

# Beechwood Medical Centre

## 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 the Beechwood Medical Centre on 9 February 2015. Overall the practice is rated as good.

Specifically, we found the practice to be good for providing well-led, caring, safe, effective and responsive services. It was also good for providing services for the care provided to 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 and people experiencing poor mental health (including people with dementia).

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

- Staff understood and fulfilled their responsibilities to raise concerns, and to report incidents and near misses. Information about safety was recorded, monitored, appropriately reviewed and addressed.

- Patients' needs were assessed and care was planned and delivered following best practice guidance. Staff had received training appropriate to their roles and any further training needs had been identified and planned.
- Patients said they were treated with compassion, dignity and respect and that they were involved in their care and decisions about their treatment.
- Information about services and how to complain was available and easy to understand.
- The practice had good facilities and was well equipped to treat patients and meet their needs.
- There was a clear leadership structure and staff felt supported by management. The practice proactively sought feedback from staff and patients, which it acted on.

There were areas of practice where the provider needs to make improvements.

Importantly the provider should:

- Ensure all significant events, including clinical events are recorded and monitored through the significant events procedure.

# Summary of findings

- Undertake an infection control audit.

**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. Staff understood and fulfilled their responsibilities to raise concerns, and report incidents and near misses. Lessons were learned and communicated widely to support improvement. Information about safety was recorded, monitored, reviewed and addressed. Risks to patients were assessed and well managed. There was enough staff to keep patients safe. The practice had systems in place to ensure patients were safe including safeguarding and chaperone procedures, and processes to ensure medicines were correctly handled. Patients were treated in a clean environment and processes were in place to monitor infection control. Equipment was fit for purpose and maintained regularly.

Good



### Are services effective?

The practice is rated good for providing an effective service. Data showed that most patient outcomes were at or above average for the locality; however the practice was below average for the Quality and Outcomes Framework (QOF) achieving 81% (Clinical Commissioning Group average of 94.3%). The practice was aware of this and in the process of improving this score. National Institute for Health and Care Excellence (NICE) guidance was routinely referenced and used. People's needs were assessed and care was planned and delivered in line with current legislation. This included assessment of capacity and the promotion of good health. Staff received appropriate training for their roles and further training needs had been identified and planned. The practice could identify all appraisals and the personal development plans for all staff. Multidisciplinary working was evidenced. The practice was able to demonstrate completed audit cycles where changes had been implemented and improvements made.

Good



### Are services caring?

The practice is rated as good for providing caring services. Data showed patients rated the practice higher than others in the locality for several aspects of care. For example 85% of patients found it easy to get through to the surgery by telephone, which was above the Clinical Commissioning Group (CCG) average of 74%. Patients said they were treated with compassion, dignity and respect and they were involved in care and treatment decisions. Accessible information was provided to help patients understand the care available to them. We saw that staff treated patients with kindness

Good



# Summary of findings

and respect ensuring confidentiality was maintained. The practice had an active Patient Participation Group (PPG) which met regularly to discuss practice concerns and to develop the annual patient survey.

## Are services responsive to people's needs?

The practice is rated as good for responsive. The practice reviewed the needs of their local population and engaged with the local Clinical Commissioning Group (CCG) to secure service improvements where these were identified. Patients reported good access to the practice and a named GP and continuity of care, with urgent appointments available the same day. The practice had good facilities and was well equipped to treat patients and meet their needs. There was an accessible complaints system with evidence that the practice responded quickly to issues raised. There was evidence of shared learning from complaints with staff and other stakeholders.

Good



## Are services well-led?

The practice is rated as good for well-led. The practice had a clear vision and strategy to deliver a high level of service to patients. Staff were clear about the vision and their responsibilities in relation to this. There was a clear leadership structure and staff felt supported by management. The practice had a number of policies and procedures, including infection prevention and control and medicines management, to govern activity and regular governance meetings had taken place. There were systems in place to monitor and improve quality and identify risk. The practice sought feedback from staff and patients and this had been acted upon. The practice had an active Patient Participation Group (PPG). Staff had received inductions, performance reviews and attended staff meetings.

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. Nationally reported data showed that outcomes for patients were good for conditions commonly found in older people. For example 77% of patients had received a flu vaccination. All patients had a named GP and this was recorded within their notes. The practice offered proactive, personalised care to meet the needs of the older people in its population and had a range of enhanced services, for example, in dementia and end of life care. It was responsive to the needs of older people, and offered home visits.

