

Stroud Green Medical Clinic

Inspection report

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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

Good 

Are services safe?

Good 

Are services effective?

Good 

Are services caring?

Good 

Are services responsive?

Good 

Are services well-led?

Good 

Overall summary

This practice is rated as Good overall. (Not previously rated under current registration)

The key questions at this inspection are rated as:

Are services safe? – Good

Are services effective? – Good

Are services caring? – Good

Are services responsive? – Good

Are services well-led? - Good

We carried out an announced inspection at Stroud Green Medical Clinic on 08 November 2018 as part of our inspection programme.

At this inspection we found:

- 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.
- The practice routinely reviewed the effectiveness and appropriateness of the care it provided. It ensured that care and treatment was delivered according to evidence-based guidelines.
- Staff involved and treated patients with compassion, kindness, dignity and respect.
- Patients found the appointment system easy to use and reported that they were able to access care when they needed it.

- The practice had responded to their large cohort of working age patients by opening the surgery at 6.30am four days of the week.
- There was a strong focus on continuous learning, improvement and IT innovation at all levels of the organisation.

The areas where the provider **should** make improvements are:

- Continue with efforts to improve the up-take of child immunisations for children aged two and cervical screening.
- Continue with efforts to improve the GP patient survey results for questions relating to care, concern and listening.
- Continue with efforts of establishing a Patient Participation Group.
- Review the need to provide all reception staff with sepsis awareness training.
- Review the need for checking the non-collected prescriptions box on a more frequent basis.
- Review the need for a documented business plan and strategy.
- Consider updating the business continuity plan to include buddy arrangements with a local practice.

Professor Steve Field CBE FRCP FFPH FRCGP
Chief Inspector of General Practice

Please refer to the detailed report and the evidence tables for further information.

Population group ratings

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 

Our inspection team

Our inspection team was led by a Care Quality Commission (CQC) lead inspector. The team included a GP specialist adviser, a practice nurse specialist adviser, and a second CQC inspector.

Background to Stroud Green Medical Clinic

Stroud Green Medical Clinic is a GP practice located in the London Borough of Islington. The practice is part of the NHS Islington Clinical Commissioning Group (CCG). The practice is provided by a single-handed GP and has been registered with the Care Quality Commission since October 2017.

Stroud Green Medical Clinic provides care to approximately 6500 patients. The practice is located on a main road which is accessible by local train stations and buses. The practice does not have step-free access. There is a buzzer at the entrance allowing patients with mobility problems to request assistance from staff. A temporary ramp was available which staff fixed in place when needed.

The practice area population has a deprivation score of three out of 10 (10 being the least deprived). The practice serves a diverse population with approximately 25% of its patients from black and ethnic minority backgrounds.

The practice holds a GMS (General Medical Services) contract with NHS England. This is a contract between NHS England and general practices for delivering general medical services and is the commonest form of GP contract.

The practice is registered with the Care Quality Commission to provide the regulated activities: Diagnostic and screening procedures; Maternity and midwifery services; and Treatment of disease, disorder or injury.

The practice team consists of one male principal GP who also acted as the interim practice manager, three long-term male locum GPs, one long-term female GP, a practice nurse, a healthcare assistant in training, an assistant practice manager and an administrative and reception team.

The practice's opening hours are 8:30am-6.30pm on Monday- Friday. With extended hours operating on Monday, Wednesday, Thursday and Friday between 6.30am-8.30am.

Standard appointments are 10-15 minutes long, with double appointments available to patients who request them, or for those who have been identified with complex needs.

The practice has opted out of providing an out-of-hours service. When the practice is closed, patients are redirected to a contracted out-of-hours service. The local Clinical Commissioning Group has commissioned an extended hours service, which operates between 6.30pm

and 8pm on weeknights and from 8am to 8pm at weekends at three “Hub” locations across the borough. Patients may book appointments with the service by contacting the practice or the hubs themselves.

Are services safe?

We rated the practice as good for providing safe services.

Safety systems and processes

The practice had clear systems to keep patients safe and safeguarded from abuse.

