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Wembley High Street Dental Surgery

Inspection Report

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Overall summary

We carried out an announced comprehensive inspection on 13 April 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 not 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 not providing well-led care in accordance with the relevant regulations.

Background

Wembley High Street Dental Practice is located in the London Borough of Brent and provides mainly private, but also NHS dental treatment to both adults and children. The premises are on the first floor above retail premises and consist of two treatment rooms and a reception area. The practice is open on Monday - Friday 9:00am – 5:00pm.

The staff consists of the principal dentist, one associate dentist, a trainee dental nurse, a dental hygienist and a dental nurse who is also the receptionist.

The principal dentist is registered with the Care Quality Commission (CQC) as an individual. 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.

We reviewed twenty nine CQC comment cards. Patients were positive about the service. They were complimentary about the friendly and caring attitude of the staff.

The inspection took place over one day and was carried out by a CQC inspector and a dental specialist advisor

Summary of findings

Our key findings were:

- There were appropriate equipment and access to emergency drugs to enable the practice to respond to medical emergencies. Staff knew where equipment was stored.
- Patients had good access to appointments including emergency appointments.
- We observed staff to be caring, friendly, reassuring and welcoming to patients.
- Patients indicated that they found the team to be efficient, professional, caring and reassuring.
- There was lack of appropriate systems in place to safeguard patients.
- There was a lack of effective arrangements in place to meet the Control of Substances Hazardous to Health 2002 (COSHH) Regulations.
- Staff did not receive appropriate support and appraisal as is necessary to enable them to carry out their duties.
- There was a lack of an effective system to assess, monitor and improve the quality and safety of the services provided.
- There was a lack of an effective system to assess, monitor and mitigate the risks relating to the health, safety and welfare of patients, staff and visitors.
- Governance arrangements in place were not effective to facilitate the smooth running of the service and there was no evidence of audits being used for continuous improvements.

We identified regulations that were not being met and the provider must:

- Ensure that the practice has and implements, robust procedures and processes that make sure that people are protected.
- Ensure the practice's recruitment policy and procedures are suitable and the recruitment arrangements are in line with Schedule 3 of the Health and Social Care Act 2008 (Regulated

Activities) Regulations 2014 to ensure necessary employment checks are in place for all staff and the required specified information in respect of persons employed by the practice is held.

- Ensure the practice's infection control procedures and protocols are suitable giving due regard to guidelines issued by the Department of Health - Health Technical Memorandum 01-05: Decontamination in primary care dental practices and The Health and Social Care Act 2008: 'Code of Practice about the prevention and control of infections and related guidance'.
- Ensure that the practice is in compliance with its legal obligations under Ionising Radiation Regulations (IRR) 99 and Ionising Radiation (Medical Exposure) Regulation (IRMER) 2000.
- Ensure the training, learning and development needs of individual staff members are reviewed at appropriate intervals and an effective process is established for the on-going assessment and supervision of all staff.
- Ensure audits of various aspects of the service, such as radiography, infection control and dental care records are undertaken at regular intervals to help improve the quality of service. The practice should also check all audits have documented learning points and the resulting improvements can be demonstrated.
- Ensure the practice establishes an effective system to assess, monitor and mitigate the various risks arising from undertaking of the regulated activities.
- Ensure processes and systems are put in place for seeking and learning from feedback from patients, staff and others with a view to monitoring and improving the quality of the service.

There were areas where the provider could make improvements and should:

- Review the practice's arrangements for receiving and responding to patient safety alerts, recalls and rapid response reports issued from the Medicines and Healthcare products Regulatory Agency (MHRA) and through the Central Alerting System (CAS), as well as from other relevant bodies, such as Public Health England (PHE).