Good



### People with long term conditions

The practice is rated as good for the care of people with long-term conditions. Nursing staff had lead roles in chronic disease management and patients at risk of hospital admission were identified as a priority. Longer appointments and home visits were available when needed. All these patients had a named GP and a structured annual review to check that their health and medication needs were being met. For example, the practice had undertaken annual reviews for 92% of patients on the chronic obstructive pulmonary disease (COPD) register and all of the patients on the COPD register had an agreed care plan. For those people with the most complex needs, the named GP worked with relevant health and care professionals to deliver a multidisciplinary package of care. The practice ran a weekly diabetic clinic.

Good



### Families, children and young people

The practice is rated as good for the care of families, children and young people. There were systems in place to identify and follow up children living in disadvantaged circumstances and who were at risk, for example, children and young people who had a high number of A&E attendances. Immunisation rates were relatively high for all standard childhood immunisations. For example the practice vaccinated 90.3% of children with the MMR vaccination which was higher than the clinical commissioning group (CCG) average of 89%. Patients told us that children and young people were treated in an age-appropriate way and were recognised as individuals, and we saw evidence to confirm this. Appointments were available outside of school hours and the premises were suitable for children and babies, this included baby changing facilities. We saw good examples of joint working with midwives, health visitors and school nurses.

Good



# Summary of findings

## **Working age people (including those recently retired and students)**

Good



The practice is rated as good for the care of working-age people (including those recently retired and students). The needs of the working age population, those recently retired and students had been identified and the practice had adjusted the services it offered to ensure these were accessible, flexible and offered continuity of care. The practice was proactive in offering online services including online booking of appointments. The practice implemented a drop in clinic for emergency appointments each day and offered extended hour appointments which included Saturday morning appointments.

## **People whose circumstances may make them vulnerable**

Good



The practice is rated as good for the care of people whose circumstances may make them vulnerable. The practice held a register of patients living in vulnerable circumstances including homeless people and those with a learning disability. It had carried out annual health checks for people with a learning disability and 90% of these patients had received a follow-up. It offered longer appointments for people with a learning disability and those who needed the support of the advocacy service at the local hospital or telephone interpreting services.

The practice regularly worked with multi-disciplinary teams in the case management of vulnerable people. It had told vulnerable patients about how to access various support groups and voluntary organisations. Staff knew how to recognise signs of abuse in vulnerable adults and children. Staff were aware of their responsibilities regarding information sharing, documentation of safeguarding concerns and how to contact relevant agencies in normal working hours and out of hours. The GP also provided a report for the transition of young people in social services care to adult services.

## **People experiencing poor mental health (including people with dementia)**

Good



The practice is rated as good for the care of people experiencing poor mental health (including people with dementia). Ninety percent of people experiencing poor mental health had received an annual physical health check and 72% had an agreed care plan. The practice regularly worked with multi-disciplinary teams in the case management of people experiencing poor mental health, including those with dementia. It carried out advance care planning for patients with dementia.

The practice advised patients experiencing poor mental health how to access support groups and voluntary organisations. It had a

## Summary of findings

system in place to follow up patients who had attended accident and emergency (A&E) who may have been experiencing poor mental health. Staff had received training on how to care for people with mental health needs including dementia.



# Summary of findings

## What people who use the service say

During our inspection we spoke with fifteen patients at the surgery and collected 37 comment cards that had been completed by patients.

Patients were happy with the service provided and said that they were treated with respect and well cared for. Patients told us that they were involved in the decision making process regarding their treatment, and were given information about all the treatment options available to help them make their choices.

Patients we spoke with who were receiving on-going treatment were happy with the way their care was being managed and they were kept informed at all times.

We reviewed the most recent data available for the practice on patient satisfaction. This included

information from the national patient survey and annual patient survey undertaken by the practice. The evidence from these sources showed patients were positive about the service they received, that they were listened to by staff and treated with respect. Data from the national GP patient survey (434 surveys were sent out and 88 surveys were returned) showed that 85% of patients found it easy to get through to the surgery by telephone, which was above the Clinical Commissioning Group (CCG) average of 74%. The survey also showed that 84% with a preferred GP usually got to see or speak to them, which was above the CCG average of 55%. In the latest practice survey, 73% said that respect was shown by clinical staff and 71% said that they were happy with the warmth of greeting at the practice.

## Areas for improvement

### Action the service **SHOULD** take to improve

- Ensure all significant events, including clinical events are recorded and monitored through the significant events procedure.

- Undertake an infection control audit.

