their carers as necessary.
- The practice supported national priorities and initiatives to improve the population's health, for example, stop smoking campaigns, tackling obesity and screening programmes.
- The practice engaged in a wide range of local health related initiatives, including:
 - Events held at Arley Sports Centre.
 - Arley Weight Busters.
 - An 'Are you anti-biotic aware?' campaign.
 - A community door knocking campaign in conjunction with Warwickshire County Council.

Consent to care and treatment

The practice obtained consent to care and treatment in line with legislation and guidance.

- Clinicians understood the consent and decision-making requirements of legislation and guidance including the Mental Capacity Act 2005.
- Clinicians supported patients to make decisions. Where appropriate, they assessed and recorded a patient's mental capacity to make a decision.
- The practice monitored the process for seeking consent appropriately.

Are services caring?

Our findings

We rated the practice, and all of the population groups, as good for caring.

Kindness, respect and compassion

Staff treated patients with kindness, respect and compassion.

- Staff understood patients' personal, cultural, social and religious needs.
- The practice gave patients timely support and information and included carers when a patient had one.
- Reception staff told us when patients needed privacy to discuss sensitive issues they were offered a private room.
- All of the 24 patient Care Quality Commission comment cards we received were positive about the service experienced. This is in line with the results of the NHS Friends and Family Test and other feedback received by the practice.

Results from the July 2017 annual national GP patient survey showed patients felt they were treated with compassion, dignity and respect. There were 294 surveys sent out and 126 were returned. This represented about 1% of the practice population. The practice was above average for most of its satisfaction scores on consultations with GPs and nurses. For example:

- 90% of patients who responded said the GP was good at listening to them compared with the clinical commissioning group (CCG) average of 90% and the national average of 89%.
- 89% of patients who responded said the GP gave them enough time; CCG - 88%; national average - 88%.
- 99% of patients who responded said they had confidence and trust in the last GP they saw; CCG - 96%; national average - 95%.
- 92% of patients who responded said the last GP they spoke to was good at treating them with care and concern; CCG - 87%; national average - 86%.
- 93% of patients who responded said the nurse was good at listening to them; (CCG) - 92%; national average - 91%.

- 94% of patients who responded said the nurse gave them enough time; CCG - 92%; national average - 92%.
- 97% of patients who responded said they had confidence and trust in the last nurse they saw; CCG - 98%; national average - 97%.
- 91% of patients who responded said the last nurse they spoke to was good at treating them with care and concern; CCG - 92%; national average - 91%.
- 86% of patients who responded said they found the receptionists at the practice helpful; CCG - 84%; national average - 87%.

Following the recruitment of health care assistants, pressure on the practice nursing team had reduced and the practice management were positive about expecting to see an improvement in the patient satisfaction scores in those areas.

Involvement in decisions about care and treatment

Staff helped patients be involved in decisions about their care and were aware of the Accessible Information Standard (a requirement to make sure that patients and their carers can access and understand the information they are given):

- Interpretation services were available for patients who did not have English as a first language. This was a small minority of the practice patient list and although the practice did not display notices in other languages, staff advised patients this service was available when required.
- Staff communicated with patients in a way that they could understand, for example, communication aids and easy read materials were available. Staff were fully aware of any specialist needs that any regular or long-standing patients had.
- Staff helped patients and their carers find further information and access community and advocacy services, for example, Guideposts. They helped them ask questions about their care and treatment.

The practice proactively identified patients who were carers when they first registered with the practice, through discussion and by information displayed in the waiting

Are services caring?

room. The practice's computer system alerted GPs if a patient was also a carer. Located in an area with larger elderly population, the practice had identified 280 patients as carers (just under 8% of the practice list).

- Carers were given carer's assessments to determine any additional support that could be provided.
- Staff told us that if families had experienced bereavement, their usual GP contacted them or sent them a sympathy card with a bereavement booklet. Families were also signposted to the bereavement service offered by the local George Eliot Hospital.

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

- 91% of patients who responded said the last GP they saw was good at explaining tests and treatments compared with the clinical commissioning group (CCG) average of 87% and the national average of 86%.
- 91% of patients who responded said the last GP they saw was good at involving them in decisions about their care; CCG - 83%; national average - 82%.
- 91% of patients who responded said the last nurse they saw was good at explaining tests and treatments; CCG - 92%; national average - 90%.
- 90% of patients who responded said the last nurse they saw was good at involving them in decisions about their care; CCG - 88%; national average - 85%.

