Whitecross Dental Care Limited

Mydentist - Earl Royd - Keighley

Inspection Report

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Overall summary

We carried out an announced comprehensive inspection on 5 July 2016 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.

Background

Mydentist - Earl Royd – Keighley is situated in Keighley, West Yorkshire. It offers mainly NHS treatment to patients of all ages but also offers private dental treatments. The services include preventative advice and treatment, routine restorative dental care and orthodontics (on a private basis only).

The practice has recently undergone a major refurbishment. It has 11 surgeries, a decontamination room, three waiting areas and two reception areas. The two reception areas, two of the waiting areas and five surgeries are on the ground floor. The other six surgeries, a separate waiting area and the decontamination room are on the first floor. There are accessible toilet facilities on the ground floor of the premises. In the basement of the premises there are staff facilities, a meeting room and a communication centre.

There are 11 dentists, one dental hygiene therapist, one dental hygiene therapist, 13 qualified dental nurses, seven trainee dental nurses, six receptionists and a practice manager. They are also supported by an area development manager, a regional manager and a clinical support manager.

Summary of findings

The opening hours are Monday and Friday from 8-00am to 5-30pm, Tuesday to Thursday from 8-00am to 8-00pm and Saturday from 9-00am to 4-00pm.

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.

During the inspection 36 patients provided feedback about the service. The patients were positive about the care and treatment they received at the practice. Comments included that the staff were polite, helpful and efficient. They also commented that the premises was safe and hygienic and that treatments were well explained. Several patients commented that they were impressed with the new refurbishment work.

Our key findings were:

- The practice appeared clean and hygienic.
- The practice had systems in place to assess and manage risks to patients and staff including infection prevention, control and health and safety and the management of medical emergencies.
- Staff were qualified and had received training appropriate to their roles.
- Treatment was provided in line with current best practice guidelines including the Faculty of General Dental Practice (FGDP) and National Institute for Health and Care Excellence (NICE).
- Oral health advice and treatment were provided in-line with the 'Delivering Better Oral Health' toolkit (DBOH).
- We observed that patients were treated with kindness and respect by staff. Staff ensured there was sufficient time to explain fully the care and treatment they were providing in a way patients understood.
- Patients were able to make routine and emergency appointments when needed.
- The practice had a complaints system in place and there was an openness and transparency in how these were dealt with.
- There were clearly defined leadership roles within the practice and staff told us that they felt supported, appreciated and comfortable to raise concerns or make suggestions.

Summary of findings

The five questions we ask about services and what we found

We always ask the following five questions of services.

Are services safe?

No action

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

Staff told us they felt confident about reporting incidents, accidents and Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

Staff had received training in safeguarding patients and knew the signs of abuse and who to report them to.

The staff were suitably qualified for their roles and the practice had undertaken the relevant recruitment checks to ensure patient safety.

Patients' medical histories were obtained before any treatment took place. The dentists were aware of any health or medication issues which could affect the planning of treatment.

Staff were trained to deal with medical emergencies. All emergency equipment and medicines were in date and in accordance with the British National Formulary (BNF) and Resuscitation Council UK guidelines.

The decontamination procedures were effective and the equipment involved in the decontamination process was either new or had been regularly serviced, validated and checked to ensure it was safe to use.

Are services effective?

No action

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

Patients' dental care records provided comprehensive information about their current dental needs and past treatment. The practice monitored any changes to the patient's oral health and made referrals for specialist treatment or investigations where indicated.

The practice followed best practice guidelines when delivering dental care. These included Faculty of General Dental Practice (FGDP), National Institute for Health and Care Excellence (NICE) and guidance from the British Society of Periodontology (BSP).

The practice focused strongly on prevention and the dentists were aware of the 'Delivering Better Oral Health' toolkit (DBOH) with regards to fluoride application and oral hygiene advice. The practice had received the 'Health Promoting Dental Practice Award' (HPDPA) from the local area team.

Staff were encouraged to complete training relevant to their roles and this was monitored by the registered provider. The clinical staff were up to date with their continuing professional development (CPD).