# Beechwood Medical Centre

## Detailed findings

### Our inspection team

#### Our inspection team was led by:

Our inspection team was led by a CQC Lead inspector. It included a GP advisor and a CQC observer who were granted the same authority to enter Beechwood Medical Centre as the Care Quality Commission (CQC) inspector.

## Background to Beechwood Medical Centre

Beechwood Medical Centre is a practice located in the London Borough of Hackney. The practice is part of the NHS City and Hackney Clinical Commissioning Group (CCG) which is made up of 45 practices. It currently holds a General Medical Service (GMS) contract and provides NHS services to 3598 patients.

The practice serves a diverse population with many patients attending where English is not their first language. The main local community language is Turkish. The practice does not have a large older population (11%) and 14% of the population is under the age of 14. The practice is situated within its own building and all consulting rooms are on the ground level with ease of access for those patients with a disability. There are currently two GP partners (both male); however one partner works exclusively at the Pitfield Medical Centre which is a branch surgery of the Beechwood Medical Practice. The Pitfield practice was not inspected. The remaining partner works at the Beechwood practice alongside a practice nurse, a phlebotomist, administrative staffs and a practice manager.

The practice is open between 8am and 6pm on a Monday, Wednesday and Friday. On a Tuesday the practice is open

between 8am and 8pm and between 8.00am and 1pm on a Thursday. Appointments are available between 9am and 11am and again between 3pm and 6pm on a Monday, Tuesday, Wednesday and Friday. Routine appointments are available between 9am and 11am on a Thursday. Extended hours consultations are available between 6.30pm and 8pm on a Tuesday and between 8am and 10am on a Saturday morning. The first hour of each day's appointments was designated for walk in appointments.

Telephone consultations, email enquiries and home visits are also offered. The practice opted out of providing an out of hours service and refers patients to the local out of hours provider or the '111' service as appropriate.

The service is registered with the Care Quality Commission to provide the regulated activities of diagnostic and screening procedures, family planning, maternity and midwifery services and the treatment of disease, disorder or injury.

The practice provides a range of services including child health and immunisation, maternity care, heart failure clinics and clinics for patients with long term conditions. The practice also provides health advice, blood pressure monitoring and a specialist diabetic clinic.

## Why we carried out this inspection

We inspected this service as part of our new comprehensive inspection programme. This provider had not been inspected before and that was why we included them.

We carried out a comprehensive inspection of this service under Section 60 of the Health and Social Care Act 2008 on 9 February 2015, as part of our regulatory functions. This inspection was planned to check whether the provider is

# Detailed findings

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

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

## How we carried out this 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 are provided for specific groups of people and what good care looks 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)

Before visiting, we reviewed a range of information that we hold about the practice and asked other organisations including City and Hackney Clinical Commissioning Group (CCG) to share what they knew. We carried out an announced visit on 9 February 2015. During our visit we spoke with a range of staff including GPs, practice nurse, practice manager and administration staff. We spoke with patients who used the service including representatives of the Patient Participation Group (PPG). We reviewed 37 completed Care Quality Commission (CQC) comments cards where patients and members of the public shared their views and experiences of the service.

# Are services safe?

## Our findings

### Safe track record

The practice used a range of information to identify risks and improve quality in relation to patient safety. The practice used reported incidents and national patient safety alerts as well as comments and complaints received from patients. Staff we spoke with were aware of their responsibilities to raise concerns, and how to report incidents and near misses. For example an incident occurred where the vaccine fridge temperature was not being checked as per the practice schedule. The system was reviewed and a further checking system was put in place for when responsible staff were on annual leave to ensure the temperatures were maintained.

We reviewed the nine safety records and incident reports recorded in 2014 and found these were discussed in practice meetings. This showed that the practice had managed these consistently over time and could evidence a safe track record.

### Learning and improvement from safety incidents

The practice had a system in place for reporting, recording and monitoring significant events, incidents and accidents. There were records of significant events that had occurred during the last three years and we were able to review these however, these were mainly restricted to non-clinical issues. Clinical events were dealt with as they happened and were not always recorded through the significant events process. We found evidence of one clinical significant event recorded involving the wrong issue of a prescription. Incidents and significant events were a standing item on the practice meeting agenda and a dedicated meeting was held six monthly to review actions from past significant events and complaints.

Staff completed significant events forms and forwarded them to the practice manager. We were shown the system used to manage and monitor incidents. Where patients had been affected by something that had happened, in line with practice policy, they were given an apology and informed of the actions taken.