Privacy and dignity

The practice respected and promoted patients' privacy and dignity.

- Staff recognised the importance of patients' dignity and respect.
- The practice complied with the Data Protection Act 1998 and staff had received appropriate training along with annual updates.

Are services responsive to people's needs?

(for example, to feedback?)

Our findings

Responding to and meeting people's needs

Spring Hill Medical Centre organised and delivered services to meet patients' needs. It took account of patient needs and preferences.

- The practice understood the needs of its population and tailored services in response to those needs. For example, patients who worked were given appointments outside of their working hours whenever possible and the practice actively encouraged the use of online services to book and cancel appointments and also request repeat prescriptions.
- The practice improved services where possible in response to unmet needs, for example, by providing additional telephone appointments for patients who did not necessarily need to visit the practice.
- The facilities and premises were appropriate for the services delivered.
- Care and treatment for patients with multiple long-term conditions and patients approaching the end of life was coordinated with other services, for example, the district nursing and MacMillan nursing teams.
- The practice had an initiative called 'Operation Pow Pow – Patients on our registered list who may not know of other services available to them'. This ensured patients received appropriate advice about additional clinical or non-clinical services that might be useful.
- The practice hosted two sessions a week at both the main practice and the branch surgery held by Citizen's Advice Bureau. This gave patients the opportunity to access help and advice on non-health related matters within the practice.

Older people:

- All patients had a named GP who supported them in whatever setting they lived, whether it was at home or in a care home.
- The practice was responsive to the needs of older patients, and offered home visits and urgent appointments for those with enhanced needs.
- The practice worked with the community matron to ensure patients who were particularly vulnerable or frail received the care and advice they needed.

- A staff member was trained as a housing champion in conjunction with Age UK to ensure patients were signposted to relevant organisations for additional support.

People with long-term conditions:

- Patients with a long-term condition received an annual review to check their health and medicines needs were being appropriately met. This was carried out more frequently if required. Multiple conditions were reviewed at one appointment. Patients who failed to attend for their annual health check were contacted by telephone.
- The practice held regular meetings with the local district nursing team to discuss and manage the needs of patients with complex medical issues and they were invited to practice staff meetings when required.
- A staff member was trained as a cancer champion to ensure patients diagnosed with cancer were signposted to relevant organisations for additional support.

Families, children and young people:

- We found there were systems to identify and follow up children living in disadvantaged circumstances and who were at risk, for example, children and young people who had a high number of accident and emergency (A&E) attendances. Records we looked at confirmed this.
- All parents or guardians calling with concerns about a child under the age of 18 were offered a same day appointment when necessary. If possible, these were timed to avoid school hours.
- Youth drop in times on health related matters were available in conjunction with a local project. As part of this, the practice aimed to be 'young people friendly'.

Working age people (including those recently retired and students):

- The needs of this population group had been identified and the practice had adjusted the services it offered to ensure these were accessible, flexible and offered continuity of care. For example, patients who worked were offered appointments outside of their working hours or at the end of each day's surgery whenever possible.
- Travel vaccinations were available.

People whose circumstances make them vulnerable:

Are services responsive to people's needs?

(for example, to feedback?)

- The practice held a register of patients living in vulnerable circumstances including homeless people and those with a learning disability. There were no travellers registered at the practice at the time of our inspection.
- The practice provided a weekly signed prescription for patients who had difficulty managing their medicines.
- Access to counselling services was available at the practice.

People experiencing poor mental health (including people with dementia):

- Staff interviewed had a good understanding of how to support patients with mental health needs and those patients living with dementia.
- A staff member had been trained as a dementia navigator to provide additional support to patients with dementia and their carers.
- Access to counselling through Improving Access to Psychological Therapies (IAPT) was available within the practice.

Timely access to the service

Patients were able to access care and treatment from the practice within an acceptable timescale for their needs.

- Patients had timely access to initial assessment, test results, diagnosis and treatment.
- Waiting times, delays and cancellations were minimal and managed appropriately. The practice publicised the number of appointments lost when patients did not attend to draw attention to the time lost when patients could be seen.
- Patients with the most urgent needs and children had their care and treatment prioritised.
- The appointment system was easy to use.

Results from the July 2017 annual national GP patient survey showed that patients' satisfaction with how they could access care and treatment was mixed. There were 294 surveys sent out and 126 were returned. This represented about 1% of the practice population.