Summary of findings

- Review the practice's protocols for the use of rubber dam for root canal treatment giving due regard to guidelines issued by the British Endodontic Society.
- Review the practice's protocols for medicines management and ensure all medicines are stored safely and securely.
- Review the practice's protocols for recording in the patients' dental care records or elsewhere the reason for taking the X-ray and quality of the X-ray giving due regard to the Ionising Radiation (Medical Exposure) Regulations (IRMER) 2000.
- Review staff awareness of the requirements of the Mental Capacity Act (MCA) 2005 and ensure all staff are aware of their responsibilities under the Act as it relates to their role.
- Review its complaint handling procedures and establish an accessible system for identifying, receiving, recording, handling and responding to complaints by patients.
- Review the practice's protocols and procedures for promoting the maintenance of good oral health giving due regard to guidelines issued by the Department of Health publication 'Delivering better oral health: an evidence-based toolkit for prevention'.
- Review the storage of records related to people employed and the management of regulated activities giving due regard to current legislation and guidance.

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?

We found that this practice was not providing safe care in accordance with the relevant regulations. We have told the provider to take action (see full details of this action in the Enforcement Action at the end of this report).

The practice had an incidents and accident reporting procedure. All staff we spoke with were aware of reporting procedures including recording them on the accident form.

The practice did not have adequate systems in place for the management of substances hazardous to health. Staff were not aware of the procedures in place for safeguarding adults and child protection. Details of the practice safeguarding lead, local authority safeguarding teams and other useful telephone numbers were not known to staff.

The practice had a fire safety policy. The practice did not have a fire evacuation procedure. There was no recruitment or induction policy.

The practice had not undertaken risk assessments to mitigate the risks relating to the health, safety and welfare of patients and staff. The practice reused single use items and did not store instruments appropriately in line with guidance issued by the Department of Health, 'Health Technical Memorandum 01-05 - Decontamination in primary care dental practices (HTM 01-05

Are services effective?

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

The practice assessed patients' needs and delivering care and treatment; in line with relevant guidance. The practice provided evidence-based care in accordance with relevant, published guidance, for example, from the Faculty of General Dental Practice (FGDP) and the General Dental Council (GDC). Staff explained treatment options to patients to ensure they could make informed decisions about any treatment.

The practice had arrangements in place for working with other health professionals to ensure quality of care for their patients. The practice worked well with other providers and followed up on the outcomes of referrals made to other providers. We saw examples of effective collaborative team working.

Are services caring?

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

We reviewed twenty nine CQC comment cards. Patients were positive about the care they received from the practice. Patients commented they were treated with dignity and respect, were made comfortable and reassured. Patients told us they were treated in a professional manner and staff were very helpful.

We noted that patients were treated with respect and dignity during interactions at the reception desk and over the telephone. We observed that patient confidentiality was maintained.

Are services responsive to people's needs?

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

Patients had access to information about the service. Patients had good access to appointments, including emergency appointments. In the event of a dental emergency outside of normal opening hours patients were able to contact the practice and would be offered an appointment on the same day.

Summary of findings

The practice provided friendly and personalised dental care. The practice had assessed the needs of patients with disabilities.

Are services well-led?

We found that this practice was not providing well-led care in accordance with the relevant regulations. We have told the provider to take action (see full details of this action in the Enforcement Action at the end of this report).

Policies and procedures were not effective to ensure the smooth running of the service. Most policies were generic and had not been considered in the context in which services were provided.

We noted that the practice did not have robust systems in place to identify and manage risks. Practice meetings were not being used to update staff or support staff.

There were no processes in place for staff development, no appraisals and no evidence of how staff were supported.

Audits such as those on infection control, the suitability of X-rays and dental care records, had not been undertaken in the last 12 months. There were no mechanisms in place for obtaining and monitoring feedback for continuous improvements.

Wembley High Street Dental Surgery

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.

We carried out an announced, comprehensive inspection on 13 April 2016. The inspection was carried out by a CQC inspector and a dental specialist advisor. Prior to the inspection we reviewed information submitted by the provider.

During our inspection visit, we reviewed policy documents and staff records. We spoke with the principal dentist, associate dentist, trainee dental nurse and the dental nurse who is also the receptionist. We conducted a tour of the

practice and looked at the storage arrangements for emergency medicines and equipment. We reviewed the practice's decontamination procedures of dental instruments and also observed staff interacting with patients in the waiting area.

