

Bridgewater Surgeries

Inspection report

7 Printers Avenue
Watford
Hertfordshire
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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?

Requires improvement 

Overall summary

We decided to undertake an inspection of Bridgewater Surgeries on 5 December 2019 following our annual review of the information available to us. This inspection looked at the following key questions: Safe, Effective and Well Led.

We based our judgement of the quality of care at this service on a combination of:

- What we found when we inspected
- Information from our ongoing monitoring of data about services and
- Information from the provider, patients, the public and other organisation

We have rated this practice as Good overall.

We rated the practice Good for providing Safe and Effective services and rated all the population groups as Good.

We rated the practice as requires improvement for providing Well-Led services.

We rated the provider as requires improvement for being Well Led because:

- Information systems lacked management overview as current systems were unable to provide coordinated assurance and performance data. For example, on staff training, staff immunisations, clinical staff professional registration.
- Assurance and performance data had not been used effectively to adjust, improve performance or used to hold staff and management to account in some areas of practice activities. For example, those related to various HR activities, training and keeping staff information up to date.

We found that:

- The practice provided care in a way that kept patients safe and protected them from avoidable harm.
- Patients received effective care and treatment that met their needs.
- The practice organised and delivered services to meet patients' needs.
- The way the practice was led and managed promoted the delivery of high-quality, person-centre care. However, the practice needed to introduce systems to continually monitor assurance and performance information to provide a management overview and to ensure sustained improvements.

We found the following areas where the provider must improve:

- Establish effective systems and processes to ensure good governance in accordance with the fundamental standards of care.

We found the provider should:

- Continue to monitor the efficacy of the newly introduced system for periodic clinical staff registration checks.
- Act to achieve the 95% WHO based target for childhood immunisations.
- Act to achieve the cervical cancer screening 80% national programme coverage measure set by Public Health England.

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

Dr Rosie Benneyworth BM BS BMedSci MRCGP

Chief Inspector of Primary Medical Services and Integrated Care

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 CQC lead inspector. The team included a GP specialist advisor and a practice manager advisor.

Background to Bridgewater Surgeries

Bridgewater Surgeries situated at 7 Printers Avenue, Watford, Hertfordshire is a GP practice which provides primary medical care for approximately 30,301 patients living in Watford and surrounding areas.

There are two branch practices one situated at Meriden Surgery, Harvest End, Garston, North Watford and the other at North Approach Surgery, 95 North Approach, Watford. We did not visit the branch practices during this inspection. However, we reviewed management processes that covered the totality of the provider's operations.

The practice maintains a single patient list and patients can access any of the three sites for primary health care.

Bridgewater Surgeries provides primary care services to local communities under a General Medical Services (GMS) contract, which is a nationally agreed contract between general practices and NHS England. The practice population is predominantly white British along with large ethnic population of Asian, and smaller populations of Afro Caribbean, mixed race and Eastern European origin. Information published by Public Health England, rates the level of deprivation within the practice population group as eight on a scale of one to 10. Level one represents the highest levels of deprivation and level 10 the lowest.

The practice has 14 GP partners (eight females and six males) and five salaried GPs (four females and one male). There is a nurse practitioner, seven practice nurses of whom two are training to become nurse practitioners, and six healthcare assistants. There are also two paramedics and two pharmacists.

The practice provides training to qualified doctors to become GPs. Currently there are nine doctors undergoing training.

The practice supports three retention scheme GPs. The retention scheme offers financial and educational support to help GPs, who might otherwise leave the profession, remain in clinical general practice.

There are two practice managers who are supported by a team of administrative and reception staff. The local NHS trust provides health visiting, midwifery, and community nursing services to patients at this practice.

The practice operates from purpose-built premises. Patient care is provided at first and second floor levels. A passenger lift is available to access all floors. There is pay and display car parking outside the practice with adequate disabled parking available.

The practice is open between 8am and 6.30pm Monday to Friday. There is extended early morning opening on Tuesday at Bridgewater Surgeries and Bridgewater

Meriden from 7.30am. Access to late evening appointments is available at Bridgewater Surgeries till 8.30pm on a Tuesday. Weekend and late evening appointments are available through the Watford extended access hub.

When the practice is closed services are provided by Herts Urgent Care via 111.

This section is primarily information for the provider

Requirement notices

Action we have told the provider to take

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

Regulated activity	Regulation
Diagnostic and screening procedures Family planning services Maternity and midwifery services Surgical procedures Treatment of disease, disorder or injury	Regulation 17 HSCA (RA) Regulations 2014 Good governance There was a lack of systems and processes established and operated effectively to ensure compliance with requirements to demonstrate good governance. In particular we found: • Information systems lacked management overview as current systems were unable to provide coordinated assurance and performance data. For example, on staff training, staff immunisations, clinical staff professional registration. • Assurance and performance data had not been used effectively to adjust, improve performance or used to hold staff and management to account in some areas of practice activities. For example, those related to various HR activities, training and keeping staff information up to date. This was in breach of Regulation 17(1) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.