Referrals were made to secondary care services if the treatment required was not provided by the practice.

Summary of findings

Are services caring?

No action

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

We reviewed feedback from 36 patients. The patients were positive about the care and treatment they received at the practice. Comments included that the staff were polite and helpful. They also commented that treatments were well explained.

It was noted that reception staff provided a warm welcome and were friendly, helpful and considerate. Staff were aware of the importance of confidentiality and the practice had implemented measures to reduce the risk of any confidentiality breach.

Staff explained that enough time was allocated in order to ensure that the treatment and care was fully explained to patients in a way which they understood.

Are services responsive to people's needs?

No action

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

The practice had an efficient appointment system in place to respond to patients' needs. There were vacant appointments slots for urgent or emergency appointments each day. It had recently increased its opening hours to accommodate patients before and after work and also on a Saturday.

Patients commented they could access treatment for urgent and emergency care when required. There were clear instructions for patients requiring urgent care when the practice was closed.

There was a procedure in place for responding to patients' complaints. This involved acknowledging, investigating and responding to individual complaints or concerns. Staff were familiar with the complaints procedure.

The practice had made reasonable adjustments to enable patients in a wheelchair or with limited mobility to access treatment.

Are services well-led?

No action

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

There was a clearly defined management structure in place and all staff felt supported and appreciated in their own particular roles. The practice manager was responsible for the day to day running of the practice.

The practice regularly audited clinical and non-clinical areas as part of a system of continuous improvement and learning.

The practice undertook monthly patient satisfaction surveys, a rolling text message satisfaction survey and were also undertaking the NHS Family and Friends Test.

There were good arrangements in place to share information with staff by means of regular practice meetings which were minuted for those staff unable to attend.

Mydentist - Earl Royd - Keighley

Detailed findings

Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the practice was meeting the legal requirements and regulations associated with the Health and Social Care Act 2008.

The inspection was led by a CQC inspector who was supported by a specialist dental adviser.

We informed local NHS England area team and Healthwatch that we were inspecting the practice; however we did not receive any information of concern from them.

During the inspection 36 patients provided feedback about the service. We also spoke with four dentists, one dental hygiene therapist, one dental hygienist, three dental nurses, two receptionists and the practice manager. To assess the quality of care provided we looked at practice policies and protocols and other records relating to the management of the service.

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.

Are services safe?

Our findings

Reporting, learning and improvement from incidents

The practice had clear guidance for staff about how to report incidents and accidents. Staff were familiar with the process for accident and incident reporting. Any accidents or incidents would be reported to the practice manager and would also be discussed at staff meetings in order to disseminate learning. We reviewed the significant events which had taken place within the last 12 months and these had been well documented, investigated and reflected upon by the dental practice. Significant events from other practices within the umbrella company of Mydentist were also passed onto the practice in order to disseminate learning.

The practice manager understood the Reporting of Injuries and Dangerous Occurrences Regulations 2013 (RIDDOR) and what notifications need to be made to the CQC. The practice forwarded details of any events to the head office who would notify the CQC if it was required.

The practice received national patient safety and medicines alerts from the Medicines and Healthcare Products Regulatory Authority (MHRA) that affected the dental profession. These were actioned if necessary and stored for future reference.

Reliable safety systems and processes (including safeguarding)

The practice had child and vulnerable adult safeguarding policies and procedures in place. These provided staff with information about identifying, reporting and dealing with suspected abuse. The policies were readily available to staff. Staff had access to contact details for both child protection and adult safeguarding teams. Staff were knowledgeable about the different kinds of abuse which can occur including dental neglect. One of the dentists was the safeguarding lead in the practice and all staff had undertaken safeguarding training in the last 12 months. Staff told us they were confident about raising any concerns with the safeguarding lead.

The practice had systems in place to help ensure the safety of staff and patients. These included clear guidelines about responding to a sharps injury (needles and sharp instruments), using a safe needle system and a protocol to prevent nurses from handling needles.

