

Northlands Surgery

Quality Report

North Street

Calne

Wiltshire

SN11 0HH

Tel: 01249812141

Website: www.northlands-surgery.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 well-led?

Good



Summary of findings

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Overall summary

Letter from the Chief Inspector of General Practice

We carried out an announced comprehensive inspection at Northlands Practice on 16 August 2016. The practice was rated as requires improvement for providing Well Led services. The overall rating for the practice was good. The full comprehensive report on the August 2016 inspection can be found by selecting the 'all reports' link for Northlands Practice on our website at www.cqc.org.uk.

This inspection was a focussed inspection which was carried out on 9 March 2017 to confirm that the practice had carried out their plan to meet the legal requirements in relation to the breaches in regulations that we identified in our previous inspection on 16 August 2016. This report covers our findings in relation to those requirements and also additional improvements made since our last inspection.

Overall the practice is now rated as good.

Our key findings were as follows:

- The practice had undertaken a staff survey that was confidential and anonymised in order to listen to and understand concerns of staff.
- There had been changes made to the staffing structure to enable improved communication pathways.
- Regular meetings for all staff groups were in place.
- Staff we spoke to acknowledged that the working environment had improved and they now felt supported, valued and respected by the management team.

We have changed the rating for this practice to reflect these changes. The practice is now rated good for the provision of safe, effective, caring, responsive and well led services.

Professor Steve Field (CBE FRCP FFPH FRCGP)

Chief Inspector of General Practice

Summary of findings

The five questions we ask and what we found

We always ask the following five questions of services.

Are services well-led?

At the last comprehensive inspection on the 16 August 2016, we found the practice was not meeting legal requirements for providing well led services. Since our last inspection, the practice had made improvements to address the breaches in regulations we previously identified.

Specifically we found:

- In order to better understand and address staff concerns, a staff survey that was confidential and anonymised had been completed and actions taken. For example, it was decided that all new staff would be assigned a GP mentor, which we were told by staff and partners was working well.
- Regular meetings were being held for all staff groups.
- Leadership courses by the management team were being undertaken.
- The nurse manager had increased responsibilities regarding management of the nursing team. We were told that this structure had improved communication pathways and that staff felt much better supported.
- Staff we spoke to on the day of the inspection all acknowledged that improvements had been put into place by the partners and that they felt supported respected and valued as members of the team.

Good



Northlands Surgery

Detailed findings

Our inspection team

Our inspection team was led by:

Our inspection team was led by a CQC Lead Inspector and included a practice manager specialist advisor and a second CQC inspector.

Background to Northlands Surgery

Northlands Surgery is located near to the centre of Calne, a market town in rural Wiltshire. The practice has a slightly higher than average patient population in the 40 to 80 years age group and lower than average in the 25 to 40 years age group. The practice is part of the Wiltshire Clinical Commissioning Group and has approximately 11,000 patients. The area the practice serves is urban and semi-rural and has relatively low numbers of patients from different cultural backgrounds. The practice area is in the low to mid-range for deprivation nationally.

The practice is managed by five GP partners (three female and two male) and the practice manager who is a non-clinical partner. The practice is supported by two salaried GPs, (both female), an advanced nurse practitioner, three practice nurses, three health care assistants and an administrative team led by the practice manager. Northlands Surgery is a training practice providing placements for GP registrars and medical students.

The practice is open between 8.30am and 6pm Monday to Friday. The telephone lines are transferred to a call answering service from 8am to 8.30am and at 5.30pm. Appointments are available between 8.40am and 12.25pm every morning and 2.30pm to 5.40pm every afternoon.

Telephone appointments are also available to book. Extended hours appointments are offered from 6.30pm to 8pm on Monday and Wednesday evenings. In addition to pre-bookable appointments that could be booked up to four weeks in advance, urgent appointments were available for patients that needed them.

When the practice is closed patients are advised, via the practice website and telephone answer machine that all calls will be directed to the out of hour's service. Out of hours services are provided by Medvivo.

The practice has a General Medical Services contract to deliver health care services. This contract acts as the basis for arrangements between the NHS England and providers of general medical services in England.

Northlands Surgery is registered to provide services from the following location:

North Street,
Calne,
Wiltshire,
SN11 0HH.

Why we carried out this inspection

We undertook a comprehensive inspection of Northlands Surgery on 16 August 2016 under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. The practice was rated as requires improvement for providing services that were Well Led. The overall rating for the practice was Good. The full comprehensive report following the inspection on Month Year can be found by selecting the 'all reports' link for Northlands Surgery on our website at www.cqc.org.uk.

Detailed findings

We undertook a follow up focused inspection of Northlands Surgery on 9 March 2017. This inspection was carried out to review in detail the actions taken by the practice to improve the quality of care and to confirm that the practice was now meeting legal requirements.

How we carried out this inspection

During our visit we:

- Spoke with a range of staff including three GP partners, the practice manager partner, four members of the nursing team and six members of the administrative team.
- Reviewed evidence provided by the practice including, minutes of practice meetings and a 360 degree staff survey.

Are services well-led?

Good 

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

Our findings

At our previous inspection on 16 August 2016, we rated the practice as requires improvement for providing well-led services as we found there was a clear leadership structure in place however staff did not always feel supported by management:

- Staff told us the practice held regular team meetings. However we were told that administrative staff meetings had not taken place for a long time, although those staff told us that they would benefit from this.
- Staff satisfaction was mixed. We received information prior to the inspection and on the inspection day, regarding management style. We were told that if a concern was raised staff were not always taken seriously or treated with respect when they did so.
- Staff told us they had the opportunity to raise issues at team meetings but some did not feel confident in doing so as they did not feel they would be supported by all members of the leadership team. However some staff did tell us that they felt able to raise issues and they would be supported by the management team.
- Not all staff said they felt respected, valued and supported, particularly by the partners in the practice.
- We noted that the practice had a high turnover of nursing staff in 2016.

We issued a requirement notice in respect of these issues and found arrangements had improved when we undertook a follow up inspection of the service on 9 March 2017. The practice is now rated as good for being well-led.

Leadership and culture

We saw evidence that the partners in the practice had undergone a high level of reflection following the previous inspection and initiated a number of actions in order to improve staff working relationships. These included:

- Following consultation and advice from the local medical council (LMC) the practice had initiated a staff survey that was confidential and anonymised in order to better understand and address staff concerns. All staff were invited to complete the anonymous and confidential survey. The results were fed back at a practice meeting to staff by a GP partner and actions decided on. For example, it was decided that all new staff would be assigned a GP mentor which we were told by staff and partners was working well.
- Staff meetings for administrative staff were held monthly. Opportunities to raise issues confidentially were in place. All other staff groups held regular meetings. A meeting for all staff was held quarterly.
- One of the GP partners had commenced a leadership course run by the local clinical commissioning group. We saw that other members of staff were being supported to attend leadership courses, for example the nurse and administrative managers.
- The nurse manager had increased responsibilities regarding management of the nursing team. We were told that this structure had improved communication pathways and that staff felt much better supported.
- A reception manager had recently been appointed. The partners had recognised the need to ensure the right person was appointed to the right position and had invited candidates to work with the reception team for a short period of time. The partners invited feedback from the reception team and we saw that the partners had listened to the opinions of staff and that staff felt involved in the future of the practice.
- Staff we spoke to on the day of the inspection all acknowledged that improvements had been put into place by the partners and that they felt supported respected and valued as members of the team.