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 an incidents and accident reporting procedure. All staff we spoke with were aware of reporting procedures including recording them on the accident book. There was one reported incident within the last 12 months. Records showed the incidents were reported in line with current guidance. However, improvements could be made to ensure that the reported incidents were investigated and the learning shared with staff.

The practice did not have a policy in place for Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). Staff we spoke with did not understand the requirements of RIDDOR. The practice had not undertaken risk assessments around the safe use, handling and Control of Substances Hazardous to Health, 2002 Regulations (COSHH). Staff we spoke with did not understand the requirements of COSHH. When asked staff could not provide a RIDDOR policy or a COSHH folder.

Reliable safety systems and processes (including safeguarding)

The practice had a policies and procedures in place for safeguarding adults and child protection. The policy contained details of the local authority safeguarding teams, whom to contact in the event of any concerns and the team's contact details. All members of staff we spoke with were able to give us examples of the type of safeguarding incidents and concerns that would be reported. However, not all staff were aware of the procedure to be followed. The practice did not have a safeguarding lead. There were no reported safeguarding incidents in the last 12 months.

We saw evidence that three members of staff had completed child protection and safeguarding adults training to an appropriate level. The practice did not have up to date records for other members of staff.

The practice did not have a health and safety policy. The practice had not undertaken risk assessments with a view to keeping staff and patients safe. The practice did not have a rubber dam kit. The practice did not follow guidelines issued by the British Endodontic Society in the use of rubber dams (A rubber dam is a thin, rectangular sheet, usually latex rubber, used in dentistry to isolate the operative site from the rest of the mouth and protect the

airway. Rubber dams should be used when endodontic treatment is being provided. On the occasions when it is not possible to use rubber dam the reasons should be recorded in the patient's dental care records giving details as to how the patient's safety was assured).

Medical emergencies

The practice had emergency resuscitation equipment such as oxygen and manual breathing aids. The practice did not have an automated external defibrillator (AED) in line with the Resuscitation Council UK guidelines. (An AED is a portable electronic device that analyses life threatening irregularities of the heart and delivers an electrical shock to attempt to restore a normal heart rhythm).

All staff were aware of where medical equipment was kept and knew how to respond if a person suddenly became unwell. We saw evidence that three members of staff had completed training in emergency resuscitation and basic life support. The practice did not have records of training in emergency resuscitation and basic life support for other staff members. The principal dentist showed us confirmation that training had been arranged in January 2017.

Staff recruitment

The practice did not have a recruitment policy. We reviewed the recruitment records for all members of staff. The records did not contain all evidence required to satisfy the requirements of relevant legislation. There was evidence of necessary immunisation for four staff members. The practice did not have records of immunisation for a clinical member of staff. The practice did not have records of checks on professional registration with the General Dental Council (where required). When asked the principal dentist told us these checks were carried out but a record had not been kept.

The practice had not obtained references, identity checks and eligibility to work in the United Kingdom, where required. The practice had undertaken Disclosure and Barring Service (DBS) checks for four relevant members of staff; there were no records available for one clinical staff member. [The Disclosure and Barring Service carries out checks to identify whether a person has a criminal record or is on an official list of people barred from working in

Are services safe?

roles where they may have contact with children or adults who may be vulnerable. When asked the practice was not able to provide evidence that these checks had been carried out.

Monitoring health & safety and responding to risks

The practice did not have a health and safety policy that outlined staff responsibilities towards health and safety and accidents. The practice had not carried a premises risk assessments. The practice did not have arrangements in place to deal with foreseeable emergencies. The practice had undertaken a fire risk assessment in October 2015 and a fire action plan was recommended. We did not see records to show the action plan had been carried out. The practice did not have the emergency lights and fire safety signs which were recommended. When asked the principal dentist told us the fire safety action plan had not been fully implemented. A fire extinguisher was present.

The practice did not have a policy or procedure for safety alerts which list the agencies that provide alerts and how they should be dealt with. The principal dentist told us they received Medicines and Healthcare products Regulatory Agency (MHRA) alerts. However, this information was not disseminated to staff. At the time of our inspection we did not see records which showed that the practice received and responded to patient safety alerts, recalls and rapid response reports issued from the MHRA and other relevant external agencies. When asked the practice did not provide evidence of this.

