

## 1A Group Dental Practice Partnership

# 1A Dental Practice - Werrington Village

### Inspection Report

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Date of inspection visit: 3 June 2015  
Date of publication: 17/09/2015

### Ratings

Are services safe?

Are services effective?

Are services caring?

Are services responsive?

Are services well-led?

### Overall summary

We carried out an announced comprehensive inspection on 3 June 2015 to ask the practice the following key questions; Are services safe, effective, caring, responsive and well-led?

#### Our findings were:

##### Are services safe?

We found that this practice was providing safe care in accordance with the relevant regulations

##### Are services effective?

We found that this practice was providing effective care in accordance with the relevant regulations

##### Are services caring?

We found that this practice was providing caring services in accordance with the relevant regulations

##### Are services responsive?

We found that this practice was providing responsive care in accordance with the relevant regulations

##### Are services well-led?

We found that this practice was providing well-led care in accordance with the relevant regulations

# Summary of findings

1A Dental Practice Werrington employs four dentists, four dental nurses, a reception team and shares a practice manager with another location. The practice provides mostly NHS dental services and some private dental services. It opens Monday to Friday 8.30am – 5.30pm.

The practice manager is the registered manager. A registered manager is a person who is registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the practice is run.

We spoke with four patients and reviewed 24 CQC comment cards which had been completed by patients prior to the inspection. All the comments reflected positively on the staff and the services provided. Patients commented that the practice was clean and hygienic, they found it easy to book an appointment and they found the quality of the dentistry to be excellent. They said explanations were clear and that the staff were kind, caring and reassuring.

## **Our key findings were:**

- The practice recorded and analysed significant events and complaints and cascaded learning to staff.
- Where mistakes had been made there was a policy that patients were notified about the outcome of any investigation and given a suitable apology.
- Staff had received safeguarding and whistleblowing training and knew the processes to follow to raise any concerns.
- There were sufficient numbers of suitably qualified staff to meet the needs of patients.
- Staff had been trained to handle emergencies; appropriate medicines and life-saving equipment were readily available.
- Infection control procedures were robust and the practice followed published guidance on the majority of occasions, however, there were minor areas for improvement.
- Patient care and treatment was planned and delivered in line with evidence based guidelines, best practice and current legislation.
- Patients received clear explanations about their proposed treatment, costs, benefits and risks and were involved in making decisions about it.
- Patients were treated with dignity and respect and confidentiality was maintained.
- The appointment system met the needs of patients and waiting times were kept to a minimum.
- There was an effective complaints system and the practice was open and transparent with apologies given if a mistake had been made.

# Summary of findings

## The five questions we ask about services and what we found

We always ask the following five questions of services.

# 1A Dental Practice - Werrington Village

## Detailed findings

### Background to this inspection

The inspection took place on 3 June 2015 and was carried out by a two CQC inspectors and a dental specialist advisor.

To get to the heart of patients' experiences of care and treatment, we always ask the following five questions:

- Is it safe?
- Is it effective?
- Is it caring?
- Is it responsive to people's needs?
- Is it well-led?

These questions therefore formed the framework for the areas we looked at during the inspection. Prior to the inspection we asked the practice to send us some

information which we reviewed. This included the complaints they had received in the last 12 months, their latest statement of purpose, the details of their staff members, their qualifications and proof of registration with their professional bodies.

We also reviewed the information we held about the practice and consulted with other stakeholders, such as NHS England area team and Healthwatch; however we did not receive any information of concern from them.

During the inspection we spoke with dentists, the practice manager, dental nurses and reception staff. We reviewed policies, procedures and other documents. We spoke with 4 patients and reviewed 24 CQC comment cards which had been completed by patients prior to the inspection.

# Are services safe?

## Our findings

### Reporting, learning and improvement from incidents

The practice had a process in place for reporting and logging any incidents or accidents. These were investigated fully so that learning and improvement could be made if appropriate. Staff were encouraged to be open and report any issues of concern or raise comments to the practice manager. Once investigated, the practice manager raised incidents for discussion at staff meetings. Incidents were also reported to the provider's head office. Records of meetings we reviewed supported this.

We spoke with staff who told us they followed steps to ensure there were no errors with wrong site surgery. For example they ensured they checked with the patient, referred to X-rays and records.

We looked at a complaints policy which clearly outlined the practice intention to apologise if things had gone wrong. There had been two complaints received at the practice within the last 12 months, we followed the process with these and found they had been dealt with in accordance with practice policy.