- 78% of patients who responded were satisfied with the practice's opening hours compared with the clinical commissioning group (CCG) average of 75% and the national average of 76%.
- 58% of patients who responded said they could get through easily to the practice by phone; CCG – 59%; national average – 71%. The practice had started to encourage patients to phone outside of busy times for non-urgent matters and to register for on-line usage if they were not already a user.
- 85% of patients who responded said that the last time they wanted to speak to a GP or nurse they were able to get an appointment; CCG – 85%; national average – 84%.
- 77% of patients who responded said their last appointment was convenient; CCG – 82%; national average – 81%.
- 68% of patients who responded described their experience of making an appointment as good; CCG – 68%; national average – 73%.
- 52% of patients who responded said they did not normally have to wait too long to be seen; CCG – 61%; national average – 68%. The practice recognised that at busy times, some patients might wait longer because of patients who needed to be seen on the day by a GP and had been asked to come into the practice and sit and wait. At such times, patients were kept updated about waiting times and we noted no complaints had been made by patients about this.

Listening and learning from concerns and complaints

The practice took complaints and concerns seriously and responded to them appropriately to improve the quality of care.

- Information about how to make a complaint or raise concerns was available and it was easy to do. Staff told us how they treated patients who made complaints with respect and compassion.
- The complaints policy and procedures were in line with recognised guidance and contractual obligations for GPs in England. Four complaints were received in the last year. We reviewed one complaint and found it had been satisfactorily handled in a timely way.

Are services responsive to people's needs? (for example, to feedback?)

- The practice learned lessons from individual concerns and complaints and also from analysis of trends. It acted as a result to improve the quality of care. For example, by making more web appointments available and an increase in early morning clinics.

Are services well-led?

Good 

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

Our findings

We rated the practice as good for providing a well-led service.

Leadership capacity and capability

Leaders had the capacity and skills to deliver high-quality, sustainable care.

- Leaders had the experience, capacity and skills to deliver the practice strategy and address risks to it.
- They were knowledgeable about issues and priorities relating to the quality and future of services.
- They understood the challenges and were addressing them, for example by planning future measures to accommodate more patients as programmes for building new houses were planned for the local area.
- The practice leadership focussed on ensuring that all staff understood how important they were to the practice and also ensured staff had an effective work/life balance.
- Leaders at all levels were visible and approachable. They worked closely with staff and others to make sure they prioritised compassionate and inclusive leadership. Staff we spoke with were complimentary about GPs and practice management and told us they were well supported.
- The practice had effective processes to develop leadership capacity and skills, including planning for the future leadership of the practice and a future need to provide increased clinical capacity. For example, at the time of our inspection, the practice had sought funding to train a practice nurse in the role of advanced nurse practitioner.

Vision and strategy

The practice had a clear vision and credible strategy to deliver high quality care and promote good outcomes for patients.

- There was a clear vision and set of values which placed treating patients with dignity and respect at its core. This was based on the values of striving to provide excellent quality and patient care – referred to throughout our inspection. Appropriate strategies and plans were in place to support this.

- The practice developed its vision, values and strategy jointly with patients, staff and external partners. This included the local authority and other local NHS services.
- A business plan was in place for 2017-2019 which set key targets for quality, staffing and finance.
- Staff were aware of and understood the vision, values and strategy and their role in achieving them. Practice performance was reviewed in the light of this at practice meetings and in internal communications circulated to all staff.
- Since our last inspection in February 2015, the practice had introduced a schedule of planned regular routine staff meetings.
- The strategy was in line with health and social priorities across the region and the practice was a member of Primary Care Warwickshire Federation, a group of local GP practices who worked together to improve health care within the local area.
- The practice monitored progress against delivery of the strategy.

Culture

The practice had a culture of high-quality sustainable care.

- Staff stated they felt respected, supported and valued. They were proud to work in the practice. They told us how leadership had an 'open door' policy and were always approachable.
- The practice focused on the needs of patients.
- Leaders and managers had procedures in place to act on behaviour and performance inconsistent with the vision and values of the practice, although they had not been needed in recent years.
- Openness, honesty and transparency were demonstrated when responding to incidents and complaints. We saw evidence to demonstrate that patients were fully communicated with when incidents occurred or complaints were made. The provider was aware of and had systems to ensure compliance with the requirements of the duty of candour.

Are services well-led?