Rubber dam (this is a thin, rectangular sheet, usually latex rubber, used in dentistry to isolate the operative site from the rest of the mouth) was used in root canal treatment in line with guidance from the British Endodontic Society.

We saw that patients' clinical records were computerised and password protected to keep people safe and protect them from abuse. Any paper documentation relating to the dental care records were locked away at all times.

Medical emergencies

The practice had procedures in place which provided staff with clear guidance about how to deal with medical emergencies. This was in line with the Resuscitation Council UK guidelines and the British National Formulary (BNF). Staff were knowledgeable about what to do in a medical emergency and had received annual training in emergency resuscitation and basic life support as a team within the last 12 months. The practice had a process whereby they filled out a form relating to the medical emergency situation and passed to the ambulance crew so they were aware of what treatment had been already provided. A copy of this form was also kept within the incident reporting folder.

The practice had two sets of medical emergency kits. One was used for the practice and the other one was used for domiciliary visits or as a backup for the one in the practice. Staff knew where the emergency kits were kept. The practice had two Automated External Defibrillators (AED) to support staff in a medical emergency. (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).

Records showed that two members of staff conducted daily checks on the emergency equipment and emergency medicines to ensure they were safe to use. These including checking that the oxygen cylinder was full, the AED was fully charged and the emergency medicines were in date. We checked the emergency medicines and they were all in date and in line with guidance from the BNF.

Staff recruitment

The practice had a policy and a set of procedures for the safe recruitment of staff which included advertising the job through an agency, a job application form, an interview process, seeking two references, proof of identity, checking

Are services safe?

relevant qualifications and professional registration. We reviewed a sample of recruitment files and found the recruitment procedure had been followed. The practice manager told us they carried out Disclosure and Barring Service (DBS) checks for all newly employed staff. These 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. We reviewed a sample of recruitment files and these showed that all checks were in place.

All clinical staff at this practice were qualified and registered with the General Dental Council (GDC). There were copies of current registration certificates and personal indemnity insurance (insurance professionals are required to have in place to cover their working practice).

Monitoring health & safety and responding to risks

A health and safety policy and risk assessments were in place at the practice. This identified the risks to patients and staff who attended the practice. Where risks had been identified control measures had been put in place to reduce them.

There were policies and procedures in place to manage risks at the practice. These included the use of Bunsen burners, fire evacuation procedures, latex and taking the emergency kits on domiciliary visits. We also saw specific risk assessments in place for when the practice was open whilst refurbishment work was taking place.

The practice also had access to a library of risk assessments through the Mydentist computer system.

The practice maintained a file relating to the Control of Substances Hazardous to Health 2002 (COSHH) regulations, including substances such as disinfectants, blood and saliva. The practice identified how they managed hazardous substances in its health and safety and infection control policies and in specific guidelines for staff, for example in its blood spillage and waste disposal procedures. One of the dental nurses was responsible for checking it on an annual basis and adding any new substances which may be introduced to the practice.

Infection control

There was an infection control policy and procedures to keep patients safe. These included hand hygiene, health and safety, safe handling of instruments, managing waste products and decontamination guidance. The practice followed the guidance about decontamination and infection control issued by the Department of Health, namely 'Health Technical Memorandum 01-05 -Decontamination in primary care dental practices (HTM 01-05)'. One of the dental nurses was the nominated infection control lead who was responsible for ensuring infection prevention and control measures were followed.

Staff received training in infection prevention and control. We saw evidence that staff were immunised against blood borne viruses (Hepatitis B) to ensure the safety of patients and staff.

We observed the treatment rooms and the decontamination room to be clean and hygienic. Work surfaces were free from clutter. Staff told us they cleaned the treatment areas and surfaces between each patient and at the end of the morning and afternoon sessions to help maintain infection control standards. There was a cleaning schedule which identified and monitored areas to be cleaned. There were hand washing facilities in each treatment room and staff had access to supplies of personal protective equipment (PPE) for patients and staff members. Posters promoting good hand hygiene and the decontamination procedures were clearly displayed to support staff in following practice procedures. Sharps bins were appropriately located, signed and dated and not overfilled. We observed waste was separated into safe containers for disposal by a registered waste carrier and appropriate documentation retained.

