

Dr Betty Lorraine Clare Henderson

Quality Report

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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 safe?

Good



Are services effective?

Good



Are services caring?

Good



Are services responsive to people's needs?

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 Dr Betty Lorraine Clare Henderson

on 28 June 2016. Overall the practice is rated as good.

Our key findings across all the areas we inspected were as follows:

- There were clear processes and procedures to ensure patients were safe and an effective system in place for reporting and recording significant events. They were fully reviewed at every staff meeting.
- Urgent same day patient appointments were available when needed. All patients we spoke with and those who completed comment cards before our inspection said they were always able to obtain same day appointments.
- The practice reviewed the needs of the local population and made appropriate changes when necessary. For example, negotiating with the CCG for the return of midwife appointments to the practice has increased the uptake of post-natal appointments.

- Patients' needs were assessed and care delivered in line with current guidelines. Staff had the appropriate skills, knowledge and experience to deliver effective care and treatment.
- Patients told us they said they were treated with dignity, respect and compassion. Patients were involved decisions about their care and treatment.
- Information about how to complain was available and easy to understand. The practice received very few complaints from patients and reviewed complaints to ensure lessons learned were not repeated.
- Risks to patients were assessed and well managed.

However there were areas of practice where the provider should make improvements:

- Although a locum GP induction plan was in place, a system should be implemented , for checking that details held for regular locums are current.
- The practice should review their process for obtaining consent to ensure they are following national guidance.

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 safe?

The practice is rated as good for providing safe services.

Good



- Appropriate systems were in place for reporting and recording significant events. They were regularly reviewed in practice meetings.
- When there were unintended or unexpected safety incidents, patients received support, an explanation and a written apology. They were told about any actions to improve processes to prevent the same thing happening again and incidents were reviewed to ensure they were not repeated.
- Procedures were in place to ensure patients were kept safe and safeguarded from abuse. All staff had received appropriate safeguarding training in line with the Warwickshire Multi-Agency Safeguarding Hub (MASH).
- Risks were assessed, well managed and regularly reviewed.

Are services effective?

The practice is rated as good for providing effective services.

Good



- Practice staff had the necessary skills, knowledge and experience to deliver effective care and treatment.
- Data available from the Quality and Outcomes Framework (QOF) 2014/15 demonstrated that patient outcomes were either at or above average when compared with the national average.
- Care was delivered by staff according to current evidence based guidance. This was regularly reviewed.
- The practice used clinical audits to identify areas of improvement and acted upon their results.
- The practice audited areas of non-clinical work to identify areas for improvement, for example, telephone call handling.
- All staff received appraisals and had personal development plans.
- We saw that staff worked with other health care professionals to provide 'joined up' care which met the range and complexity of patients' needs.

Are services caring?

The practice is rated as good for providing caring services.

Good



- Patients we spoke with and patients who completed comment cards before our inspection were completely positive about all aspects of care and treatment they received at the practice.

Summary of findings

- The results of the National GP Patient Survey published in July 2016 showed patients rated the practice broadly in line with national averages for aspects of care.
- Patients were treated with kindness and respect. Patient confidentiality was maintained.
- Easy to understand and accessible information about services was available for patients.

Are services responsive to people's needs?

The practice is rated as good for providing responsive services.

- The practice recognised the needs of its local population and tailored services appropriately. For example, it opened out of hours to handle deaths that occurred within the local Muslim community.
- Patients told us they were always able to obtain a same day appointment when needed.
- The practice building had good facilities and was equipped to treat patients and meet their needs.
- Information about how to complain was available and easy to understand. Learning from complaints was shared with staff and other stakeholders.

Good



Are services well-led?

The practice is rated as good for being well-led.

- The practice had a clearly defined vision which explained how it delivered care and treatment to patients. Staff understood this vision and how it related to their work.
- The management structure was clearly defined and staff knew who to raise concerns with. The practice had policies and procedures which outlined how it should operate and held regular governance meetings.
- Processes were in place to monitor and improve quality and identify risk.
- The practice sought feedback from patients and staff. It carried out its own patient survey, which it acted on. The Patient Participation Group (PPG) was active. A PPG is a group of patients registered with a practice who worked with the practice team to improve services and the quality of care.