### Reliable safety systems and processes (including safeguarding)

All staff at the practice were trained in safeguarding and there was an identified lead who was the practice manager. We spoke to all grades of clinical staff, the reception staff and business lead all were aware of the different types of abuse and who to report them to if they came across a vulnerable child or adult. A policy was in place for staff to refer to and this contained telephone numbers of who to contact outside of the practice if there was a need. There had been no safeguarding incidents since this practice had registered.

Staff spoken with on the day of the inspection were aware of whistleblowing procedures and who to contact outside of the practice if they felt that they could not raise any issue with the dentists or practice manager. However they felt confident that any issue would be taken seriously and action taken by the business manager if necessary.

The practice has a clinical manager who provides company oversight and will investigate any concerns of a clinical nature independent of clinicians in the practice.

We were told that rubber dams were routinely used in treatment and we saw evidence of their presence in the consulting rooms.

### Medical emergencies

We checked that the practice had the necessary emergency medicines and equipment as listed in the British national Formulary (BNF) and the Resuscitation Council (UK) guidelines. We saw that emergency medicines, an Automated External Defibrillator AED and oxygen were readily available if required. An AED is a portable electronic device that analyses life threatening irregularities of the heart including ventricular fibrillation and is able to deliver an electrical shock to attempt to restore a normal heart rhythm. All staff had been trained in basic life support including the use of the defibrillator and were able to respond to a medical emergency. All emergency equipment was readily available and staff knew how to access it. We checked the emergency medicines and found that they were of the recommended type and were all in date. A system was in place to monitor stock control and expiry dates. We saw that there was regular scenario based medical training and speak with staff who told us they found the training beneficial.

All clinical staff we spoke with could identify the signs indicating the equipment and drug use and stated they felt confident in their ability to respond should the need arise.

### Staff recruitment

There were sufficient numbers of suitably qualified and skilled staff working at the practice. A system was in place to ensure that where absences occurred, part-time staff were contacted to attend the practice and cover for their colleagues. The practice did not employ agency staff but was aware of the checks into qualifications and competencies should this become necessary in the future. Being part of a large corporate group and having other practices in the vicinity this provider was able to use staff from those other areas if needed. The central provider policy was those staff must be all current in terms of training and required checks and we were told this was checked on each occasion and found to be the case. The practice manager had a computerised system that we looked at; this system clearly outlined the staff training and qualifications in terms of new members of staff.

The practice policy was to perform DBS checks on all clinical staff and the receptionist; we looked at the records

# Are services safe?

and found that all these staff had a current certificate of check completed. DBS checks are checks to 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 had a recruitment policy that described the process when employing new staff. This included obtaining proof of identity, checking skills and qualifications, registration with professional bodies where relevant, references and whether a Disclosure and Barring Service check was necessary. We looked at four staff files and found that the process had been followed.

## **Monitoring health & safety and responding to risks**

A health and safety policy and risk assessment was in place at the practice. This covered the risk to patients and staff who attended the practice. The risks had been identified and control measures put in place to reduce them.

There were other policies and procedures in place to manage risks at the practice. These included infection prevention and control, a legionella risk assessment, fire evacuation procedures and risks associated with Hepatitis B. Processes were in place to monitor and reduce these risks so that staff and patients were safe.

We saw the practice had commissioned a private contractor to carry out a fire assessment of the building that this had been done in January 2015. Fire extinguishers were services and placed at appropriate points in the practice and there had been training carried out for fire marshals.

## **Infection control**

The practice was visibly clean, tidy and uncluttered. We saw cleaning contracts were in place and we spoke to the dental nurses about how they cleaned the consultation rooms. An infection control policy was in place and a lead had been identified. The policy clearly described how cleaning was to be undertaken at the premises including the surgeries and the general areas of the practice. The types of cleaning and frequency were detailed and checklists were available for staff to follow. We looked at the records kept and found that they had been completed correctly. Records held reflected that the quality of the cleaning was being monitored and feedback given accordingly.

We found that the practice had advertised for a cleaner, the previous one having left a few weeks previously. We spoke with the manager who told us that in the interim period the nursing staff were cleaning the building after their clinical duties had been completed. We spoke to the practice manager who was aware of this position and who was taking active steps to address it as soon as possible.

An infection control audit had been carried out on an annual basis for the last two years with the last audit being in May 2015, this reflected that infection control procedures were robust. Where areas for improvement had been identified, these had been recorded then actioned.