Good 

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

- Staff we spoke with told us they were able to raise concerns and were encouraged to do so. They had confidence that these would be addressed and they would be treated fairly.
- There were processes for providing all staff with the development they need. This included appraisal and career development conversations. All staff received annual appraisals. Staff were supported to meet the requirements of professional revalidation where necessary and all professional registrations were up to date.
- Staff received a daily electronic communication providing updates and news and a paper based management update folder was also available for staff. The practice also had two on-line groups for staff. One for partners and management and the other for all staff. These were used for business and social purposes.
- Clinical staff, including nurses, were considered valued members of the practice team. They were given protected time for professional development and evaluation of their clinical work.
- The practice actively promoted equality and diversity. It identified and addressed the causes of any workforce inequality. Staff had received equality and diversity training. Staff felt they were treated equally and fairly.

Governance arrangements

There were clear responsibilities, roles and systems of accountability to support good governance and management.

- The staff structure was clearly defined and staff were aware of their own roles and responsibilities and who they reported to. The practice provided additional support and training to ensure staff were developed within those roles.
- A programme of continuous clinical and internal audit was used to monitor quality and to make improvements.
- Policies and procedures were tailored to the practice and were available to all staff. They were reviewed annually and staff were informed of any changes.
- Staff were clear on their roles and accountabilities including in respect of safeguarding and infection prevention and control.

- Practice leaders had established policies, procedures and activities to ensure safety and assured themselves that they were operating as intended.

Managing risks, issues and performance

There were clear and effective processes for managing risks, issues and performance.

- There was an effective, process to identify, understand, monitor and address current and future risks including risks to patient safety. This included future demand that would be placed on the practice as the local population grew.
- The practice had processes to manage current and future performance. Performance of employed clinical staff could be demonstrated through audit of their consultations, prescribing and referral decisions. Practice leaders had oversight of Medicines and Healthcare products Regulatory Agency (MHRA) alerts, incidents, and complaints. When we discussed the management of these with practice staff, it was clear procedures were appropriately followed.
- Clinical audit had a positive impact on quality of care and outcomes for patients. There was clear evidence of action to change practice to improve quality.
- The practice had plans in place and had trained staff for major incidents. A business continuity plan detailed what would happen in a range of emergency situations, including the sudden unavailability of the practice building. Copies of this were kept by key staff off-site for use in emergency.
- The practice implemented service developments and where efficiency changes were made this was with input from clinicians to understand their impact on the quality of care.

Appropriate and accurate information

The practice acted on appropriate and accurate information.

- Quality and operational information was used to ensure and improve performance which was regularly reviewed in practice meetings and clinical meetings. Performance information was combined with the views of patients.

Are services well-led?

Good 

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

- The practice used performance information which was reported and monitored and management and staff were held to account. This was linked to staff appraisal and training.
- The information used to monitor performance and the delivery of quality care was accurate and useful. There were plans to address any identified weaknesses.
- The practice used information technology systems to monitor and improve the quality of care. Recently, the practice had started to encourage a greater use of its on-line services by discussing it with patients who had not registered.
- The practice submitted data or notifications to external organisations as required.
- There were robust arrangements in line with data security standards for the availability, integrity and confidentiality of patient identifiable data, records and data management systems.

Engagement with patients, the public, staff and external partners

The practice involved patients, the public, staff and external partners to support high-quality sustainable services.

- A full and diverse range of patients', staff and external partners' views and concerns were encouraged, heard and acted on to shape services and culture. For example, the practice engaged with a wide range of community events and when appropriate used these to publicise health concerns and campaigns.
- The practice had an active patient participation group (PPG) which held a formal meeting every three months,

but communicated with them more frequently. The PPG comprised members from all of the patient population groups and was involved with a wide-range of practice initiatives. For example, to ensure a bus stop had been placed outside the practice and also campaign against proposed cuts to the local bus service, which a significant number of patients used.

- The service was transparent, collaborative and open with stakeholders about performance.
- A regular practice news bulletin was produced for staff and patients.
- Many members of staff were long-serving and the practice had a low staff turnover rate.

Continuous improvement and innovation

There were systems and processes for learning, continuous improvement and innovation.

- There was a focus on continuous learning and improvement at all levels within the practice. Practice management told us how the introduction of joint leadership meetings with two other local practices would encourage the sharing of good practice and learning tailored to meet the needs of the local community.
- The practice made use of internal and external reviews of incidents and complaints. Learning was shared and used to make improvements.
- The practice sought funding opportunities whenever possible. For example, at the time of our inspection, the practice had sought funding to train a practice nurse in the role of advanced nurse practitioner.