Good



Summary of findings

The six population groups and what we found

We always inspect the quality of care for these six population groups.

Older people

The practice is rated as good for the care of older people.

Good



- Older patients were given personalised care which reflected their needs.
- Elderly and frail patients were prioritised for same day appointments.
- Care plans were in place with the most vulnerable older patients and used with multi-disciplinary teams to reduce unplanned hospital admissions. These patients had an alert placed on their patient records to ensure clinical staff were aware.
- Home visits were offered to patients who could not reach the practice.
- Over the last 12 months all patients aged 75 and over had been invited for a health check. This included blood tests, fracture assessment, frailty assessment, and checks for depression and dementia. From those checks, the practice identified patients who needed further investigation and referred them appropriately.
- Older patients could order repeat prescriptions over the telephone. Patients had to register for this service and appropriate security checks had been put in place.
- Nationally reported data showed that outcomes for patients were good for conditions commonly found in older people.

People with long term conditions

The practice is rated as good for the care of people with long-term conditions.

Good



- Patients had a named GP and a review every six to 12 months to monitor their condition and ensure they received correct medicines. The frequency of the review depended on the severity of the patient's condition. The practice had developed its own system for managing these appointments.
- Nursing staff had received appropriate training in chronic disease management, for example asthma and diabetes.
- The practice achieved a 100% flu vaccination record for diabetes patients during 2015-2016.
- Longer appointments and home visits were available when needed.

Summary of findings

- Health checks for patients with long term conditions were available during extended hours appointments. This was targeted at patients who worked during the day.
- A new range of patient information leaflets had recently been introduced by the practice to enable patients to have clear, comprehensive and easy to understand information about medical conditions.

Families, children and young people

The practice is rated as good for the care of families, children and young people.

- Systems were in place to identify children and young people who might be at risk, for example, those who had a high number of A&E attendances.
- The practice had negotiated with the CCG for the return of midwife appointments to the practice which had increased the uptake of post-natal appointments.
- A total of 82% of eligible patients had received cervical screening in the last 12 months. This was above the national average of 81%.
- There were appointments outside of school hours and the practice building was suitable for children and babies.
- Outcomes for areas such as child vaccinations were mostly above average for the Clinical Commissioning Group (CCG).
- Family planning services were available and all the practice nurses were trained to carry out contraceptive pill checks.

Good



Working age people (including those recently retired and students)

The practice is rated as good for the care of working-age people (including those recently retired and students).

- The practice ensured it provided services to meet the needs of the working age population, For example, extended hours appointments were available on the first and third Wednesday of each month.
- Telephone consultations were available for patients who were unable to reach the practice during the day.
- A full range of services appropriate to this age group was offered, including family planning and travel vaccinations.
- Appointments can be booked and repeat prescriptions requested on-line.

Good



Summary of findings

People whose circumstances may make them vulnerable

The practice is rated as good for the care of people whose circumstances may make them vulnerable.

Good



- Staff could recognise signs of abuse in vulnerable adults and children. Staff were aware of their responsibilities to share appropriate information, record safeguarding concerns and how to contact relevant agencies in normal working hours and out of hours.
- The practice supported vulnerable patients to access various support groups and voluntary organisations.
- There was a register of vulnerable patients including those with a learning disability.
- Longer appointments were available for patients with a learning disability.
- The practice worked with other health care professionals to provide care to vulnerable patients, for example, the district nursing team.

People experiencing poor mental health (including people with dementia)

The practice is rated as good for the care of people experiencing poor mental health (including people with dementia).

Good



- Staff demonstrated a good working knowledge of how to support patients with mental health needs and dementia.
- The practice worked with multi-disciplinary teams to provide appropriate care for patients with poor mental health. This included patients with dementia.
- Patients who were diagnosed with depression received a follow up from a GP within eight weeks of diagnosis.
- Patients were signposted to appropriate local and national support groups.
- All patients aged over 65 received a cognitive test as part of their routine health check.

Summary of findings

What people who use the service say

The National GP Patient Survey results were published in July 2016. The results showed the practice was largely performing in line with local and national averages for care. 333 survey forms were distributed and 103 were returned. This represented a 31% completion rate.

