

Holsworthy Doctors

Inspection report

Holsworthy Medical Centre
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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

Good 

Are services safe?

Good 

Are services effective?

Requires improvement 

Are services caring?

Good 

Are services responsive?

Outstanding 

Are services well-led?

Good 

Overall summary

We rated the practice as outstanding overall in December 2014.

We carried out an inspection of this service due to the length of time since the last inspection. Following our review of the information available to us, including information provided by the practice, we focused our inspection on the following key questions:

- Is the practice safe?
- Is the practice effective?
- Is the practice well led?

Because of the assurance received from our review of information we carried forward the ratings for the following key questions:

- Is the practice Caring? (Good – December 2014)
- Is the practice responsive? (Outstanding – December 2014)

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 good overall.

. We have rated this practice as requires improvement for the following population groups - older people; families, children and young people; and, people whose circumstances may make them vulnerable, People with long term conditions; working age people (including those recently retired and students); and patients experiencing poor mental health (including people with dementia).

We rated the practice as good for providing safe services because:

- The practice had a clear vision which had quality and safety as its top priority. Comprehensive systems and processes demonstrated that the practice was safe, but prescription security arrangements needed to be fully adhered to.
- Patients were safeguarded, lessons were learned and communicated widely to support improvement.

- There was a proactive approach to anticipating and managing risks to people who use the services, which staffs understood and followed.

We rated the practice as requires improvement for providing effective services because:

- Some areas of performance for patient outcomes significantly declined during 2018/19 when patient numbers increased by 4,000, which the practice was aware of and targeting.
- Staff teams and services were committed to working collaboratively with the wider community and stakeholders.
- Patients with complex needs received proactive co-ordinated care, which had been evaluated and improved upon since the last inspection. Innovative and efficient ways to deliver more joined up care in a safe way had been created for people using services in the wider community.
- The practice provided leadership in creation of the Holsworthy, Bude and Surrounding Villages Primary Care Network sharing best practice, opportunities for resilience and ongoing developments.

We rated the practice as good for providing well led services because:

- There was a clear ethos of working in partnership to meet the needs of patients, particularly those most at risk of otherwise not having good access to healthcare. Quality improvement was embedded with continuous clinical and non-clinical audit to support the practice to achieve good health outcomes for patients and to continually improve. Performance was closely monitored and actions in place to address gaps found when 4,000 new patients registered at the practice.
- The practice had demonstrated sustained innovation and improvement since the last inspection. The leadership, governance and culture provided early detection of these gaps and drove, prioritised and was improving the delivery of high-quality person-centred care when we inspected in November 2019. Leaders were not afraid of safe innovation and strove to continually improve the health outcomes for patients. Change was well managed, and innovation was considered and implemented in a safe way.

We found that:

Overall summary

- The practice had a clear vision which had quality and safety as its top priority. A five-year strategy was in place, monitored and regularly reviewed and discussed with all staff and patient representatives.
- There was extensive public engagement prior to and after Ruby Country Medical Group had taken over a contract to provide GP services.
- Concerns raised at these meetings were acted on and explanations provided about the rationale for some changes in service delivery, for example to promote patient safety.
- Patient satisfaction was high about involvement in decisions about their care and treatment and timely access to services.
- The practice provided care in a way that kept patients safe and protected them from avoidable harm.
- Patients received effective care and treatment that met their needs. However, some areas of performance for patient outcomes reduced in 2018/19 relating to patients who transferred from the other practice which closed. The practice had identified the risk to patient outcomes and put immediate actions in place to improve performance for patients with long-term conditions, working age patients (cervical screening) and mental health needs.
- Staff dealt with patients with kindness and respect and involved them in decisions about their care.
- New premises had been refurbished to provide a branch surgery in Hatherleigh.
- The practice had reviewed and organised and delivered services to meet patients' needs. Patients could access care and treatment in a timely way with near patient testing available on site or at two other locations run by Ruby Country Medical Group.
- The way the practice was well led and managed promoted the delivery of high-quality, person-centred care.
- Since the last inspection, the home visiting team service delivery had increased to meet new demands and mitigate community risks following the closure of one of the local practices.
- There was a training and development culture, which was supportive and encouraged staff development and competencies to extend services for patients in North Cornwall and Devon.

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

Continue to monitor and improve performance of reviewing patients with long-term and mental health conditions.

Continue to review arrangements to improve the uptake of cervical screening.

Review compliance of blank prescription stationery security across all sites to ensure change is embedded.

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

Our inspection team

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

Background to Holsworthy Doctors

We inspected Holsworthy Doctors on 19 November 2019. The practice is situated at: Holsworthy Medical Centre Dobles Lane Holsworthy Devon EX22 6GH.

The practice is registered with CQC to deliver the Regulated Activities; diagnostic and screening procedures, maternity and midwifery services and treatment of disease, disorder or injury.

The provider is a partnership of GPs and the strategic business partner registered as Ruby Country Medical Group, which is a multisite provider delivering services to nearly 30,000 patients in total from two registered locations: Stratton Medical Centre, Holsworthy Doctors and the branch surgery at Hatherleigh Medical Centre. The partnership works with Cornwall and Devon Clinical Commissioning groups to deliver services at these sites.

Holsworthy Doctors is situated within the Devon Clinical Commissioning Group (CCG) and provides services to 14,746 patients under the terms of a general medical services (GMS) contract. This is a contract between general practices and NHS England for delivering services to the local community. Patients are referred to secondary services within Cornwall and North Devon.

There are eleven partners, eight GPs, a clinical pharmacist, advanced nurse practitioner and the

strategic business manager (five male and six female) who are registered with the CQC as Ruby Country Medical Group. A team of salaried GPs are either based at one of the three sites or rotate across the group locations. There is a large multisite nursing team comprising of an Advanced Nurse Practitioner, eight Nurse Practitioners, 10 Practice Nurses, five Phlebotomists and three Health Care Assistants. There is a home visiting team comprising of Nurse Practitioners, a Paramedic and an Emergency Care Practitioner who review patients who are unable to attend the practice due to frailty or ill health. The practice networks with GP practices in Bude and across the North Devon border.

Holsworthy Doctors provides increased access appointments during the evenings and at weekends. Information about opening times is displayed at the practice and on its website.

The practice sees an influx of temporary patients each year, peaking during the Summer months. Holsworthy Doctors is located next to a local hospice and Holsworthy Community Hospital which provides outpatient services.

There are higher than average number of patients over 65 at 41.5% compared with the national average of 27.3%. The National General Practice Profile states that 99.2% of the practice population is from a white background with 0.8% of the population originating from Asian, black,

mixed or other non-white ethnic groups. Information published by Public Health England, rates the level of deprivation within the practice population group as four, on a scale of one to ten. Level one represents the highest levels of deprivation and level ten the lowest. Male life expectancy is 80 years compared to the national average of 79 years. Female life expectancy is 84 years compared to the national average of 83 years.

There are limited transport links due to its remote rural location. The nearest acute hospitals are more than an hour's drive away in Barnstaple, Exeter and Truro.

Ruby Country Medical Group is an approved training and teaching provider with close links to universities. It provides placements every year for medical students, GP registrars and F2 doctors. Students and registrars are able to work across all three sites run by the medical group, including Holsworthy Doctors.