- The practice had a suite of safety policies which were regularly reviewed and communicated to staff. They outlined clearly who to go to for further guidance. Staff received safety information for the practice as part of their induction and refresher training. The practice had appropriate systems to safeguard children and vulnerable adults from abuse.
- The practice worked with other agencies 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.
- All staff received up-to-date safeguarding and safety training appropriate to their role – for example GPs were trained to Level 3, nurses to Level 2 and administrative staff were trained to Level 1. Staff knew how to identify and report concerns.
- The practice carried out appropriate staff checks, including checks of professional registration where relevant, on recruitment and on an ongoing basis. Disclosure and Barring Service (DBS) checks were undertaken where required. 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 nursing and non-clinical staff acted as chaperones; they were trained for the role and had received a DBS check.
- There was an effective system to manage infection prevention and control.
- There were systems in place for safely managing clinical specimens and healthcare and clinical waste, which kept people safe.
- The practice had arrangements to ensure that facilities and equipment were safe and in good working order.

Risks to patients

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

- Arrangements were in place for planning and monitoring the number of staff needed to meet patients' needs, including planning for holidays, sickness, busy periods and epidemics.
- The practice had an induction process for new staff, who were subject to a probationary period. Locums were inducted by senior staff, however, the practice had a comprehensive locum information pack in place, which included all the relevant information, such as an induction checklist; access to all practice policies; emergency medication and equipment guidance; key contacts within the practice and local government agencies; and prescribing protocols.
- Staff understood their responsibilities to manage emergencies on the premises and to recognise those in need of urgent medical attention. Emergency medical equipment and medicines, which included emergency oxygen and a defibrillator, were monitored and logged.
- Staff understood their responsibilities to manage emergencies on the premises and to recognise those in need of urgent medical attention. Clinicians knew how to identify and manage patients with severe infections including sepsis. Reception staff were competent in identifying an acutely unwell or deteriorating patient, but had received no formal sepsis awareness training.
- 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 practice had systems for sharing information with staff and other agencies to enable them to deliver safe care and treatment.
- Clinicians made timely referrals in line with protocols.

Appropriate and safe use of medicines

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

- The systems for managing and storing medicines, including vaccines, medical gases, emergency medicines and equipment, minimised risks.
- The practice kept prescription stationery securely and monitored its use.

Are services safe?

- Staff prescribed, administered or supplied medicines to patients and gave advice on medicines in line with legal requirements and current national guidance. Data showed that the practice's antibacterial prescribing was low.
- We reviewed care records for 20 patients who were prescribed with high risk medicine. We found that the records were of a good standard and there was evidence of appropriate monitoring and clinical reviews.
- On the day of the inspection, we reviewed the system in place to check uncollected patient prescriptions. Although we did not find any prescriptions of concern, the practice told us they checked these on a quarterly basis. We recommended the provider reviews this box on a more frequent basis to ensure vulnerable patients who did not collect their medicines were identified and contacted earlier.

Track record on safety

The practice had a good track record on safety.

- There were comprehensive risk assessments in relation to safety issues.
- The practice monitored and reviewed safety using information from a range of sources.

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. Practice management supported them when they did so.
- There were adequate systems for reviewing and investigating when things went wrong. The practice learned from incidents, lessons were shared, and action to improve safety was taken. We saw evidence that significant events were discussed at practice meetings, as a standing agenda item. Minutes of discussions were emailed to all staff to share learning.
- There were systems for receiving and acting on safety alerts. These were received from the NHS Central Alerting System. The principal GP and assistant practice manager were responsible for reviewing the relevant alerts and, if appropriate, passed them on to staff by email. In the event that drugs alerts were received, records searches were carried out to check whether any patients were affected. If so, they were called in for review.

Please refer to the evidence tables for further information.

Are services effective?

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

The practice participated in the Quality Outcome Framework (QOF), a system intended to improve the quality of general practice and reward good practice. At the time of the inspection the latest published Quality Outcomes Framework (QOF) data related to April 2017 to March 2018. Stroud Green Medical Clinic has been registered to the current provider since October 2017. This means that some of Quality Outcomes (QOF) data for 2017/18 related to performance under the previous registration. On the day of the inspection, we also reviewed unverified and unpublished QOF data provided by the practice between April 2018 and October 2018. Comparisons with local and national averages were not available for this data at the time of the inspection. However, we did not identify any significant concerns with their current QOF performance in the data available.