Decontamination procedures were carried out in a dedicated decontamination room in accordance with HTM 01-05 guidance. The practice had implemented a novel system to transport instruments between the surgeries. This was by the use of a pneumatic tube system. Colour coded pods were used to send instruments between the treatment rooms and the decontamination room. This avoided the need to take the used instruments out of the surgery and through the practice. We were told that if the pneumatic system ever failed then lockable boxes were also available to transport the instruments.

We were shown the procedures involved in disinfecting, inspecting and sterilising dirty instruments; packaging and storing clean instruments. The practice routinely used a washer disinfector to clean the used instruments, examined them visually with an illuminated magnifying glass. If for any reason there was still debris on an instrument then they used and ultrasonic bath to remove

Are services safe?

the debris. All reusable instruments were sterilised in an autoclave (a device for sterilising dental and medical instruments). The decontamination room had clearly defined dirty and clean zones in operation to reduce the risk of cross contamination. Staff wore appropriate PPE during the process and these included disposable gloves, aprons and protective eye wear.

The practice had systems in place for daily and weekly quality testing the decontamination equipment and we saw records which confirmed these had taken place. There were sufficient instruments available to ensure the services provided to patients were uninterrupted.

The practice had carried out the self- assessment audit in June 2016 relating to the Department of Health's guidance on decontamination in dental services (HTM01-05).This is designed to assist all registered primary dental care services to meet satisfactory levels of decontamination of equipment. The audit showed the practice was meeting the standards required by HTM 01-05.

Records showed a risk assessment for the control of Legionella had been carried out (Legionella is a bacteria which can contaminate water systems in buildings). The practice had undertaken regular in-house risk assessments for the control of Legionella. The practice undertook processes to reduce the likelihood of Legionella developing which included running the water lines in the treatment rooms at the beginning of each session and between patients, monitoring cold and hot water temperatures each month, the use of a dental unit water line cleansing solution and carrying out dip slide tests to check for the presence of Legionella.

Equipment and medicines

The practice had maintenance contracts for essential equipment such as X-ray sets, autoclaves, the washer disinfectors and the compressors. As most of the equipment was new there was no service history. We saw two older autoclaves which were still being used had been serviced on an annual basis. Portable appliance testing (PAT) was completed in August 2015 (PAT confirms that portable electrical appliances are routinely checked for safety).

Prescriptions were stamped only at the point of issue to maintain their safe use. Each dentist kept a log of all prescriptions given to patients. The practice audited the provision of prescriptions to ensure they were being provided safely. Prescription pads were kept locked away at night to ensure they were secure. Prescription pads also had to be signed in and out each day.

The practice also dispensed a limited number of antibiotics for private patients. These were kept locked away and a log of which antibiotics had been dispensed was kept.

Radiography (X-rays)

The practice had a radiation protection file and a record of all X-ray equipment. All X-ray equipment was new and we saw evidence that the appropriate steps had been taken to ensure it was safe to use. A Radiation Protection Advisor (RPA) and a Radiation Protection Supervisor (RPS) had been appointed to ensure that the equipment was operated safely and by qualified staff only. We found there were suitable arrangements in place to ensure the safety of the equipment. Local rules were available in all surgeries and within the radiation protection folder for staff to reference if needed. We saw that a justification, grade and a report was documented in the dental care records for all X-rays which had been taken.

X-ray audits were carried out every six months. This included assessing the quality of the X-rays which had been taken. The results of the most recent audit undertaken confirmed they were compliant with the Ionising Radiation (Medical Exposure) Regulations 2000 (IRMER).

Are services effective?