National patient safety alerts were disseminated by the practice manager to practice staff. Staff we spoke with were able to give examples of recent alerts that were relevant to the care they were responsible for. For example an alert

was issued regarding the recall of eye drops. A search of practice records was undertaken but it was found that no patients required the medicines. They also told us alerts were discussed in practice meetings to ensure all staff were aware of any that were relevant to the practice and where they needed to take action.

### Reliable safety systems and processes including safeguarding

The practice had systems in place to review risks to vulnerable children, young people and adults. All staff had received both safeguarding and child protection training. Safeguarding and child protection training had been completed by the clinical members of the staff team and two of the administration team in November 2014. The remainder of the staff were awaiting a date to undertake the training. Clinical staff had received Level three child protection training. We asked members of both the clinical and non-clinical team about the training. Staff knew how to recognise signs of abuse in older people, vulnerable adults and children. They were aware of their responsibility to report any concerns and how to contact the relevant agencies. Contact details were easily accessible within the practice office. The practice had a dedicated GP lead for safeguarding and staff were aware of this and that they could speak to the GP if they had a concern.

A chaperone policy was in place and visible in the waiting area and in consulting rooms. Chaperone training had been undertaken by nursing staff and phlebotomist who were on the practice chaperone list. All staff understood their responsibilities when acting as chaperones including where to sit during the consultation. The practice had a detailed chaperone policy with guidance to follow. All chaperones had received a Disclosure and Barring Service (DBS) check.

The practice used the required codes on their electronic case management system to ensure that children and young people who were identified as at risk, including those who were looked after or on child protection plans, were easily identifiable. The practice used a risk stratification tool to highlight vulnerable children and adults that were frequent hospital emergency department attenders. Those patients that were flagged were placed on the practice vulnerable patients list which was reviewed in clinical meetings. The safeguarding lead was aware of vulnerable children and adults and demonstrated good

## Are services safe?

liaison with local social services which included a weekly meeting where health visitors and social workers who attended the practice, attending child protection hearings in person or providing a report if unable to attend.

### Medicines management

We checked medicines stored in the treatment rooms and within the medicine refrigerator and found they were stored securely and were only accessible to authorised staff. There was a clear policy for ensuring that medicines were kept at the required temperatures. We found evidence of the fridge temperature log which showed that they consistently recorded the fridge temperatures. The log was monitored on a weekly basis. Any fridge temperatures that were recorded as out of the required temperature range was reported to the practice manager. This also described the action to take in the event of a potential failure.

Processes were in place to check medicines were within their expiry date and suitable for use. All the medicines we checked were within their expiry dates. Expired and unwanted medicines were disposed of in line with waste regulations.

The practice had a system that logged vaccines in the practice. This included recording the batch number, expiry date, arrival in the practice and when the vaccine was given. The system flagged when a vaccine was close to the expiry date and in need of replacement.

Vaccines were administered by the practice nurse in line with legal requirements and national guidance. We saw evidence that the practice nurse had received the appropriate training to administer vaccines. The practice made use of Patient Group Directions (PDGs) (a written instruction for the administration of medicines to groups of patients who may not be individually identified before presentation for treatment).

High risk medicines such as methotrexate (used for the treatment of arthritis) were managed in relation to the practice prescribing policy and were not put on a patient repeat prescription but were reviewed by the GP every three to six months.

All prescriptions were reviewed and signed by a GP before they were given to the patient. Blank prescription forms

were handled in accordance with national guidance as these were tracked through the practice and kept securely at all times. Prescription pad numbers were recorded before placing in printers and kept securely at all times.

### Cleanliness and infection control

We observed the premises to be clean and tidy. We saw there were cleaning schedules in place and that cleaning records were kept. Patients told us they always found the practice clean and had no concerns about cleanliness. The practice employed an external cleaning company and we viewed the cleaning log held within the cleaning cupboard. Any concerns regarding cleaning were raised directly with the company by the practice manager. The practice manager undertook a quarterly cleaning audit and reported any issues back to the company.

The practice had a nurse lead for infection control who had undertaken further training to enable them to provide advice on the practice infection control policy and carry out staff training. All staff received induction training about infection control specific to their role. Staff were in need of update training and this was being organised by the practice. We found no evidence that an infection control audit had been undertaken. When asked the practice said that they were preparing to undertake this audit.

An infection control policy and supporting procedures were available for staff to refer to. The policy included spillage management, specimen handling and routine equipment decontamination. There was also a policy for needle stick injury and staff knew the procedure to follow in the event of an injury.