Infection control

The practice did not have effective systems in place to reduce the risk and spread of infection.

There was a written infection control policy which included minimising the risk of blood-borne virus transmission, decontamination of dental instruments and hand hygiene. The practice had not followed all of the guidance on 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)'. For example, staff told us that single use items such as matrix bands, prophylaxis brushes and burs were reused. All staff members did not confirm to us their knowledge and understanding of single use items

and how they should be used and disposed of in line with guidance. We observed work surfaces in one of the treatment rooms was cluttered and there was no clear dirty and clean zones.

We examined the facilities for cleaning and decontaminating dental instruments. The practice did not have a dedicated decontamination room. A dental nurse showed us how instruments were decontaminated. They wore appropriate personal protective equipment including heavy duty gloves while instruments were decontaminated. Instruments were cleaned prior to being placed in an autoclave (sterilising machine). Staff told us instruments were placed in pouches following sterilisation. However, we observed some instruments were not pouched and stored appropriately.

We found daily, weekly and monthly tests were performed to check the steriliser was working efficiently and a log was kept of the results. We saw evidence the parameters (temperature and pressure) were regularly checked to ensure equipment was working efficiently in between service checks. We observed how waste items were disposed of and stored. The practice had an on-going contract with a clinical waste contractor. We saw the differing types of waste were appropriately segregated and stored at the practice. This included clinical waste and safe disposal of sharps.

Hand washing posters were displayed next to each dedicated hand wash sink to ensure effective decontamination of hands. Patients were given a protective bib and safety glasses to wear when they were receiving treatment. There were good supplies of protective equipment for patients and staff members. The practice had carried out a risk assessment following the Health and Safety (Sharp Instruments in Healthcare) Regulations 2013.

The practice had undertaken a Legionella risk assessment in October 2015. (Legionella is a bacterium found in the environment which can contaminate water systems in buildings). Following the risk assessment in October 2015 the practice had not obtained the report including the action plan. We did not see records which showed that the water temperatures were being monitored. Following our inspection the principal dentist sent us confirmation that the Legionella risk assessment report and action plan was received.

Equipment and medicines

Are services safe?

The practice had service arrangements in place some of the equipment to ensure it was well maintained. The autoclave had been serviced in October 2015. The practice had not carried out a pressure vessel check. When asked staff were unsure if a pressure vessel check had been carried out. Validation checks such as the foil test and protein residue test had been carried out on the ultrasonic bath. The practice had portable appliances and had carried out portable appliance tests (PAT) in April 2016.

The practice dispensed medicines. There was no policy on prescribing to detail how medicines should be prescribed, dispensed and stored. Medicines were stored securely in a locked cabinet. However, we did not see records which showed that when medicines were dispensed the appropriate information had been recorded including the batch number, expiry date and quantity of medicines.

Radiography (X-rays)

The practice did not have a well maintained radiation protection file. We checked the provider's radiation protection records as X-rays were taken and developed at the practice. We also looked at X-ray equipment and talked with staff about its use.

The practice did not have local rules. The principal dentist told us the practice had a radiation protection adviser (RPA). However, we did not see records of a contract with the RPA. The practice did not have an appointed radiation protection supervisor (RPS). The practice had installed new X-ray equipment in December 2014. The radiation protection file contained a critical examination and acceptance test report following installation of the X-ray equipment. The practice had not completed a Health and Safety Executive (HSE) notification to inform the HSE of X-ray equipment at the premises.

The practice did not have servicing records for the second X-ray equipment. When asked the principal dentist could not produce servicing records and did not know when the equipment had been serviced. We discussed this with the principal dentist. Following our inspection the principal dentist sent us confirmation that servicing of the X-ray equipment was booked for 16 April 2016.

Are services effective?