Effective needs assessment, care and treatment

The practice 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. The practice had access to guidance including that issued by the National Institute for Health and Care Excellence (NICE).

- Patients' needs were fully assessed. This included their clinical needs and their mental and physical wellbeing.
- Staff advised patients what to do if their condition got worse and where to seek further help and support.
- We saw no evidence of discrimination when making care and treatment decisions.

Older people:

- Older patients who are frail or may be vulnerable received a full assessment of their physical, mental and social needs. Those identified as being frail had a clinical review including a review of medication.
- Patients aged over 75 had a named GP. These were invited for a health check and if necessary they were referred to other services such as voluntary services and

supported by an appropriate care plan. The practice told us that 85 patients were due for health checks in 2018/19. On the day of the inspection 47 out of the 85 patients (55%) had had their health checks carried out.

- The practice followed up on older patients discharged from hospital. It ensured that their care plans and prescriptions were updated to reflect any extra or changed needs.
- Staff had appropriate knowledge of treating older people including their psychological, mental and communication needs.
- We saw evidence of effective liaison with other healthcare professionals and practice staff attended two-weekly multi-disciplinary team meetings with them.

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. 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,
- GPs followed up patients who had received treatment in hospital or through out of hours services for an acute exacerbation of asthma.
- Adults with newly diagnosed cardiovascular disease were offered statins for secondary prevention. Patients with suspected hypertension were offered ambulatory blood pressure monitoring and patients with atrial fibrillation were assessed for stroke risk and treated as appropriate.
- The practice was able to demonstrate how it identified patients with commonly undiagnosed conditions, for example diabetes, chronic obstructive pulmonary disease (COPD), atrial fibrillation and hypertension.
- The practice had a higher than average QOF exception reporting rate for diabetes in comparison to the CCG and England. We reviewed patient records and were satisfied that patients had been exception reported appropriately. See evidence table for more details.

Families, children and young people:

- Childhood immunisations were carried out in line with the national childhood vaccination programme.
- The practice achieved a 91% uptake for childhood immunisations for children aged one.

Are services effective?

- The practice told us that they were aware that the uptake for childhood immunisation for children aged two was below the 90% target for the national immunisation programme. We were provided with evidence demonstrating that the practice had an effective process in place to help increase the uptake of childhood immunisations. See evidence table for more details.
- The practice maintained a register of children on protection plans. Staff met regularly to review cases. The families discussed were coded as vulnerable families and care plans were added to patients' records.
- The practice told us that children requesting same day appointments would not be refused.
- All mothers with new born babies were invited for post-natal checks.

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

- The national coverage target for cervical screening is 80%. The practice's uptake for cervical screening in 2016/17 was 62.3%. After the inspection, the data for 2017/18 was published which showed that the uptake rate had increased slightly to 63.4%.
- The practice informed us that it had experienced cultural barriers with some population groups who expressed reluctance to engage with the cervical screening programme. The practice provided us with evidence which demonstrated that an effective process was in place to call and recall and educate patients to have a cervical screening test. Please see evidence table for more details.
- 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.

People whose circumstances make them vulnerable:

- End of life care was delivered in a coordinated way which took into account the needs of those whose circumstances may make them vulnerable.
- The practice held a register of patients living in vulnerable circumstances including homeless people and those with a learning disability.

- The practice had a system for offering vaccinations to patients with an underlying medical condition according to the recommended schedule.
- All housebound patients and those on the palliative register had health checks completed via home visits.
- Patients identified with safeguarding concerns were promptly referred to the organisation 'Identification and Referral to Improve Safety' (IRIS) and the local traumatic stress clinic.

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

- The practice assessed and monitored the physical health of people with mental illness, by providing access to health checks, interventions for physical activity, obesity, diabetes, heart disease, cancer and access to 'stop smoking' services. There was a system for following up patients who failed to attend for administration of long term medication.
- When patients were assessed to be at risk of suicide or self-harm the practice had arrangements in place to help them to remain safe.
- The practice offered annual health checks to patients with a learning disability.