- 78% of patients found it easy to get through to this practice by telephone compared to the Clinical Commissioning Group (CCG) average of 64% and the national average of 73%.
- 92% of patients were able to get an appointment to see or speak to someone the last time they tried compared to the CCG average of 85% and the national average of 85%.
- 89% of patients described the overall experience of this GP practice as good compared to the CCG average of 84% and the national average of 85%.
- 72% of patients said they would recommend this GP practice to someone who had just moved to the local area compared to the CCG average of 77% and the national average of 78%.

As part of our inspection we also asked for CQC comment cards to be completed by patients prior to our inspection. We received 41 comment cards, all of which were positive about the standard of care received. Patients said they could always obtain an appointment for the same day when needed, appointments were always on time and GPs and nursing staff always gave them enough time. One patient who made positive comments also said that there was sometimes a wait to obtain a routine appointment.

We spoke with seven patients during the inspection. One patient was a member of the Patient Participation Group (PPG). A PPG is a group of patients registered with the practice who worked with the practice team to improve services and the quality of care. All the patients we spoke with said they were satisfied with the care they received and thought staff were excellent, always treated them with respect and gave them the time they needed.

Areas for improvement

Action the service **SHOULD** take to improve

- Although a locum GP induction plan was in place, a system should be implemented, for checking that details held for regular locums are current.
- The practice should review their process for obtaining consent to ensure they are following national guidance.

Dr Betty Lorraine Clare Henderson

Detailed findings

Our inspection team

Our inspection team was led by:

Our inspection team was led by a CQC Lead Inspector. The team included a GP specialist advisor, a practice manager specialist advisor and an expert by experience. An expert by experience is a person who has experience of using this particular type of service, or caring for somebody who has.

Background to Dr Betty Lorraine Clare Henderson

Dr Betty Lorraine Clare Henderson is known locally as Queens Road Surgery. It is located on the edge of Nuneaton town centre. The practice is run by a single-handed GP and provides primary medical services to patients in a semi-urban area.

The practice is located in a converted facility and has 2,800 patients registered with a high ethnic population. It has a General Medical Services (GMS) contract with NHS England. The GMS contract is the contract between general practices and NHS England for delivering primary care services to local communities.

The practice has one GP (female) with additional sessions and absence cover provided by a regular locum GP (male). The locum GP is a partner in another local GP practice. In addition, there is a practice nurse and healthcare assistant. They are supported by a practice manager and administrative and reception staff.

The practice is open from 8.00am to 6.30pm during the week. Appointments are available from 9am to 11.30am and from 3pm to 5pm, with the exception of Thursday when there is no afternoon session. Extended hours appointments are available on the first and third Wednesday of each month until 8pm. Outside of these times and on Thursday afternoons, patients can access out of hours care provided by Care UK through NHS 111. The practice has a recorded message on its telephone system to advise patients. This information is also available on the practice's website.

Home visits are available for patients who are unable to attend the practice for appointments. There is also an online service which allows patients to order repeat prescriptions and book new appointments without having to telephone the practice. Telephone appointments are available for patients who are unable to reach the practice during normal working hours.

The practice treats patients of all ages and provides a range of medical services. This includes minor surgery and disease management such as asthma, diabetes and heart disease. Other appointments are available for blood tests, family planning, post-natal follow up and smoking cessation.

Why we carried out this inspection

We carried out a comprehensive inspection of this service under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. The inspection was planned to check whether the provider is meeting the legal

Detailed findings

requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

How we carried out this inspection

Before our inspection, we reviewed a range of information we hold about the practice and asked other organisations to share what they knew. We carried out an announced inspection on 28 June 2016. During our inspection we:

- Spoke with a range of staff (GPs, nursing staff, the practice manager and administrative staff) and spoke with patients who used the service.
- Observed how patients were being cared for and talked with carers and/or family members
- Reviewed an anonymised sample of the personal care or treatment records of patients.
- Reviewed comment cards where patients and members of the public shared their views and experiences of the service.
- We reviewed policies, procedures and other information the practice provided before the inspection.

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?

We also looked at how well services were provided for specific groups of people and what good care looked like for them. The population groups are:

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

Please note that when referring to information throughout this report, for example any reference to the Quality and Outcomes Framework data, this relates to the most recent information available to the CQC at that time.

Are services safe?

