

Fulham Cross Medical Centre

Inspection 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 location

Requires improvement



Are services safe?

Good



Are services effective?

Inadequate



Are services caring?

Good



Are services responsive?

Good



Are services well-led?

Requires improvement



Overall summary

We carried out an announced, comprehensive inspection at Fulham Cross Medical Centre on 30 January 2020 as part of our inspection programme. This inspection focused on the following key questions:

- Is the service safe?
- Is the service effective?
- Is the service caring?
- Is the service responsive?
- Is the service well-led?

We based our judgement of the quality of care at this service on a combination of:

- what we found when we inspected
- information from our ongoing monitoring of data about services and
- information from the provider, patients, the public and other organisations.

We have rated this practice as requires improvement overall.

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

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

We rated the practice as **inadequate** for providing services to four of the population groups because relevant performance data was significantly below local and national averages for these groups:

- People with long-term conditions
- Families, children and young people
- Working age people (including those recently retired and students)
- People experiencing poor mental health (including people with dementia)

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

- The practice did not have clear and effective processes for managing risks, issues and performance.

We rated the practice as **good** for providing safe, caring and responsive services. This was because:

- The practice was providing care in a way that kept patients safe and protected them from avoidable harm.
- Staff dealt with patients with kindness and respect and involved them in decisions about their care.
- The practice organised and delivered services to meet patients' needs. Patients could access care and treatment in a timely way.

We also rated the practice as **good** for providing services to the following population groups:

- Older people
- People whose circumstances make them vulnerable

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

- Ensure persons employed in the provision of the regulated activity receive the appropriate support, training, professional development, supervision and appraisal necessary to enable them to carry out their duties.
- Establish effective systems and processes to ensure good governance in accordance with the fundamental standards of care.

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

- Make sure that all staff, including locum staff, are aware of the current safeguarding leads to avoid the risk of delay should a safeguarding concern need to be escalated.
- Review relevant policies to ensure these take account of the particular risks associated with delivering online services.

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

Details of our findings and the evidence supporting our ratings are set out in the evidence tables.

Dr Rosie Benneyworth BM BS BMedSci MRCGP

Chief Inspector of Primary Medical Services and Integrated Care

Population group ratings

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

Our inspection team

Our inspection team was led by a CQC inspector. The team included a GP specialist advisor.

Background to Fulham Cross Medical Centre

Fulham Cross Medical Centre is located in West London within the Hammersmith and Fulham Clinical Commissioning Group. The practice is part of a primary care network of local GP practices.

The practice provides services to around 2000 patients. It operates from one, purpose-built site and has good transport links. The practice opens between 8am and 6.30pm Monday to Friday. Extended hours appointments are available on Monday and Wednesday evenings. Patients can also access evening and weekend appointments at 'hub' practices in the local area.

The service is provided by two partners and was registered with CQC in June 2019. Prior to that the practice was suspended for around six months due to not

being correctly registered with CQC. The practice employs regular locum GPs, a health care assistant, managerial, administrative and reception staff and currently has a part-time locum practice nurse. Patients have the choice of a male or female GP.

The practice population is similar to the national average in terms of socio-economic indicators and life expectancy and is culturally and ethnically diverse. The practice has a relatively high proportion of working age adults with below average numbers of children aged under 14.

The practice is registered to provide the regulated activities of diagnostic and screening procedures; treatment of disease, disorder or injury; and, maternity and midwifery services.

This section is primarily information for the provider

Requirement notices

Action we have told the provider to take

The table below shows the legal requirements that the service provider was not meeting. The provider must send CQC a report that says what action it is going to take to meet these requirements.

Regulated activity	Regulation
Diagnostic and screening procedures Maternity and midwifery services Treatment of disease, disorder or injury	<p>Regulation 18 HSCA (RA) Regulations 2014 Staffing</p> <p>How the regulation was not being met</p> <p>The service provider had failed to ensure that persons employed in the provision of a regulated activity received such appropriate support, training, professional development, supervision and appraisal as was necessary to enable them to carry out the duties they were employed to perform. In particular:</p> <ul style="list-style-type: none">• There was no documented clinical supervision or evidence of clinical input into the appraisal of relevant employees.• The service provider's induction process was insufficient to demonstrate that new staff (including locum staff) or staff changing role had achieved the required competencies for their role.• Where individual staff performance was being monitored or reviewed, the supervisor did not maintain written records of the activities covered and evidence of competency and improvement.

Regulated activity	Regulation
Diagnostic and screening procedures Maternity and midwifery services 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 registered person had systems or processes in place that operated ineffectively in that they failed to enable the registered person to assess, monitor and mitigate the risks relating to the health, safety and welfare of service users and others who may be at risk.</p> <p>In particular:</p>

This section is primarily information for the provider

Requirement notices

- The practice was maintaining secure patient records but did not fully document consultations in line with professional standards, for example, the safety netting advice provided to patients was not always recorded in the records.
- Practice performance was significantly below average and the practice could not yet demonstrate that patients were receiving care in line with current guidelines.