(for example, treatment is effective)

Our findings

Monitoring and improving outcomes for patients

Patients' needs were assessed and care and treatment was delivered in line with current guidance. This included following the Faculty of General Dental Practice (FGDP) and General Dental Council (GDC) guidance. The principal dentist told us they regularly assessed each patient's gum health and took X-rays at appropriate intervals. This could be improved by giving due regards to guidance from National Institute for Health and Care Excellence (NICE) and guidance and Delivering Better Oral Health toolkit. 'Delivering better oral health' is an evidence based toolkit used by dental teams for the prevention of dental disease in a primary and secondary care setting.

During the course of our inspection we checked dental care records to confirm our findings. We saw evidence of assessments to establish individual patient needs. The assessments included completing a medical history, outlining medical conditions and allergies and a social history. An assessment of the periodontal tissue was taken and recorded using the basic periodontal examination (BPE) tool. [The BPE tool is a simple and rapid screening tool used by dentists to indicate the level of treatment need in relation to a patient's gums]. We did not see records which showed that X-rays were routinely justified, graded and reported on.

Health promotion & prevention

Staff told us appropriate information was given to patients for health promotion. The principal dentist showed examples of leaflets with information relating to health promotion. This included caring for children's teeth, toothbrushing, sensitive teeth, and dry mouth. We checked dental care records which showed health promotion information was given to patients.

Staffing

The practice did not have an induction and training programme for staff to follow which ensured they were skilled and competent in delivering safe and effective care and support to patients.

We reviewed the training records for four members of staff. Opportunities existed for staff to pursue continuing professional development (CPD). There was evidence to show that some members of staff were up to date with CPD

and registration requirements issued by the General Dental Council. We saw records which showed one staff member had completed training in infection control, radiography and oral cancer. We did not see records of CPD including in medical emergencies, infection control and radiography for the associate dentist and dental hygienist.

There was no formal appraisal system in place to identify training and development needs.

Working with other services

The practice had appropriate arrangements in place for working with other health professionals to ensure quality of care for their patients. Referrals were made to other dental specialists when required. The dentists referred patients to other practices or specialists if the treatment required was not provided by the practice.

Staff told us where a referral was necessary, the care and treatment required was explained to the patient and they were given a choice of other dentists who were experienced in undertaking the type of treatment required. We saw examples of the referral letters. All the details in the referral were correct for example the personal details and the details of the issues. Copies of the referrals had been stored in patients' dental care records appropriately.

Consent to care and treatment

The practice ensured valid consent was obtained for care and treatment. Staff confirmed that individual treatment options, risks and benefits and costs were discussed with each patient who then received a detailed treatment plan and estimate of costs. Patients would be given time to consider the information given before making a decision. The practice asked patients to sign treatment plans and a copy was kept in the patients dental care records. We checked dental care records to confirm our findings. We noted that treatment plans were not routinely signed by the patients. However, the dental care records showed that options, risks and benefits of the treatment were discussed with patients.

The Mental Capacity Act 2005 (MCA) provides a legal framework for health and care professionals to act and make decisions on behalf of adults who lack the capacity to make particular decisions for themselves. The principal dentist had completed MCA training and was in the process of arranging training for other members of staff. Staff we spoke with did not demonstrate an understanding of the

Are services effective?

(for example, treatment is effective)

principles of the MCA and how this applied in considering whether or not patients had the capacity to consent to dental treatment. This included assessing a patient's capacity to consent and when making decisions in a patient's best interests.

Are services caring?

Our findings

Respect, dignity, compassion & empathy

We reviewed twenty nine CQC comment cards completed by patients in the two weeks prior to our inspection. Patients were complimentary of the care, treatment and professionalism of the staff and gave a positive view of the service. Patients commented that the team were courteous, friendly and kind. Patients commented that they were treated with dignity and respect.

The practice had a policy on confidentiality which detailed how patients' information would be used and stored. Staff explained how they ensured information about patients using the service was kept confidential. Patients' dental care records were stored securely. Staff told us patients were able to have confidential discussions about their care and treatment in a treatment room. We saw records which showed that staff had completed training in information governance.