Our findings

Safe track record and learning

The practice had an appropriate system in place for reporting and recording significant events.

- Staff we spoke with described the incident reporting procedure and we were shown the recording form available on the practice's computer system. The incident recording form supported the recording of notifiable incidents under the duty of candour. The duty of candour is a set of specific legal requirements that providers of services must follow when things go wrong with care and treatment.
- The practice carried out a thorough audit and analysis of significant events. We saw six had occurred within the last 12 months. All had been recorded, investigated and discussed fully with staff in the next available staff meeting. Lessons to be learnt had been identified and implemented. For example, after an error was made when booking in a patient who did not speak English as a first language, extra checks were introduced for reception staff.
- We saw how when things went wrong during care and treatment, patients were informed of the incident, were given an explanation, a written apology and were told about any actions to improve processes to prevent the same thing happening again.

We reviewed safety records, incident reports, patient safety alerts and minutes of meetings where these were discussed. We saw evidence that lessons were shared and action was taken to improve safety in the practice. For example, when a medicines fridge failed, the correct procedure was followed to ensure there was no risk to patients. This included the destruction of all affected medicines. After the fridge was replaced, the practice decided to split stocks of medicines between two fridges to ensure stock was always available if one failed. The practice also reviewed its stock levels to ensure medicines were not being over-ordered and potentially wasted.

Overview of safety systems and processes

During our inspection we saw that the practice had appropriate systems, processes and practices in place to keep patients safe and safeguarded from abuse, which included:

- There were appropriate standards of cleanliness and hygiene within the practice. We observed the premises to be visibly clean and tidy. The practice nurse was the infection control clinical lead who had received appropriate training and kept up to date with best practice. There was an infection control protocol in place and staff had received up to date training. Annual infection control audits were undertaken and the latest had been carried out in June 2016. This had not identified any areas of concern, but the practice nurse explained the action that would be taken if anything was identified.
- Systems were in place to safeguard children and vulnerable adults from abuse. These were based on relevant legislation and local requirements issued by The Warwickshire Multi-Agency Safeguarding Hub (MASH). Staff told us how they could access these policies and we saw evidence of them. They outlined who to contact for further guidance if staff had concerns about a patient's welfare. There was a lead member of staff for safeguarding who had been trained to an appropriate level. For example the safeguarding lead and all clinical staff had been trained to level three in children's safeguarding. GPs, nursing and administrative staff demonstrated they understood their responsibilities and all had received training on safeguarding children and vulnerable adults relevant to their role.
- All children who were a cause for concern were discussed in the regular clinical meeting and raised in the multi-disciplinary meetings when appropriate.
- There were suitable arrangements in place for managing medicines and safety alerts. This included emergency medicines and vaccines which were kept in the practice. Processes were in place for the handling of repeat prescriptions. The practice carried out regular medicines audits, to ensure prescribing was in line with best practice guidelines for safe prescribing and for monitoring high risk medicines. Blank prescription forms and pads were securely stored and there were systems in place to monitor their use. This included forms used in computer printers.
- There were Patient Group Directions (PGDs) in place to allow nurses to administer medicines in line with legislation.
- There was a notice in the waiting room to inform patients that chaperones were available if required. All

Are services safe?

staff who acted as chaperones were trained for the role and had received a Disclosure and Barring Service (DBS) check. DBS 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. These checks were renewed every five years.

- We saw processes were in place to carry out recruitment checks prior to employment. For example, proof of identity, references, qualifications, registration with the appropriate professional body and the appropriate checks through the DBS.

Monitoring risks to patients

We were satisfied that risks to patients were assessed and well managed by the practice.

- Risks to patient and staff safety were monitored in an appropriate way. The practice had up to date fire risk assessments (last carried out in November 2015). All electrical equipment was checked to ensure the equipment was safe to use (checked June 2016) and clinical equipment was checked to ensure it was working properly. This had last been checked in June 2016.
- The practice had a variety of other risk assessments in place to monitor safety of the premises such as control of substances hazardous to health and infection control and Legionella. Legionella is a term for a particular bacterium which can contaminate water systems in buildings. A Legionella risk assessment had been carried out in June 2016.
- Monthly meetings were held with Warwickshire North Clinical Commissioning Group (CCG) to examine medicines management and prescribing trends. This was to ensure patients received the correct medicines. group of general practices that work together to plan and design local health services in England. They do this by 'commissioning' or buying health and care services.