Monitoring care and treatment

- The practice participated in the Quality Outcome Framework (QOF), a system intended to improve the quality of general practice and reward good practice. Published data for 2017/18, showed that the practice had achieved 99% of the total number of points available.
- The practice had an overall exception rate of 6.8% in 2017/18 which was slightly higher than the CCG average of 6.2% and England average of 5.2%. Exception reporting is 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 used information about care and treatment to make improvements.
- The practice was actively involved in quality improvement activity. Where appropriate, clinicians took part in local and national improvement initiatives.

Are services effective?

- The practice used information about care and treatment to make improvements. The practice had carried out a 2-cycle clinical audit which resulted in improved clinical outcomes for patients. Please see evidence table for more information.

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.

- Staff had appropriate knowledge for their role, for example, to carry out reviews for people with long term conditions, older people and people requiring contraceptive reviews.
- The practice understood the learning needs of staff and provided protected time and training to meet them. Up to date records of qualifications and training were maintained. Staff were encouraged and given opportunities to develop.
- The practice provided staff with ongoing support. There was an induction programme for new staff. This included one to one meetings, appraisals, coaching and mentoring, clinical supervision and revalidation.
- There was a clear approach for supporting and managing staff when their performance was poor or variable.

Coordinating care and treatment

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

- We saw records which showed that all appropriate staff, including those in different teams and organisations, were involved in assessing, planning and delivering care and treatment.
- The practice shared clear and accurate information with relevant professionals when discussing care delivery for people with long term conditions and when coordinating healthcare for care home residents. It also shared information and liaised with community services, social services and carers for housebound patients, and with health visitors and community services for children who had relocated into the local area.
- 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.

- 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.

Helping patients to live healthier lives

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

- 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 own health, for example through social prescribing schemes such as a local diabetes prevention services and a quit smoking services.
- 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 and tackling obesity.

Consent to care and treatment

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

- Clinicians understood the requirements of legislation and guidance when considering consent and decision making.
- 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. For example, it ensured that its SMS text alert service was only used for patients who had given their informed consent which was documented on their records.

Please refer to the evidence tables for further information

Are services caring?

We rated the practice as good for caring.

Kindness, respect and compassion

Staff treated patients with kindness, respect and compassion.

- GP patient survey results were in line with local and national averages for questions relating to kindness, respect and compassion.
- Staff understood patients' personal, cultural, social and religious needs.
- The practice gave patients timely support and information.

Involvement in decisions about care and treatment

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

- GP patient survey results were lower than local and national averages for questions to healthcare professionals being good at listening to them and being good at treating them with care and concern were. The practice was aware of these low scores and had taken steps to address this. Please see evidence table for more details.
- Patients we spoke with during the inspection and CQC comment cards we received, stated that the clinicians were good at listening to them and treating them with care and concern.

- Staff communicated with people in a way that they could understand. For example, communication aids and easy read materials were available.
- Staff helped patients and their carers find further information and access community and advocacy services. They helped them ask questions about their care and treatment.
- The practice was working to identify all patients who were carers. The computer system alerted GPs if a patient was also a carer. The practice had identified 166 patients as carers (2.5% of the patient list).
- The practice's GP patient survey results for 2018 were in line with local and national averages for questions relating to involvement in decisions about care and treatment.
- Patients we interviewed and comment cards we received stated that the clinicians were good at involving them in decisions about their care.

Privacy and dignity

The practice respected respect patients' privacy and dignity.

- When patients wanted to discuss sensitive issues or appeared distressed reception staff offered them a private room to discuss their needs.
- Staff recognised the importance of people's dignity and respect.

Please refer to the evidence tables for further information.

Are services responsive to people's needs?