(for example, treatment is effective)

Our findings

Monitoring and improving outcomes for patients

The practice kept up to date detailed electronic and paper dental care records. They contained information about the patient's current dental needs and past treatment. The dentists carried out an assessment in line with recognised guidance from the Faculty of General Dental Practice (FGDP). This was repeated at each examination in order to monitor any changes in the patient's oral health. The dentists used NICE guidance to determine a suitable recall interval for the patients. This takes into account the likelihood of the patient experiencing dental decay, gum disease or oral cancer. This was documented and also discussed with the patient.

During the course of our inspection we discussed patient care with the dentists and checked dental care records to confirm the findings. Clinical records were comprehensive and included details of the condition of the teeth, soft tissue lining the mouth, gums and any signs of mouth cancer. If the patient had more advanced gum disease then a more detailed inspection of the gums was undertaken and the appropriate line of treatment was proposed to the patient.

Records showed patients were made aware of the condition of their oral health and whether it had changed since the last appointment. Medical history checks were updated by each patient every time they attended for treatment and entered in to their electronic dental care record. This included an update on their health conditions, current medicines being taken and whether they had any allergies.

The practice used current guidelines and research in order to continually develop and improve their system of clinical risk management. For example, following clinical assessment, the dentists followed the guidance from the FGDP before taking X-rays to ensure they were required and necessary. Justification for the taking of an X-ray, quality assurance of each x-ray and a detailed report was recorded in the patient's care record.

Health promotion & prevention

The practice had a strong focus on preventative care and supporting patients to ensure better oral health in line with the 'Delivering Better Oral Health' toolkit (DBOH). DBOH is an evidence based toolkit used by dental teams for the prevention of dental disease in a primary and secondary care setting. For example, the dentists applied fluoride varnish to all children who attended for an examination. High fluoride toothpastes were prescribed for patients at high risk of dental decay.

Staff described to us the importance of providing patients with good oral hygiene advice. This would involve using models and pictures to help provide good oral hygiene advice. We were told that disclosing solution was used on patient's teeth to show them where they were not brushing correctly.

Several of the dental nurses had extended duties in oral health education and fluoride varnish application. We were told that these nurses had their own dedicated clinics where they provided oral hygiene advice and applied fluoride varnish. As part of the renovation there was a dedicated oral hygiene advice room with sinks, mirrors and advice leaflets.

The practice had received the 'Health Promoting Dental Practice Award' from the local area team. This award scheme works with dental teams to identify the knowledge, skills and support necessary for dental practices to work with their patients to improve their oral health. The scheme involves the local area team providing the practice with training on DBOH, smoking cessation and alcohol support programmes. The practice had received the highest level of this award.

The practice had a selection of dental products on sale in the reception area to assist patients with their oral health.

The medical history form patients completed included questions about smoking and alcohol consumption. We were told by the dentists and saw in dental care records that smoking cessation advice and alcohol awareness advice was given to patients where appropriate. Patients were made aware of the synergistic effects of smoking and alcohol with regards to oral cancer. There were health promotion leaflets available in the waiting rooms to support patients.

Staffing

New staff to the practice had a period of induction to familiarise themselves with the way the practice ran. The induction process included making the new member of staff aware of the infection control procedures, showing the

Are services effective?

(for example, treatment is effective)

new staff member the location of emergency medicines and arrangements for fire evacuation procedures. We saw evidence of completed induction checklists. Dentists who were new to the Mydentist company also attended a three day induction course at the Mydentist academy which covered areas such as cardiopulmonary resuscitation and the patient journey.

Staff told us they had good access to on-going training to support their skill level and they were encouraged to maintain the continuous professional development (CPD) required for registration with the General Dental Council (GDC). Staff were able to access on-line training courses via the company's intranet.

Records showed professional registration with the GDC was up to date for all clinical staff and we saw evidence of on-going CPD. Mandatory training included immediate life support, infection control, fire awareness and health and safety.

The practice had an effective skill mix. They used the services of a dental hygiene therapist, a dental hygienist and several extended duty dental nurses. The dentists would refer patients to the dental hygienist for more advanced gum treatments or the dental hygiene therapist for simple fillings or extraction of deciduous teeth.