We found that there were adequate supplies of liquid soaps and hand towels throughout the premises and hand washing techniques were displayed in the toilet facilities. Sharps bins were properly located, signed, dated and not overfilled. A clinical waste contract was in place and this was stored securely until collection.

We looked at the procedures in place for the decontamination of used dental instruments. The practice had a dedicated decontamination room that was set out according to the Department of Health's guidance, Health Technical Memorandum 01-05 (HTM 01-05): Decontamination in primary care dental practices.

We found that instruments were being cleaned and sterilised in line with published guidance (HTM 01:05). On the day of our inspection, a dental nurse demonstrated the decontamination process to us and used the correct procedures.

At the end of the sterilising procedure the instruments were correctly packaged, sealed, stored and dated with an expiry date. We looked at the sealed instruments in the surgeries and found that they all contained an expiry date that met the recommendations from the Department of Health. All instruments were bagged and appropriately stored.

The decontamination room had clearly defined dirty and clean zones in operation to reduce the risk of cross contamination. Staff wore appropriate personal protective equipment during the process and these included disposable gloves, aprons and protective eye wear. The equipment used for cleaning and sterilising equipment was maintained and serviced as set out by the manufacturers.

# Are services safe?

Daily, weekly and monthly records were kept of sterilisation cycles and tests and when we checked those records it was evident that the equipment was in good working order and being effectively maintained.

We found that both autoclave machines were not working on the day of our inspection. An autoclave is a device for sterilising dental and medical instruments. One of the machines had not been working since 28 April 2015 and the other had stopped working on the day of our inspection. We asked staff about why the first machine had not been repaired and were told it was due to be replaced, this process had taken some time to gain the necessary approval. We saw there was sufficient equipment that had been sterilised to operate safely when the machines were being repaired and a policy to follow that was robust.

Staff told us that they wore personal protective equipment when cleaning instruments and treating people who used the service. Staff files examined showed that all clinical staff were up to date with Hepatitis B immunity. We saw an updated internal policy concerning the removal of matrix bands (a matrix band is a metal band used by dentists to secure around the crown of a tooth to confine the restorative material filling a cavity). This updated policy ensured the bands are removed in the surgery and were not transported to the decontamination room. The practice had a legionella risk assessment in place and conducted regular tests on the water supply. This included maintaining records and checking on the hot and cold water temperatures achieved. An external contractor attended annually to ensure that procedures were in place to reduce the risk to staff or patients. The last visit took place in July 2014 and the practice was graded as meeting the necessary requirements.

## Equipment and medicines

Records we viewed reflected that equipment in use at the practice was regularly maintained and serviced in line with manufacturers guidelines. Portable appliance testing (PAT)

took place on all electrical equipment. Fire extinguishers were checked and serviced regularly by an external company and staff had been trained in the use of equipment and evacuation procedures.

Medicines in use at the practice were stored and when out of date disposed of in line with published guidance. Medicines in use were checked and found to be in date. There were sufficient stocks available for use and these were rotated regularly. The ordering system was effective. Emergency medical equipment was monitored regularly to ensure it was in working order and in sufficient quantities.

We spoke to clinical staff all of which understood the indications for the use of emergency medicines and stated they felt confident to intervene in the event of emergency.

## Radiography (X-rays)

X-rays were carried out safely and in line with local rules that were relevant to the practice and equipment. These were clearly displayed. X-ray machines were the subject of regular visible checks and records had been kept. A specialist company attended at regular intervals to calibrate all X-ray equipment to ensure they were operating safely. Where faults or repairs were required these were actioned in a timely fashion.

A radiation protection advisor and a radiation protection supervisor had been appointed to ensure that the equipment was operated safely and by qualified staff only. Those authorised to carry out X-ray procedures were clearly named in all documentation. This protected people who required X-rays to be taken as part of their treatment.

The practice's radiation protection file contained the necessary documentation demonstrating the maintenance of the X-ray equipment at the recommended intervals. Records we viewed demonstrated that the X-ray equipment was regularly tested serviced and repairs undertaken when necessary. We saw records that indicated the practice was certified until July 2015 before the next inspection of its radiation equipment was due.



# Are services effective?

(for example, treatment is effective)

## Our findings

### Monitoring and improving outcomes for patients

Patients attending the practice for a consultation received an assessment of their dental health after supplying a medical history covering health conditions, current medicines being taken and whether they had any allergies. There was also consideration made whether the patient required an X-ray and whether this might put them at risk, such as if a patient may be pregnant.