- There were systems in place to ensure the practice was safely staffed to enable patient needs to be met. There was a rota system in place for all the different staffing groups to ensure enough staff were on duty. Staff were able to cover for each other when absent. A regular locum GP was used when the GP was absent. This GP also provided regular weekly sessions at the practice throughout the year so was well known to patients.

Arrangements to deal with emergencies and major incidents

The practice had adequate arrangements in place to respond to emergencies and major incidents.

- The practice had a defibrillator (which provides an electric shock to stabilise a life threatening heart rhythm) available on the premises and oxygen with adult and children's masks. This equipment was regularly checked. There was also a first aid kit and accident book available.
- All staff received annual basic life support training and there were emergency medicines available, securely stored and staff knew how to access these. Checks were regularly made on these medicines to ensure they were within date. All the medicines we checked were in date and stored securely.
- The practice had a comprehensive business continuity plan in place for major incidents such as power failure or building damage. Arrangements were in place to use the branch surgery if the practice building was unavailable. The plan included emergency contact numbers for staff. Copies were kept by key staff at home so they could access them if the practice building became unusable.

Are services effective?

(for example, treatment is effective)

Our findings

Effective needs assessment

The practice assessed patients' needs and delivered care in line with relevant and current evidence based guidance and standards, including National Institute for Health and Care Excellence (NICE) best practice guidelines. NICE is the organisation responsible for promoting clinical excellence and cost-effectiveness and for producing and issuing clinical guidelines to ensure that every NHS patient gets fair access to quality treatment.

- There were systems in place to keep all clinical staff up to date. Staff had access to guidelines from NICE and used this information to deliver care and treatment that met patients' needs.
- The practice monitored that these guidelines were followed through risk assessments, audits and random sample checks of patient records.

Management, monitoring and improving outcomes for people

The practice used the information collected for the Quality and Outcomes Framework (QOF) and performance against national screening programmes to monitor outcomes for patients. QOF is a system intended to improve the quality of general practice and reward good practice. The most recent published results (2014-2015) showed that the practice achieved 100% of the total number of points available with 7% exception reporting. This total was above the Warwickshire North Clinical Commissioning Group (CCG) average of 97% with 8% exception reporting.

Exception reporting is the removal of patients from QOF calculations where, for example, the patients were unable to attend a review meeting or certain medicines could not be prescribed because of side effects. A CCG is a group of general practices that work together to plan and design local health services in England. They do this by 'commissioning' or buying health and care services. This practice was not an outlier for any QOF (or other national) clinical targets. For example:

- Hypertension (high blood pressure). The practice achieved 100% with an exception rate of 2%. This was above the CCG average of 99% with an exception rate of 3%.

- Chronic Kidney Disease. The practice achieved 100% with an exception rate of 3%. This was above the CCG average of 95% with an exception rate of 5%.
- Dementia. The practice achieved 100% with an exception rate of 4%. This was above the CCG average of 97% with an exception rate of 6%.

There was evidence of quality improvement including clinical audit:

- A programme of clinical audit was in place. We saw two of these and noted that improvements made were implemented and monitored. For example, the practice audited patients who had received minor surgery. During 2014-2015, three such patients developed infections after their procedure (61 procedures were carried out). As a result, the practice gave patients more detailed information on how to prevent and identify infections. As a result, no infections occurred during 2015-2016 amongst the 46 patients who received minor surgery during the year.
- The practice participated in local audits, national benchmarking, accreditation and peer review.
- Findings were used by the practice to improve services. For example, the practice had negotiated with the CCG for the return of midwife appointments to the practice which had increased the uptake of post-natal appointments.

Effective staffing

Practice staff had the skills, knowledge and experience to deliver effective care and treatment.

- There was a system of appraisals, meetings and reviews of developmental needs in place. Staff received training to meet their learning needs and to cover the scope of their work. We saw evidence of ongoing support and coaching. All staff had received an appraisal within the last 12 months. Staff we spoke with confirmed this.
- An induction programme was in place for newly appointed staff. This covered such topics as safeguarding, infection prevention and confidentiality.
- For planned GP absence, the practice used a locum GP well-known to the practice. The locum GP was GP partner with another local practice who also took regular weekly sessions at Queen's Road Surgery throughout the year.