Working with other services

The practice worked with other professionals in the care of their patients when this was in the best interest of the patient. For example, referrals were made to hospitals and specialist dental services for further investigations or specialist treatment. The practice completed detailed proformas or referral letters to ensure the specialist service had all the relevant information required. A log of all referrals made was kept in each surgery. A copy of the referral letter was kept in the patient's dental care records. Letters received back relating to the referral were first seen by the referring dentist to see if any action was required and then stored in the patient's dental care records.

The practice had a procedure for the referral of a suspected malignancy. This involved faxing a copy of the letter and also a telephone call to confirm the fax had arrived.

An audit of the practice's referrals had been completed. This checked whether the referrals had been sent within a reasonable time frame.

Consent to care and treatment

Patients were given appropriate verbal and written information to support them to make decisions about the treatment they received. Staff were knowledgeable about how to ensure patients had sufficient information and the mental capacity to give informed consent. Staff described to us how valid consent was obtained for all care and treatment and the role family members and carers might have in supporting the patient to understand and make decisions.

Staff had completed training and understood the Mental Capacity Act (MCA) 2005 and how it was relevant to ensuring patients had the capacity to consent to their dental treatment.

Staff ensured patients gave their consent before treatment began and a treatment plan was signed by the patient. We were told and saw evidence in the dental care records that individual treatment options, risks, benefits and costs were discussed with each patient.

Are services caring?

Our findings

Respect, dignity, compassion & empathy

Feedback from patients was positive and they commented that staff were polite, helpful and respectful. Staff told us that they always interacted with patients in a respectful, appropriate and kind manner. We observed staff to be friendly and respectful towards patients during interactions at the reception desk and over the telephone.

We observed privacy and confidentiality were maintained for patients who used the service on the day of inspection. We observed staff were helpful, discreet and respectful to patients. Staff said that if confidential details ever needed to be discussed then an empty room would be found to speak with them.

We were shown that as part of the new refurbishment a communications centre had been installed. This was a room in the basement where two receptionists would answer the phones. This meant that there was no risk of personal details being overheard.

Patients' electronic care records were password protected and regularly backed up to secure storage. The paper parts of the care records were locked in cabinets in the communication centre.

Involvement in decisions about care and treatment

The practice provided patients with information to enable them to make informed choices. Staff described to us how they involved patients' relatives or carers when required and ensured there was sufficient time to explain fully the care and treatment they were providing in a way patients understood. The practice had a treatment coordinator. Their role was to discuss treatment options with patients. This was mainly for orthodontic procedures but was also to be used when the practice starts providing dental implants.

When treating children we were told that they would use the "tell-show-do" technique and distraction methods in order to help children overcome any anxieties. He would also use posters, pictures and books to help involve children with their treatment.

Patients were also informed of the range of treatments available in the practice information leaflet and in leaflets in the waiting area.

Are services responsive to people's needs?

(for example, to feedback?)

Our findings

Responding to and meeting patients' needs

We found the practice had an efficient appointment system in place to respond to patients' needs. Staff told us that patients who requested an urgent appointment would be seen the same day. We saw evidence in the appointment book that there were dedicated emergency slots available each day for each dentist. If the emergency slots had already been taken for the day then the patient was offered to sit and wait for an appointment if they wished.

We observed the clinics ran smoothly on the day of the inspection and patients were not kept waiting.

Tackling inequity and promoting equality

The practice had equality and diversity, and disability policies to support staff in understanding and meeting the needs of patients. Reasonable adjustments had been made to the premises to accommodate patients with mobility difficulties. These included dedicated disabled parking spaces, step free access to the premises, an automatic door opener, a hearing loop, a lowered section of the reception desk and a ground floor accessible toilet. The ground floor surgeries were large enough to accommodate a wheelchair or a pram. It was clearly evident that accessibility had been fully considered during the renovation.

