

Dr N Niranjana's Practice

Inspection report

Victoria Medical Centre
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Barking
IG11 8GD
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Date of inspection visit: 7 September 2020 and 26
October 2020
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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		Inadequate	
Are services safe?		Inadequate	
Are services effective?		Inadequate	
Are services caring?		Inadequate	
Are services responsive to people's needs?		Inadequate	
Are services well-led?		Inadequate	

Overall summary

Dr Niranjan's Practice has been inspected six times and has been in breach of the Health and Social Care Act Regulation 2014 at five of the inspections, since registration on 4 March 2013.

Our initial inspection was carried out on 2 January 2014 where we found the practice was meeting four of the five areas inspected of the required standards of care and treatment. The practice did not meet the standard for requirements relating to workers, at a further inspection in May 2014 this area had met the standards.

At an inspection on 11 and 18 May 2015, the practice was rated as requires improvement overall. We found the practice needed to improve in the safe, effective, and well led key questions. The practice was found in breach of Regulations 12 and 17 of the Health and Social Care Act Regulations 2014.

At an inspection on 16 January 2017, the practice was rated requires improvement overall. We found the practice needed to improve in safe, effective, caring, and well-led care. The practice was found in breach of Regulations 12 and 17 of the Health and Social Care Act Regulations 2014.

At an inspection on the 11 October 2017, the practice was rated good overall but required improvements in safe care and treatment. The practice was found in breach of Regulation 12 of the Health and Social Care Act Regulations 2014.

At an inspection on the 2 May 2018, the practice was rated good overall and there were no breaches of regulation found.

We carried out this inspection October 2020 in response to concerns raised directly with CQC. This related to safety systems and processes and governance of the practice. In response to these concerns, we initially carried out a remote clinical records review on 7 September 2020, followed by an announced comprehensive inspection on 26 October 2020. This report covers our findings in relation to both the review and inspection.

We found the quality of services provided at the practice had deteriorated. 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 organisations.

We have rated this practice as inadequate overall.

We rated the practice as **inadequate** for providing safe services because:

- The practice did not have adequate systems and processes to keep patients safe.
- Recruitment checks were not carried out in line with guidance.
- The systems to monitor and manage risk to patient safety were inadequate.
- Staff did not have the information they needed to deliver safe care and treatment.
- Emergency procedures in the practice were inadequate and placed staff and patients at risk of harm.
- The practice did not have appropriate systems in place for the safe management of medicines.
- The practice did not learn and make improvements when things went wrong.

We rated the practice as **inadequate** for providing effective services because:

- There was limited monitoring of the outcomes of care and treatment.

Overall summary

- The practice was unable to show that staff had the skills, knowledge and experience to carry out their roles.
- The practice was unable to show that it always obtained consent to care and treatment.
- Some performance data was significantly below local and national averages.

We rated the practice as **inadequate** for providing caring services because:

- There were mixed reviews from patients regarding how they were treated and patients were not always involved in decisions about their care.
- Patients could not access care and treatment in a timely way.
- The practice did not take action to improve patient feedback.

We rated the practice as **inadequate** for providing responsive services because:

- The service did not meet patients needs.
- Patients could not access care in a timely way.

We rated the practice as **inadequate** for providing well-led services because:

- Leaders could not show that they had the capacity and skills to deliver high quality, sustainable care.
- There was no clear vision or a credible strategy to provide high quality care.
- The practice culture did not effectively support high quality sustainable care.
- The overall governance arrangements were inadequate.
- The practice did not have clear and effective processes for managing risks, issues and performance.
- The practice did not act on appropriate and accurate information.
- We saw little evidence of systems and processes for learning, continuous improvement and innovation.

These areas affected all population groups so we rated all population groups as **inadequate**.

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

- Ensure that care and treatment is provided in a safe way.
- Establish effective systems and processes to ensure good governance in accordance with the fundamental standards of care.

(Please see the specific details on action required at the end of this report).

On 27 October 2020, Dr Niranjana's Practice was issued with urgent notice to suspend their registration as a service provider in respect of regulated activities. This notice was served under Section 31 of the Health and Social Care Act 2008. This notice of urgent suspension of their registration was given because we believe that a person will or may be exposed to the risk of harm if we do not take this action. As of 27 October 2020, Dr Niranjana's Practice handed back their contract to the commissioners and are therefore no longer responsible for providing services to the registered patients.

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	Inadequate	
People with long-term conditions	Inadequate	
Families, children and young people	Inadequate	
Working age people (including those recently retired and students)	Inadequate	
People whose circumstances may make them vulnerable	Inadequate	
People experiencing poor mental health (including people with dementia)	Inadequate	

Our inspection team

Our inspection team was led by a CQC lead inspector. The team included a GP specialist advisor and a practice nurse specialist advisor.

Background to Dr N Niranjani's Practice

Dr Niranjani's Practice (also known as Victoria Medical Centre) is located at Victoria Medical Centre, 1 Queens Road, Barking, IG11 8GD, in the London Borough of Barking and Dagenham. The practice is part of the Barking and Dagenham Clinical Commissioning Group (CCG) which is made up of 40 practices. It currently holds a General Medical Services (GMS) contract and provides NHS primary care services to 4800 patients. The practice is situated within a purpose-built health centre. Consulting rooms are on two levels with stairs and a lift available for those patients with impaired mobility or who have young children. There are good transport links with tube and over ground stations nearby.

The practice serves a diverse population with many patients attending where English is not their first language. The practice does not have a larger older population (5% compared to the local average of 15%) and 64% of the population is under the age of 18 (compared to the local average of 52%).

There are currently five GPs, three male and two female, of which two of the male GPs are partners offering a total of 23 sessions per week, a practice nurse, clinical co-ordinator (who is also employed as a healthcare assistant), administrative staff and a practice manager.

The practice is open between 8.00am and 6.30pm week days. Appointments are from 8:30am and 1:00pm every morning and 3:30pm to 6:30pm daily. Extended hours surgeries are offered on Monday and Friday between 6:30 and 7:30pm. The practice opted out of providing an out of hours service and refers patients to the local out of hours service or the NHS 111 service.

The practice provides a range of services including child health immunisation, minor illness clinic, smoking cessation clinics and clinics for patients with long term conditions. The practice also provides health advice and blood pressure monitoring.

The service is registered with the Care Quality commission to provide the regulated activities of diagnostic and screening procedures, maternity and midwifery services and the treatment of disease, disorder or injury. The provider is part-owner of the premises which are shared with another provider of child services. The practice is part of a wider network of GP practices. There are good transport links with tube and over ground stations nearby.

The patient profile for the practice has an above-average working age population, between the ages of 20 and 49 years and fewer than average children, teenagers and older patients, aged over-50. The locality has a higher than average deprivation level. Over a third of the practice area population is of black and minority ethnic background.