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

Responding to and meeting people's needs

The practice 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 them. For example, in response to the large proportion of working age patients, the practice opened between 6.30am-8.30am on Monday, Wednesday, Thursday and Friday.
- The practice told us that they had a high proportion of patients from black and ethnic minority backgrounds. Translation services were available and some members of the reception team were multi-lingual.
- The facilities and premises were appropriate for the services delivered.
- The practice made reasonable adjustments when patients found it hard to access services, for example offering home visits to frail and vulnerable patients.
- The practice provided effective care coordination for patients who are more vulnerable or who had complex needs. They supported them to access services both within and outside the practice.

Older people:

- All patients over the age of 75 had a named GP who supported them in whatever setting they lived, whether it was at home or in a care home or supported living scheme.
- All patients over the age of 65 were offered an influenza vaccine.
- The practice was responsive to the needs of older patients, offering home visits and urgent appointments for those with enhanced needs.
- Staff told us that any repeat prescription requests made by members of this population group were completed as soon as possible to avoid multiple unnecessary visits to the practice.
- Elderly patients, particularly those who were identified as being isolated, were invited for regular health reviews.

- A winter newsletter was circulated for vulnerable and elderly patients, which included information such as influenza vaccine clinics, home visits, and opening times. The leaflet provided information on the local organisations such as Age UK and Islington Carers Hub.

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.
- The practice held regular meetings with the local district nursing team to discuss and manage the needs of patients with complex medical issues.
- We were told that the practice educated its patients on how to manage and prevent long-term conditions such as hypertension and diabetes, this was done during consultations and with the aid of health prevention and disease prevention leaflets.
- Patients of this cohort who had attended the Accident & Emergency department would be invited for an appointment with a GP within two working days of their discharge date.
- Consultation times were flexible to meet each patient's specific needs.

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.
- All parents or guardians calling with concerns about a child were offered a same day appointment when necessary.
- The practice offered antenatal and postnatal care in conjunction with the services provided by the local hospital.
- The practice told us that invited all new mothers for their six-week postnatal check.
- Safeguarding was a standing item on the practice team meeting agenda.

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.

Are services responsive to people's needs?

- The practice had reviewed its appointment system to give working age patients more access to its services. Telephone consultations were available which supported patients who were unable to attend the practice during normal working hours.
- The practice also offered online appointments and prescription requests.
- The practice had introduced a SMS consultation service for non-urgent and less complex matters. This allowed clinicians to provide updates on referrals, send normal test results and clinical information and treatment plans to its patients without requiring them to come into the practice.
- The practice offered extended hours appointments between 6.30am and 8.30am on Monday, Wednesday, Thursday and Friday.
- The practice invited all young patients eligible for sexual health screening for an appointment with a clinician.
- Patients could also access extended hours hubs every week day between 6.30pm and 8pm and every weekend 8am to 8pm.
- A representative from a local mental health organisation 'icope' held a clinic at the practice every two weeks.
- Staff interviewed had a good understanding of how to support patients with mental health needs and patients living with dementia.
- Patients diagnosed with depression were actively followed up four weeks after their initial consultation.
- The practice provided signposted patients to various local organisations that provided mental health support services.
- Regular multi-disciplinary team meetings were held with mental health care professionals from the local hospitals.

Timely access to care and treatment

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.
- Patients with the most urgent needs had their care and treatment prioritised.
- The practice's GP patient survey results were in line with local and national averages for questions relating to access to care and treatment.

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 in the reception area and on the practice website. Staff treated patients who made complaints compassionately.
- The complaint policy and procedures were in line with recognised guidance. We saw evidence that complaints were reviewed at practice meetings so that learning points could be identified and shared.
- There had been three complaints received since the provider registered at this location. We reviewed one of the complaints and found that it had been satisfactorily handled in a timely way.

Please refer to the evidence tables for further information.

People whose circumstances make them vulnerable:

- Homeless people could register at the practice using the practice address, however, the practice preferred to send them to a neighbouring practice which specialised in care for the homeless.
- Longer standard appointments with clinicians were available for this patient group.
- The practice held a register of vulnerable patients and offered them home visits and same day appointments.
- A drug and alcohol abuse advisor held monthly clinics at the practice.
- Regular multi-disciplinary meetings were held for patients identified with multiple and complex conditions, child protection concerns and those requiring palliative care.