Staff told us that consultations were in private and that staff never interrupted consultations unnecessarily. We observed that this happened with treatment room doors

being closed so that the conversations could not be overheard whilst patients were being treated. The environment of the surgeries was conducive to maintaining privacy.

Comment cards completed by patients reflected that the dentists and staff had been very mindful of the patients' anxieties when providing care and treatment. Patients indicated the practice team had been very respectful and responsive to their anxiety which meant they were no longer afraid of attending for dental care and treatment.

Involvement in decisions about care and treatment

The principal dentist told us they used a number of different methods including tooth models, display charts, pictures, and X-rays. A treatment plan was developed following discussion of the options, risk and benefits of the proposed treatment.

Staff told us the dentists took time to explain care and treatment to individual patients clearly and were always happy to answer any questions. Patients told us that treatment was discussed with them in a way that they could understand.

Are services responsive to people's needs?

(for example, to feedback?)

Our findings

Responding to and meeting patients' needs

We viewed the appointment book and saw that there was enough time scheduled to assess and undertake patients' care and treatment. Staff told us they did not feel under pressure to complete procedures and always had enough time available to prepare for each patient.

There were effective systems in place to ensure the equipment and materials needed were in stock or received well in advance of the patient's appointment. These included checks for laboratory work such as crowns and dentures which ensured delays in treatment were avoided.

Tackling inequity and promoting equality

We asked staff to explain how they communicated with people who had different communication needs such as those who spoke another language. Staff told us they treated everybody equally and welcomed patients from different backgrounds, cultures and religions.

The practice was located on the first floor above retail premises. The practice had not undertaken a disability risk assessment and had not recognised the needs of different groups in the planning of its service. The practice was not accessible to people using wheelchairs, or those with limited mobility.

Access to the service

The practice had arrangements for patients to be given an appointment outside of normal working hours. We asked staff how patients were able to access care in an emergency. They told us that patients were seen on the same day if an emergency appointment was required. Staff told us out of hour's contact details were given on the practice answer machine message when the practice was closed. Emergency out of hour's information was displayed in the reception area.

Feedback received from patients indicated that they were happy with the access arrangements. Patients said that it was easy to make an appointment.

Concerns & complaints

The principal dentist was the complaints manager. The practice had a policy to manage patient complaints which described how formal and informal complaints were handled. However, the policy did not include relevant contact details of other agencies to contact if a patient was not satisfied with the outcome of the practice investigation into their complaint. Information about how to make a complaint was readily not available to patients.

We looked at the practice procedure for acknowledging, recording, investigating and responding to complaints, concerns and suggestions made by patients and found there was an effective system in place to ensure a timely response. The practice had not received any complaints in the last 12 months.

Are services well-led?

Our findings

Governance arrangements

There was no evidence that adequate governance arrangements were in place at the practice. The practice did not have an infection control or safeguarding lead. The practice did not have arrangements for identifying, recording and managing risks through the use of risk assessments, audits, and monitoring tools. The practice did not have a COSHH folder and limited risk assessments had been done around the safe use and handling of COSHH products. The practice had not undertaken health and safety risk assessments.

The practice had not identified various risks such as those arising from employing staff without the necessary pre-employment checks such as undertaking DBS checks and obtaining references.

We found that practice policies were generic, not tailored to the practice and referred to staff that we not employed at the practice. Several of these policies had not been updated for a number of years.

The principal dentist told us the practice had one staff meeting in the last 12 months. The practice did not have records of the staff meeting. There is no evidence to show that staff had the opportunity to discuss clinical governance issues and refer matters regarding the management of the practice. Staff told us there were informal discussions on a regular basis.

Leadership, openness and transparency

The principal dentist had responsibility for the day to day running of the practice and worked at the practice part time. Leadership in the practice was lacking. Responsibilities to undertake key aspects of service delivery had neither been assumed by the principal dentist nor suitably delegated.

We noted the principal dentist CPD records were up to date. However, other staff records were not up to date. There were no protocols and procedures to ensure staff were up to date with their mandatory training and their CPD.