Access to the service

The practice displayed its opening hours in the premises and on the practice website. They had recently extended the opening hours. The opening hours were Monday and Friday from 8-00am to 5-30pm, Tuesday to Thursday from 8-00am to 8-00pm and Saturday from 9-00am to 4-00pm. Patients could access care and treatment in a timely way and the appointment system met their needs.

Where treatment was urgent patients would be seen within 24 hours or sooner if possible. When the practice was closed patients who required emergency dental care were signposted to the NHS 111 service on the telephone answering machine. Details for patients of what to do if they have a dental emergency outside normal opening hours was also available in the practice information leaflet and on the front door of the practice.

Concerns & complaints

The practice had a complaints policy which provided staff with clear guidance about how to handle a complaint. There were details of how patients could make a complaint displayed in the waiting room and in the practice information leaflet. The practice manager was in charge of dealing with complaints when they arose. Staff told us they raised any formal or informal comments or concerns with the practice manager to ensure responses were made in a timely manner. If the complaint related to clinical work then these were passed on to the individual dentist to deal with. If appropriate the dentist would use their indemnity organisation for advice on how to deal with complaints. Staff told us that they aimed to resolve complaints in-house initially. We reviewed the complaints which had been received in the past 12 months and found that they had been dealt with in line with the practices policy.

We looked at the practice procedure for acknowledging, recording, investigating and responding to complaints, concerns and suggestions made by patients. We found there was an effective system in place which helped ensure a timely response. This included acknowledging the complaint within three working days and providing a formal response within 20 working days. If the practice was unable to provide a response within 20 working days then the patient would be made aware of this.

Are services well-led?

Our findings

Governance arrangements

The practice manager was in charge of the day to day running of the service. There was a range of policies and procedures in use at the practice. We saw they had systems in place to monitor the quality of the service and to make improvements. The practice had governance arrangements in place to ensure risks were identified, understood and managed appropriately.

The practice had an effective approach for identifying where quality or safety was being affected and addressing any issues**.** Health and safety and risk management policies were in place and we saw a risk management process to ensure the safety of patients and staff members. For example, we saw risk assessments relating to fire, Legionella and taking the emergency kits on domiciliary visits. We also saw specific risk assessments in place for when the practice was open whilst refurbishment work was taking place.

There was an effective management structure in place to ensure that responsibilities of staff were clear. Staff told us that they felt supported and were clear about their roles and responsibilities.

Leadership, openness and transparency

Staff told us there was an open culture within the practice and they were encouraged and confident to raise any issues at any time. 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 told us that the practice manager was approachable, would listen to their concerns and act 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's ethos.

Learning and improvement

Quality assurance processes were used at the practice to encourage continuous improvement. The practice audited areas of its practice as part of a system of continuous improvement and learning. This included clinical audits such as dental care records, X-rays, prescriptions, referrals and infection control. We looked at the audits and saw that the practice was generally performing well. Where issues had been identified action plans were formulated and the clinical support manager would be brought out to discuss it with the dentist.

Staff told us they had access to training by means of the company's on-line training system. This included medical emergencies and basic life support. Staff working at the practice were supported to maintain their continuous professional development as required by the General Dental Council.

The practice held monthly staff meetings where significant events, patients' complaints, infection control reviews and practice performance were discussed and learning was disseminated. We were told that as a result of the newly increased team size they were going to move to smaller group (dentist, nurse or reception) meetings and then a full team meeting every three months.

The dental nurses and receptionists had annual appraisals at which learning needs, general wellbeing and aspirations were discussed. A personal development plan was formulated and objectives set. They also had a mid-year review where their progress towards their objectives was reviewed.

The dentists had annual appraisals with the clinical support manager where performance was discussed.

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

The practice had systems in place to involve, seek and act upon feedback from people using the service including carrying out a monthly patient survey and a text message survey for patients who had finished a course of treatment. The patient survey included questions about the patients' overall satisfaction, whether staff were friendly, whether they were seen on time, whether the dentist made them feel at ease and if they understood the choices about treatment. The most recent patient survey showed a high level of satisfaction with the quality of the service provided.