Are services effective?

(for example, treatment is effective)

- Although a locum GP induction plan was in place, appropriate checks had not regularly been recorded for the regular GP locum used. The practice supplied evidence the locum was safe to practice however and rectified this immediately after our inspection.
- Staff who administered vaccines and took samples for the cervical screening programme had received specific training. This included an assessment of competence.
- Practice staff had received training that included safeguarding, fire safety awareness, basic life support and information governance. Training was regularly updated.

Coordinating patient care and information sharing

All information needed by staff to enable them to plan and deliver patient care was easily available to them:

- Information included care plans, medical records and investigation and test results. Patients at risk of unplanned hospital admissions (2% of the patient list) had care plans in place.
- Information was shared with other services appropriately, for example when referring patients to other services, such as for secondary health care appointments.

Practice staff worked with other health and social care professionals to meet patients' needs and to assess and plan ongoing care and treatment. This resulted in a 'joined up' package of care with other providers. For example, when patients moved between services or when they were discharged from hospital. Regular multi-disciplinary meetings took place with other health care professionals when care plans were routinely reviewed and updated for patients with complex needs.

Consent to care and treatment

Practice staff obtained patients' consent to care and treatment in line with legislation and guidance.

- We saw that staff understood the consent and decision-making requirements of legislation and guidance including the Mental Capacity Act 2005.
- When care and treatment was provided for children and young people, staff carried out assessments of capacity to consent in line with relevant guidance.

- Where a patient's mental capacity to consent to care or treatment was unclear the GP or practice nurse assessed the patient's capacity and recorded the outcome of the assessment.
- The practice did not consistently use the manual patient consent form for minor surgery and sometimes just recorded the patient's consent in their electronic patient record.

Supporting patients to live healthier lives

Patients in need of additional support were actively identified by the practice. For example:

- The practice provided smoking cessation advice to patients who smoked. For additional support, patients were signposted to the Warwickshire Stop Smoking Service and to local pharmacies who provided additional advice.
- Patients with asthma were encouraged to attend regular reviews with a practice nurse.
- Patients who received palliative (end of life) care and carers.
- Patients with a long term condition.
- Patients who need additional support, such as dietary advice.

The practice's data for the cervical screening programme was the same as that for the CCG - 82%. This was also the same as the national average. There was a policy to offer telephone reminders for patients who did not attend for their cervical screening test. The practice also encouraged its patients to attend national screening programmes for bowel and breast cancer screening. Systems were in place to ensure results were received and the practice followed up women who were referred as a result of abnormal results.

Childhood immunisation rates for the vaccinations given were mostly above the CCG and national averages. For example, childhood immunisation rates for the vaccinations given to under two year olds were 100% and five year olds ranged from 92% to 100%. This compared with the CCG average of 96% to 99% and 94% to 99% respectively.

Are services effective?

(for example, treatment is effective)

The practice carried out NHS health checks for patients aged 40–74 and a range of appropriate health assessments when required. Appropriate follow-ups for the outcomes of health assessments and checks were made where abnormalities or risk factors were identified.

The GP expressed difficulty with concerns about the children's flu vaccination within the local Muslim community due to the content of the vaccination. As a result, the practice had tried to provide information and education about this.

Are services caring?

Our findings

Kindness, dignity, respect and compassion

During our inspection we saw staff treated patients with kindness and respect at all times.

- Staff we spoke with told us when patients needed privacy to discuss sensitive issues they were offered a private room.
- There were curtains in consultation rooms to maintain patients' privacy and dignity during examinations, investigations and treatments.
- Out of 41 patient Care Quality Commission comment cards we received, all were completely positive about the service experienced. Patients said they felt the practice offered excellent care, they were treated with dignity and respect and there was no difficulty obtaining appointments.

We spoke with one member of the Patient Participation Group (PPG). A PPG is a group of patients registered with the practice who worked with the practice to improve services and the quality of care. They also told us the practice provided an excellent standard of care and had a good reputation amongst patients.