The dental assessments were carried out in line with recognised guidance from the National Institute for Health and Clinical Excellence (NICE) and General Dental Council (GDC) guidelines. This assessment included an examination covering the condition of a patient's teeth, gums and soft tissues and the signs of mouth cancer. Patients were then made aware of the condition of their oral health and whether it had changed since the last appointment.

Following clinical assessment, the dentists followed the guidance from the Faculty of General Dental Practice before taking X-rays to ensure they were required and necessary. A diagnosis was then discussed with the patient and treatment options explained. Where relevant, preventative dental information was given in order to improve the outcome for the patient. This included smoking cessation advice, alcohol consumption guidance and general dental hygiene procedures such as prescribing dental fluoride treatments. The patient notes were updated with the proposed treatment after discussing options with the patient. Patients were monitored through follow-up appointments and these were scheduled in line with NICE recommendations.

Patients requiring specialised treatment such as conscious sedation were referred to other dental specialists. Their treatment was then monitored after being referred back to the practice once it had taken place to ensure they received a satisfactory outcome and all necessary post procedure care.

Patients spoken with and comments received on CQC comment cards reflected that patients were very satisfied with the assessments, explanations, the quality of the dentistry and outcomes.

### Health promotion & prevention

The dentist provided patients with advice to improve and maintain good oral health. Details of discussions between the clinician and their patient were recorded which included diet advice, the use of fluoride paste and rinses and smoking cessation advice.

The dentist also focused on treating gum disease and giving advice on the prevention of decay and gum disease including advice on tooth brushing techniques and oral hygiene products. There was some information available for patients about oral health on the practice website and information leaflets were given out by staff.

The dentist we spoke to confirmed that adults and children attending the practice were advised during their consultation of steps to take to maintain healthy teeth. The dentist was aware of the NHS England publication for delivering better oral health which is an evidence based toolkit to support dental practices in improving their patient's oral and general health.

CQC comment cards that we viewed and patients we spoke to reflected that patients were happy with the service. The patients said they were always involved with their treatment and parents were satisfied with the services provided for their children.

### Staffing

The practice has four dentists although there was recruitment taking place to add two others on a part time basis; in addition there were four dental nurses. There is a practice manager and a team of receptionists who are supported by head office and regional staff.

Dental staff were appropriately trained and those that were qualified were registered with their professional body. Staff were encouraged to maintain their continuing professional development (CPD) to maintain their skill levels.

Staff training was being monitored and we found evidence of this in their personal files. The practice had identified some training that was mandatory and this included basic life support and safeguarding. There was a head office based training academy and we saw records that showed staff were being trained both on line and in person. Some of the one to one training included medical emergencies.

All staff had received annual appraisal, staff spoken with felt supported and involved in the appraisal process. They were given the opportunity to discuss their training and career development needs and were graded on their



# Are services effective?

(for example, treatment is effective)

performance. Staff we spoke with felt the process was fair and they felt valued. They told us that managers were supportive and always available for advice and guidance. We spoke with the practice manager who had a programme in place to appraise the staff and we saw evidence of dates where these appraisals were planned.

In addition to the practice manager there is a clinical manager who provides appraisals for the dentists.

The practice does not use locum dentists or nurses but does use staff from other practices within the same corporate group. We saw documents that support an effective induction programme and spoke with the practice manager who conducts and supervises the process. We were shown the programme where the first day was spent with the practice manager to ensure all staff could follow the induction process fully.

Staff had access to the practice computer system and policies which contained information that further supported them in the workplace. This included current dental guidance and good practice. Staff meetings were used to seek feedback from staff about possible improvement areas. There was in addition a comprehensive list of written policies in the practice managers office.

## **Consent to care and treatment**

The practice had a consent policy to support staff in understanding the different types of consent a patient could give and whether it could be taken verbally or in writing. Staff we spoke with told us they had read the policy and they had ready access to it.

Staff we spoke with had a clear understanding of consent issues; they understood that consent could be withdrawn by a patient at any time. Clinical and reception staff were aware about consent in relation to children under the age of 16 who attended for treatment without a parent or guardian. This is known as Gillick competence. They told us that children of this age could be seen without their parent/guardian and the dentist told us that they would ask them questions to ensure they understood the care and treatment proposed before providing it. This is known as the Gillick competency test.

The dentist we spoke with also explained how they would take consent from a patient if their mental capacity was reduced. This followed the guidelines of the Mental Capacity Act 2005 and included involving any carer to ensure that procedures were explained in a way the patient could understand.