There was evidence to show that the standard of infection control was not consistent within the practice. The principal dentist had not assessed this risk and provided appropriate guidance and staff development. There was a lack of effective communication within the practice.

Learning and improvement

We found that the practice did not have a formalised system of learning and improvement. There was no schedule of audits at the practice. The practice had not undertaken an infection control audit and staff were not aware of this requirement. We noted Brent Local Area Team had completed an infection control audit in December 2015.

An X-ray audit had not been undertaken at the practice. The principal dentist told us that practice would develop a schedule of audits in future.

We found that there was no centralised monitoring of professional development in the practice. We did not see confirmation of training and development for two clinical members of staff. There was no programme of induction for staff. There had been no recent staff appraisals to support staff in carrying out their role. Staff told us they had not completed an appraisal in the last 12 months.

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

The practice did not have any systems in place for seeking or acting on feedback from patients, staff or the public.

Requirement notices

Action we have told the provider to take

The table below shows the legal requirements that were not being met. The provider must send CQC a report that says what action they are going to take to meet these requirements.

Regulated activity	Regulation
Diagnostic and screening procedures Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 13 HSCA (RA) Regulations 2014 Safeguarding service users from abuse and improper treatment</p> <p>How the regulation was not being met:</p> <ul style="list-style-type: none">• The practice did not have, and implement, robust procedures and processes to ensure that people were protected from abuse and improper treatment• Not all staff had received safeguarding training that was relevant to their role• Staff were not aware of their individual responsibilities to prevent, identify and report abuse when providing care and treatment. <p>Regulation 13(1) (2)</p>
Regulated activity	Regulation
Diagnostic and screening procedures Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 18 HSCA (RA) Regulations 2014 Staffing</p> <p>How the regulation was not being met:</p> <ul style="list-style-type: none">• The practice did not always ensure all staff members received appropriate support, training and supervision necessary for them to carry out their duties.• Staff did not receive regular appraisal of their performance in their role from an appropriately skilled and experienced person and any training, learning and development needs should be identified, planned for and supported. <p>Regulation 18 (2) (a)</p>

This section is primarily information for the provider

Requirement notices

Regulated activity

Diagnostic and screening procedures

Surgical procedures

Treatment of disease, disorder or injury

Regulation

Regulation 19 HSCA (RA) Regulations 2014 Fit and proper persons employed

How the regulation was not being met:

- The provider did not have an appropriate process for assessing whether an applicant is of good character and to assess their qualifications.
- The provider did not have an appropriate process for assessing and checking that people have the competence, skills and experience required to undertake the role. These processes must be followed in all cases and relevant records kept.
- The provider did not have an effective recruitment procedure in place to assess the suitability of staff for their role. Not all the specified information (Schedule 3) relating to persons employed at the practice was obtained.

Regulation 19 (1) (a) (b) (2) (a) (3)

Enforcement actions

Action we have told the provider to take

The table below shows the legal requirements that were not being met. The provider must send CQC a report that says what action they are going to take to meet these requirements.

Regulated activity	Regulation
Diagnostic and screening procedures Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 12 HSCA (RA) Regulations 2014 Safe care and treatment</p> <p>How the regulation was not being met:</p> <p>The provider did not ensure the equipment used for providing care or treatment to a service user was safe for such use and used in a safe way.</p> <p>The provider had not assessed the risk of preventing, detecting and controlling the spread of infections.</p> <p>Regulation 12(1) (2) (e) (h)</p>
Regulated activity	Regulation
Diagnostic and screening procedures Surgical procedures Treatment of disease, disorder or injury	<p>Regulation 17 HSCA (RA) Regulations 2014 Good governance</p> <p>How the regulation was not being met:</p> <p>The provider did not have effective systems in place to</p> <ul style="list-style-type: none">• Assess, monitor and improve the quality and safety of the services provided in the carrying on of the regulated activity.• Assess, monitor and mitigate the risks relating to the health, safety and welfare of service users and others who may be at risk which arise from the carrying on of the regulated activity.• Ensure that their audit and governance systems remain effective.• Maintain securely an accurate and complete record relating to people employed and the management of regulated activities.