Results from the National GP Patient Survey published in July 2016 showed patients felt they were treated with compassion, dignity and respect. The practice was in-line or above average for some satisfaction scores for consultations with GPs. For example:

- 89% of patients said the GP was good at listening to them compared to the clinical commissioning group (CCG) average of 89% and the national average of 89%.
- 92% of patients said the GP gave them enough time compared to the CCG average of 87% and the national average of 87%.
- 99% of patients said they had confidence and trust in the last GP they saw compared to the CCG average of 96% and the national average of 95%.
- 88% of patients said the last GP they spoke to was good at treating them with care and concern compared to the CCG average of 86% and the national average of 85%.

- 89% of patients said the last nurse they spoke to was good at treating them with care and concern compared to the CCG average of 92% and the national average of 91%.
- 89% of patients said they found the receptionists at the practice helpful compared to the CCG average of 86% and the national average of 87%.

Care planning and involvement in decisions about care and treatment

Patients we spoke with told us they were involved in decisions about their care and treatment. They told us clinical staff listened to them. Every patient we spoke with told us they were given enough time by GPs. Comments made by patients on the comment cards completed before our inspection supported this.

Results from the National GP Patient Survey published in July 2016 showed patients responded positively to questions about their involvement in planning and making decisions about their care and treatment. Results were in line with or slightly below local and national averages. For example:

- 84% of patients said the last GP they saw was good at explaining tests and treatments compared to the CCG average of 87% and the national average of 86%.
- 82% of patients said the last GP they saw was good at involving them in decisions about their care compared to the CCG average of 81% and the national average of 81%.
- 82% of patients said the last nurse they saw was good at involving them in decisions about their care compared to the CCG average of 87% and the national average of 85%.

We saw how the practice provided assistance to enable patients to be involved in decisions about their care:

- Most staff spoke most of the languages used in the local community. There was also a translation service available for patients who did not have English as a first language. Notices were displayed in the reception area about this.
- Information leaflets could be made available in other languages on request.
- A wide range of information about health awareness and locally available support groups was displayed in the waiting room.

Are services caring?

- The practice involved carers in decisions about patients' care and a procedure was in place to obtain patient consent for this. This was supported with a carer's identification protocol.

Patient and carer support to cope emotionally with care and treatment

Literature was available in the waiting room to publicise local and national support groups and organisations.

The practice's computer system alerted GPs if a patient was also a carer. The practice had identified 2% of the practice list as carers. Written information was available to direct carers to the various avenues of support available to them. This included a local support group and networking.

The practice identified patients who were carers by placing a note within their electronic patient record, but did not place an alert on the record which would have made identification of such patients easier.

GPs contacted families following bereavement. Patients were also signposted to relevant support services. The practice opened out of hours to handle deaths that occurred within the local Muslim community. This ensured families could make funeral arrangements within the timeframe specified by their culture.

Are services responsive to people's needs?

(for example, to feedback?)

Our findings

Responding to and meeting people's needs

The practice reviewed the needs of its local population and engaged with the NHS England Area Team and the Warwickshire North Clinical Commissioning Group (CCG) to secure improvements to services where these were identified.

- Same day appointments were available for all patients when required. These were prioritised for children, the frail and elderly.
- The practice offered extended hours appointments and telephone consultations for patients who could not attend the practice during normal working hours. Extended hours appointments were also available for patients who worked and needed reviews for long term conditions.
- There were longer appointments available for patients with a learning disability and those with long term conditions.
- Clinical staff made home visits to patients who were unable to reach the practice.
- Travel vaccinations and family planning appointments were available.
- Although the practice staff spoke most of the languages used locally, a translation service was also available for patients who did not speak English as a first language.

Access to the service

The practice was open from 8.00am to 6.30pm during the week. Appointments were available from 9am to 11.30am and from 3pm to 5pm, with the exception of Thursday when there was no afternoon session. Extended hours appointments were available on the first and third Wednesday of each month until 8pm. Outside of these times, including Thursday afternoons, patients could access out of hours care provided by Care UK through NHS 111. The practice had a recorded message on its telephone system to advise patients. This information was also available on the practice's website.

Results from the National GP Patient Survey published in July 2016 showed that patients' satisfaction with how they could access care and treatment were broadly in line with national averages.