We spoke with patients and asked them about their care, they said they felt fully involved in their care and options for treatment. They were able to show the places where costs were advertised and we found these on notice boards in both waiting areas and in the reception.

# Are services caring?

## Our findings

### **Respect, dignity, compassion & empathy**

We observed that staff greeted patients in a friendly and welcoming way and were respectful. Reception staff told us they were mindful of each patient's right to privacy and they did not disclose personal information that could be easily overheard. If a patient required a more confidential discussion, staff were able to use a room near to reception. Patients we spoke with told us they felt their privacy was respected; staff were welcoming, kind and helpful.

Reception staff told us they had received customer care training. They were sensitive to the needs of patients with anxieties about attending a dental appointment and tried to put them at ease. For example one receptionist told us she had sourced some activity sheets for a family with children to divert their attention and help lower their anxiety while they waited to see the dentist.

We received a total of 24 CQC comments cards completed by patients during two weeks leading up to the inspection.

The cards were all very positive showing that patients valued the service they received. Patients said they found that the surroundings were clean and comfortable and it was a relaxing place to be.

### **Involvement in decisions about care and treatment**

We received comments on the CQC cards from patients who told us they received a good level of information about their treatment or general dental needs that enabled them to make choices about their treatment. They also felt able to ask questions about their treatment and raise concerns if they were not happy with the outcome of their treatment. Patients we spoke with confirmed these views.

We spoke with one dentist who gave us examples of individualised care that enabled patients to make their own decisions. For example a hearing impaired patient is always seen with support of a relative who signs the specific information to them to ensure they can make informed decisions. Records we checked showed that patients consent had been obtained before treatment plans were progressed.

Records we checked showed that patients consent had been obtained before treatment plans were progressed.

# Are services responsive to people's needs?

(for example, to feedback?)

## Our findings

### Responding to and meeting patients' needs

The practice leaflet and website explained the range of services offered to patients. This included regular check-ups (including X-rays and teeth cleaning), fillings, extractions, root canal, dentures, bridges and crowns. The practice undertook NHS and private treatments. Costs were clearly displayed and were explained to patients during their consultation. The practice had recently changed their policy so that payment was taken from them before they saw a dentist for their check-up. This information had been shared prior to the change and staff reminded patients of this policy during phone calls when relevant.

Staff we spoke with said the practice always scheduled enough time with each patient to assess and undertake their care and treatment needs. Patients told us they did not feel rushed and staff had time to meet their needs. One patient with a disability told us they always had a longer appointment, staff recognised that they needed more time and could not be rushed.

Our observation of the appointment system used at the practice showed that three emergency appointments slots were held for each dentist per day. If these were filled, the dentists made every effort to accommodate needs. If this was not possible, patients were asked to call back the following day or if urgent, they were signposted to the dental access centre. Our observations of the reception desk supported this.

### Tackling inequity and promoting equality

Most dental services were provided on the ground floor of the practice which had good access for people who used a wheelchair. Some services such as the dental hygienist and a dentist who provided some emergency appointments to NHS patients were available on the first floor of a separately registered practice, owned by the provider.

Some patients we spoke with confirmed that staff accommodated their individual support needs. For example one patient was always accompanied by a relative who assisted them, with help from practice staff, to transfer from a wheelchair into the dentist's chair.

The practice welcomed patients from all cultures and backgrounds although at the time of the inspection they had very few patients with a limited understanding of the

English language. Staff were aware of, and had access to interpreting services should the need arise. In addition the practice employed two members of staff who spoke Polish and as a result, had begun to see an increase in the number of patients registering with them who spoke this language.

### Access to the service

The practice offered a range of general dental services and some specialist treatments such as an orthodontic service and teeth whitening. The practice opened weekdays from 8.30am until 5.30pm. It provided treatment to NHS patients on the ground floor of the premises. Some NHS patients and private dentistry appointments were provided on the first floor of the premises. Extended hour's appointments were available for private patients until 8.30pm on Tuesday evenings. The practice operated a system to remind patients of their appointment details by email or text messaging if the patient had given permission for this.

Most patients we spoke with were satisfied with access to appointments although two patients said they had to wait a few weeks for an urgent appointment.

Information about obtaining emergency care out of hours was displayed in the ground floor waiting area. If patients called when the practice was closed, an answerphone message explained what to do. Patients may find it useful to have this information on the practice website.

