

Stonecross and West Drive Surgery

Inspection report

25 Street End Road
Chatham
ME5 0AA
Tel: 01634842334

Date of inspection visit: 5 August 2022
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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

Inspected but not rated



Are services safe?

Inspected but not rated



Are services effective?

Inspected but not rated



Are services caring?

Inspected but not rated



Are services responsive to people's needs?

Inspected but not rated



Are services well-led?

Inspected but not rated



Overall summary

We carried out an announced comprehensive inspection at Stonecross and West Drive Surgery on 13 and 14 August 2019. The overall rating for the practice was Requires Improvement.

After our inspection in August 2019 the provider wrote to us with an action plan outlining how they would make the necessary improvements to comply with the regulations.

We carried out an announced focussed inspection at Stonecross and West Drive Surgery on 11 August 2021 to confirm that the provider had carried out their plan to meet the legal requirements in relation to the breaches in regulations that we identified in our previous inspection in August 2019. The practice was rated Inadequate overall and placed into special measures as a result of this inspection. We found that the provider had not made sufficient improvement and issued Warning Notices.

We carried out an announced focussed inspection at Stonecross and West Drive Surgery on 19 November 2021 to confirm that the provider had taken action to meet the legal requirements in relation to the breaches in regulations that we identified in our previous inspection in August 2021. The practice was not rated as a result of this review. We found that the provider had made sufficient improvements and had met the Warning Notices.

We carried out an announced comprehensive inspection at Stonecross and West Drive Surgery on 1 and 5 April 2022 to confirm that the practice was continuing to meet the legal requirements in relation to the breaches in regulations that we identified in our previous inspection in August 2021. The practice was rated inadequate and placed into special measures for a further period as a result of this inspection. We found the provider had not maintained improvements and issued Warning Notices.

The full versions of the reports for the August 2019, August 2021, November 2021 as well as the 1 and 5 April 2022 inspections can be found by selecting the 'all reports' link for Stonecross and West Drive Surgery on our website at www.cqc.org.uk.

Why we carried out this inspection:

We carried out an announced focussed inspection at Stonecross and West Drive Surgery at short notice to the provider on 5 August 2022 to confirm that the practice had taken action to meet the legal requirements in relation to the breaches in regulations that we identified in our previous inspection in April 2022. The practice was not rated as a result of this inspection. This report covers findings in relation to those requirements.

How we carried out the inspection:

Throughout the pandemic CQC has continued to regulate and respond to risk. However, taking into account the circumstances arising as a result of the pandemic, and in order to reduce risk, we have conducted our inspections differently.

This inspection was carried out in a way which enabled us to spend a minimum amount of time on site. This was in line with all data protection and information governance requirements.

This included:

- Requesting evidence from the provider.
- A short site visit.

Overall summary

Our judgement of the quality of care at this service is based 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.

Our findings:

- Improvements to the practice's systems, practices and processes were insufficient and did not always keep people safe and safeguarded from abuse.
- Improvements to systems and processes to help maintain appropriate standards of cleanliness and hygiene were insufficient.
- Improvements to the assessment, monitoring and management of risks to patients, staff and visitors were insufficient.
- Improvements to the arrangements for managing medicines were insufficient and still did not always keep patients safe.
- Systems for dealing with safety alerts were still not always effective.
- Patients' needs were still not always assessed, and care as well as treatment were not always delivered in line with current legislation, standards and evidence-based guidance.
- There was still not an effective programme of quality improvement activity that routinely reviewed the effectiveness and appropriateness of the care provided.
- Staff had the skills, knowledge and experience to carry out their roles. However, not all staff were up to date with essential training and not all staff had access to regular appraisals.
- Staff were still not always consistent and proactive in helping patients to live healthier lives.
- Patients were still not always given appropriate and timely information to cope emotionally with their care, treatment or condition.
- National GP patient survey results published in July 2022 demonstrated a deterioration in all patient satisfaction scores relating to care and treatment delivered by this practice.
- Staff continued to not always communicate with patients in a way that helped them to understand their care, treatment and condition, and any advice given.
- The practice organised and delivered services but these continued to not always meet patients' needs.
- People were still not always able to access care and treatment in a timely manner as insufficient nursing staff were employed in order to meet patients' needs.
- National GP patient survey results published in July 2022 demonstrated a deterioration in all patient satisfaction scores relating to access at this practice.
- Leaders had not taken sufficient action on all required improvements to quality, safety and performance which placed patients at continued risk of harm.
- The practice had a vision to deliver high quality care and promote good outcomes for patients. However, they were continuing to fail to meet this vision.
- Improvements to processes for managing risks, issues and performance were still insufficient.
- The provider had systems to continue to deliver services, respond to risk and meet patients' needs during the pandemic. However, these were still not always effective.
- The practice did not always act on appropriate and accurate information. Quality and operational information were still not always being used effectively to help monitor and improve performance.
- The practice did not always involve the public, staff and external partners to help ensure they delivered high-quality and sustainable care. Improvements were still required.

Overall summary

We took urgent enforcement action and served an Urgent Suspension Notice on the service provider's registration in respect of the regulated activities carried out at the registered location (Stonecross and West Drive Surgery, including the branch surgery at West Drive Surgery). The urgent suspension took effect at 6.30pm on 11 August 2022. We took this action as we believe that a person will or may be exposed to the risk of harm if we did not do so.

Whilst we also found breaches of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 that we would usually serve requirement notices on the provider to elicit improvements, this was not appropriate at this inspection as the provider was served an Urgent Suspension Notice.

Dr Sean O'Kelly BSc MB ChB MSc DCH FRCA

Chief Inspector of Hospitals and Interim Chief Inspector of Primary Medical Services

Please refer to the detailed report and the evidence tables for further information.

Our inspection team

Our inspection team was led by a Care Quality Commission (CQC) Lead Inspector. The team included a GP Specialist Advisor.

Background to Stonecross and West Drive Surgery

The registered provider is Stonecross and West Drive Surgery.

Stonecross and West Drive Surgery is located at 25 Street End Road, Chatham, Kent, ME5 0AA. The practice is situated within the NHS Kent and Medway Clinical Commissioning Group (CCG) and has a general medical services contract with NHS England for delivering primary care services to the local community.

As part of our inspection we visited Stonecross and West Drive Surgery, 25 Street End Road, Chatham, Kent, ME5 0AA only, where the provider delivers registered activities. The provider also delivers regulated activities at West Drive branch surgery, West Drive, Davis Estate, Chatham, Kent, ME5 9XG. Stonecross and West Drive Surgery has a registered patient population of approximately 8,721 patients. The practice is located in an area with a higher than average deprivation score.

There are arrangements with other providers to deliver services to patients outside of the practice's working hours.

The practice staff consists of four GP partners (two male and two female), one practice nurse (female), one healthcare assistant (female), one business manager, one interim manager, one practice manager, one secretary as well as administration, reception and cleaning staff. The practice also employs locum staff directly.

Stonecross and West Drive Surgery is registered with the Care Quality Commission (CQC) to deliver the following regulated activities: diagnostic and screening procedures; family planning; maternity and midwifery services; surgical procedures; and treatment of disease, disorder or injury.

This section is primarily information for the provider

Enforcement actions

Action we have told the provider to take

The table below shows the legal requirements that were not being met.

Regulated activity	Regulation
Diagnostic and screening procedures	Regulation 12 HSCA (RA) Regulations 2014 Safe care and treatment An Urgent Suspension Notice was issued for breaches of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 found at this inspection.
Family planning services	
Maternity and midwifery services	
Surgical procedures	
Treatment of disease, disorder or injury	