- 70% of patients were satisfied with the practice's opening hours compared to the CCG average of 74% and the national average of 76%.
- 78% of patients said they could get through easily to the practice by phone compared to the CCG average of 64% and the national average of 73%.
- 92% of patients were able to get an appointment to see or speak to someone the last time they tried compared to the CCG average of 85% and the national average of 85%.

We discussed these results with the GP partners and practice management. Patient access had been a concern due to increased patient numbers. To tackle this, the practice had introduced a telephone triage system so the GP telephoned patients before an appointment was made. Patients we spoke with said availability of appointments had improved since the triage telephone call system was introduced. All patients we spoke with and all patients who referred to it in the patient comment cards were positive about it. Audits of telephone call handling technique were also regularly carried out and improvements identified and made as a result.

Patients told us on the day of the inspection that they were able to get appointments when they needed them, could usually get through on the telephone and could always get an appointment on the same day if it was needed.

Listening and learning from concerns and complaints

The practice had a clear and effective system in place for handling complaints and concerns.

- The complaints procedures were in line with recognised guidance and contractual obligations for GPs in England.
- Then practice had designated the practice manager to handle all complaints received.
- Information about how to complain was clearly displayed in the waiting room and in the practice patient leaflet.

The practice had received five complaints in the last 12 months. We examined these and found they were handled in accordance with their complaints procedure and dealt with in a timely way. Patients received an appropriate explanation and apology. Complaints were reviewed

Are services responsive to people's needs?

(for example, to feedback?)

annually to ensure lessons had been learnt and any errors made had not been repeated. The practice acted on concerns raised by patient complaints, for example, by reviewing the policy for prioritising patient appointments.

Are services well-led?

Good 

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

Our findings

Vision and strategy

The practice had a clear vision. This included the aim to provide a high standard of medical care and a service that satisfied the needs and expectations of patients. The practice mission statement stated the practice aimed to provide a personal and friendly service delivering exceptional patient care.

Governance arrangements

The practice had a governance framework in place which facilitated the delivery of care and reflected the practice values. This ensured that:

- A programme of continuous clinical and internal audit was used to monitor quality and to make improvements.
- A knowledgeable understanding of the performance of the practice was maintained and changes were made when concerns were identified. For example, when concerns were raised about difficulty in accessing appointments, the practice acted to resolve the problem by introducing a triage system.
- The staff structure was clearly defined and staff were aware of their own roles and responsibilities and who they reported to. The practice provided additional support and training to ensure staff were developed within those roles.
- Policies and procedures were tailored to the practice and were available to all staff. They were reviewed annually and staff were informed of any changes.
- There were clear arrangements for identifying, recording and managing risks. All concerns were raised and fully discussed in staff meetings.

Leadership and culture

We saw how the practice GP and its management had the necessary experience and skills to run the practice and provide appropriate high quality care to patients. Staff we spoke with told us the partners were fully approachable and listened to staff ideas and concerns.

There were systems in place to ensure compliance with the requirements of the duty of candour. The duty of candour is a set of specific legal requirements that providers of services must follow when things go wrong with care and treatment. The partners encouraged a culture of openness, approachability and honesty. Staff we spoke with confirmed this. There were appropriate systems in place at the practice to ensure that when things went wrong with care and treatment:

- Patients affected were supported, given an explanation and a verbal and written apology.
- There was a clearly defined management structure in place and staff were supported. Staff told us there was a culture of openness within the practice.
- Staff told us the practice held regular team meetings and we saw minutes of meetings to confirm this. Staff told us they could raise any issues at team meetings.
- Staff we spoke with told us felt valued and supported. All staff were involved in discussions at meetings and in appraisals and were invited to identify opportunities to improve the service offered by the practice.

Seeking and acting on feedback from patients, the public and staff

The practice encouraged and valued feedback from patients, the public and staff. It proactively sought patients' feedback and engaged patients in the delivery of the service.

- The practice had a Patient Participation Group (PPG). A PPG is a group of patients registered with a practice who worked with the practice to improve services and the quality of care. The PPG met regularly, carried out patient surveys and made proposals for improvements to the practice management team. For example, improving the patient appointment system.
- The practice gathered and used feedback from staff through staff meetings, appraisals and discussion.

The results from the NHS Friends and Family Test for 2015-2016 showed that 90% of patients who responded were either likely or highly likely to recommend the practice to friends and family.