Out-of-hours cover is provided by the NHS 111 service.

### Concerns & complaints

The practice had an appropriate complaints policy in place and the practice manager was responsible for dealing with any complaints received. Information on how to raise a complaint and how it would be dealt with was available in written format in the waiting room. This could be further improved by adding the practice manager's name to the information. The website also included a link to the complaints policy and advised patients to contact the practice manager.

The practice had received a total of four complaints within the last year. These had been made verbally or in written form. We saw that on each occasion, the practice manager investigated the concerns and communicated clearly with the patient in question. We also saw that complaints were discussed with the practice team to raise their awareness of

# Are services responsive to people's needs?

(for example, to feedback?)

the issues and ensure that staff took the opportunity to learn and improve the service. For example staff understood the importance of providing clear information to a patient prior to treatment plans commencing.

Patients we spoke with told us they would raise any concerns they had with the dentist treating them or to the practice manager or receptionist.

# Are services well-led?

## Our findings

### Governance arrangements

The practice had a clinical governance policy in place that was shared with other practices within the group with the practice manager providing local management. The practice is of moderate size and shares some business functions with the group with commonality of policies.

We saw a business plan in place and staff were able to understand how the company strategy was applied locally.

There was a full range of policies and procedures in use at the practice. These included health and safety, infection prevention control, patient confidentiality and recruitment. Staff we spoke with were aware of the policies and they were readily available for them to access. Staff spoken with were able to discuss many of the policies and this indicated to us that they had read and understood them. We looked at a range of policies and found them to all be up to date; there was a system in place to ensure they were updated regularly.

The staff we spoke with felt supported and remarked on the culture within the practice that encouraged them to contribute. We saw a staff bulletin that is published weekly, this included clinical and administrative updates for staff.

We saw evidence of training and continuing professional development that was supported by management and a proactive style of course allocation; this for example identified potential gaps in learning and provided opportunity for action to address these gaps.

We examined care records and these were complete, the practice operates a secure electronic system of notes and we saw evidence of the security in place to protect patient records.

We looked at five staff files and found them complete and contained the relevant information such as pre-employment checks, identity checking, DBS checks, professional registration, learning certificates and appraisals.

The practice had a system in place to monitor medicines in use at the practice. We found that there was a sufficient stock of them and they were all in date. Records had been kept of the checking process.

### Leadership, openness and transparency

The practice manager set standards and ensured they were maintained. Staff were involved and regular team meetings took place. We looked at the records of the team meetings and found that all staff were included and minutes were recorded in detail. The staff we spoke with were aware of all relevant safety and quality issues including learning, we found the culture open and all staff said they felt supported if they had to raise an issue.

We found the procedures in place to record and respond to complaints, complements and comments were robust and contained all the necessary details.

Staff spoken with told us that the manager encouraged them to report safety issues and they felt confident to raise any concerns they had. These were discussed openly at staff meetings where relevant and it was evident that the practice worked as a team and dealt with any issue in a professional manner.

All staff were aware of whom to raise any issue with and were confident that it would be acted on appropriately. We were told that there was a no blame culture at the practice and that the delivery of high quality care was part of the practice ethos.

### Management lead through learning and improvement

Regular staff meetings took place and all relevant information cascaded to them. Prior to meetings staff were encouraged to consider items for the agenda and meetings were used positively to identify learning and improvement measures.

The meetings were used to share experience, there was a standing agenda that included opportunities to learn. Staff appraisals were used to identify training and development needs. These would provide staff with additional skills and to improve the experience of patients at the practice.

### Practice seeks and acts on feedback from its patients, the public and staff

The practice had a process for on-going assessment of patient satisfaction and we saw the results of this on a board in the main waiting. There was a general theme of satisfaction and this was supported by the patient feedback cards we saw together with reports from the patients we spoke with. This survey contained items such as how many visits the patient had completed in the last year, waiting times for appointment and their views regarding their treatment.

## Are services well-led?

The practice reviewed the feedback from patients who had cause to complain. A system was in place to assess and analyse complaints and then learn from them if relevant, acting on feedback when appropriate.

We saw that when patients comment on the service via a website called NHS choices that the practice always responded to the comments. We looked at the comments and found them to be appropriate and that patient's views were welcomed and valued.

Staff we spoke with told us their views were sought at appraisals, team meetings and informally. They told us their views were listened to and they felt part of a team, the practice manager was identified as the first point of contact if they had a point to raise. We spoke with the manager who described their open door culture and how they actioned staff views.