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

- The practice invited all patients experiencing poor mental health for six monthly reviews.
- The practice told us that the standard appointment times were not applicable to this cohort of patients as they were always given extra time during consultations.
- A practice based mental health team which was led by a psychiatrist held a clinic twice a week at the practice.

Are services well-led?

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 were knowledgeable about issues and priorities relating to the quality and future of services. They understood the challenges and were addressing them.
- Leaders at all levels were visible and approachable. They worked closely with staff and others to make sure they prioritised compassionate and inclusive leadership.
- The practice had effective processes to develop leadership capacity and skills, including planning for the future leadership of the practice.

Vision and strategy

The practice had a clear vision and credible strategy to deliver high quality, sustainable care. However, this was not formally documented in a business plan.

- The practice had a realistic strategy to achieve priorities.
- Staff were generally aware of and understood the vision, values and strategy and their role in achieving them. However, some members of the non-clinical staff did not know what the practice's vision, values and strategy was.
- The practice told us that it had planned to offer partnership to one of the long-term locum GP's; hire the services of a diabetes specialist nurse to help improve outcomes for patients with diabetes; and hire an in-house pharmacist to help review and reduce polypharmacy for elderly patients.

Culture

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

- Staff stated they felt respected, supported and valued.
- The practice focused on the needs of patients.
- Openness, honesty and transparency were demonstrated when responding to incidents and complaints. The provider was aware of and had systems to ensure compliance with the requirements of the duty of candour.
- 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.

- There were processes for providing all staff with the development they need. This included appraisals, protected time for professional development, and career development conversations. All staff received regular annual appraisals in the last year. Staff were supported to meet the requirements of professional revalidation where necessary.
- There was a strong emphasis on the safety and well-being of all staff.
- The practice actively promoted equality and diversity. Staff had received equality and diversity training. Staff felt they were treated equally.
- There were positive relationships between staff and teams.

Governance arrangements

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

- Structures, processes and systems to support good governance and management were clearly set out, understood and effective. The governance and management of partnerships, joint working arrangements and shared services promoted co-ordinated person-centred care.
- 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. Policies were regularly reviewed and staff were given protected learning time to acquaint themselves with any changes.

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.
- The practice had processes to manage current and future performance. Practice leaders had oversight of safety alerts, incidents, and complaints.
- 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.

Are services well-led?

- The practice had plans in place and had trained staff for major incidents.
- The practice considered and understood the impact on the quality of care of service changes or developments.
- The practice had a comprehensive disaster/business continuity plan in place to deal with emergencies. However, the practice did not have a formal agreement in place with a 'buddy' practice, where its staff could temporarily re-locate to, to see patients. Please see evidence table for more details.

Appropriate and accurate information

The practice acted on appropriate and accurate information.

- Quality and operational information was used to ensure and improve performance. The GP partner and assistant practice manager were responsible for reviewing ongoing QOF data and reporting to the practice team at team meetings. Performance information was combined with the views of patients, from suggestions and comments received.
- Quality and sustainability were discussed in relevant meetings where all staff had sufficient access to information.
- The practice used performance information which was reported and monitored and management and staff were held to account.
- The information used to monitor performance and the delivery of quality care was accurate and useful.
- 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.

- The practice did not have an active patient participation group (PPG). We were told that the practice had advertised information about the PPG for over a year and still had not received any response. We saw that information leaflets of joining the PPG was available in the reception area and practice website.
- The practice was transparent, collaborative and open with stakeholders about performance.

Continuous improvement and innovation

There were evidence of systems and processes for learning and continuous improvement.

- Staff knew about improvement methods and had the skills to use them.
- The practice made use of internal and external reviews of incidents and complaints. Learning was shared and used to make improvements.
- Leaders and managers encouraged staff to take time out to review individual and team objectives, processes and performance.
- The practice used an IT application which recorded all medicine and medical equipment expiry dates. This application would alert staff when the expiry dates were nearing. This application also informed staff of when their mandatory training was due renewal and when risk assessments such portable appliance testing (PAT), calibration of medical equipment and fire were due renewal.

Please refer to the evidence tables for further information.