Notices about hand hygiene techniques were displayed in staff and patient toilets. Hand washing sinks with hand soap, hand gel and hand towel dispensers were available in treatment rooms.

The practice had a policy for the management, testing and investigation of legionella (a bacterium that can grow in contaminated water and can be potentially fatal). We saw records that confirmed that legionella was assessed in February 2015 in line with this policy to reduce the risk of infection to staff and patients.

### Equipment

Staff we spoke with told us they had equipment to enable them to carry out diagnostic examinations, assessments and treatments. They told us that all equipment was tested

## Are services safe?

and maintained regularly and we saw equipment maintenance logs and other records that confirmed this. All portable electrical equipment was routinely tested and displayed stickers indicating the last testing date (July 2014). A schedule of testing was in place. We saw evidence of calibration of relevant equipment; for example baby scales, diagnostic set, digital blood pressure monitors, spirometers, thermometers, ultrasound and vaccine fridges. Calibration last took place in July 2014.

### Staffing and recruitment

Records we looked at contained evidence that appropriate recruitment checks had been undertaken prior to employment. For example, proof of identification, references, qualifications, registration with the appropriate professional body and criminal records checks through the Disclosure and Barring Service (DBS). The practice had a recruitment policy that set out the standards it followed when recruiting clinical and non-clinical staff.

Staff told us about the arrangements for planning and monitoring the number of staff and mix of staff needed to meet patients' needs. We saw there was a rota system in place for all the different staffing groups to ensure that enough staff was on duty. There was also an arrangement in place for members of staff, including nursing and administrative staff, to cover each other's annual leave. Newly appointed staff had this expectation in their contracts. The practice manager maintained a staffing matrix to ensure enough staff was present to cover the practice and to plan for any shortage of staff through sickness, external training or annual leave.

Staff told us there were usually enough staff to maintain the smooth running of the practice and there were always enough staff on duty to keep patients safe.

### Monitoring safety and responding to risk

The practice had systems, processes and policies in place to manage and monitor risks to patients, staff and visitors to the practice. These included annual and monthly checks of the building, the environment, medicines management, staffing, dealing with emergencies and equipment. The practice also had a health and safety policy. Health and safety information was displayed for staff to see and there was an identified health and safety representative.

Risks that occurred within the practice were discussed within clinical team meetings where an action plan would be established. The plan would then be disseminated to the remainder of the staff team through the practice meeting.

We saw that staff were able to identify and respond to changing risks to patients including deteriorating health and well-being. For example staff gave examples of where acutely ill children had been brought to the practice by their parents and had been seen as an emergency by the GP. Examples were also given of how patients that were experiencing a mental health crisis were seen by the GP as an emergency appointment and referred to the local mental health team for an urgent mental health review. Staff spoke about ensuring that patients with a long term condition were referred to secondary care if it was noticed through their health review that their condition was deteriorating. This was also mentioned positively on patient record cards.

### Arrangements to deal with emergencies and major incidents

The practice had arrangements in place to manage emergencies. Records showed that all staff had received training in basic life support. Emergency equipment was available including access to oxygen and an automated external defibrillator (used to attempt to restart a person's heart in an emergency). When we asked members of staff, they all knew the location of this equipment and records confirmed that it was checked regularly.

Emergency medicines were available within the healthcare assistant's room and all staff knew of their location. These included those for the treatment of cardiac arrest, anaphylaxis (a life threatening allergic reaction that can develop rapidly) and hypoglycaemia (low blood sugar level). Processes were in place to ensure that emergency medicines were within their expiry date and suitable for use. A log of emergency medicines was kept which included expiry date and checked on a monthly basis. Any medicines that were soon to expire were replaced. All the medicines we checked were in date and fit for use. The practice had a contract with an oxygen supply company who automatically came to replace oxygen prior to expiry.

A business continuity plan was in place to deal with a range of emergencies that may impact on the daily operation of the practice. Each risk was rated and mitigating actions

## Are services safe?

recorded to reduce and manage the risk. Risks identified included power failure, adverse weather, unplanned sickness and access to the building. The document also contained relevant contact details for staff to refer to (for example, contact details of a heating company to contact if the heating system failed). The plan also contained the details of how to relay the telephone lines to the second practice to ensure calls could still be received.

The practice had carried out a fire risk assessment that included actions required to maintain fire safety. Records showed that staff were up to date with fire training and that they practised regular fire drills. The practice had a fire safety log book and tested the fire alarms on a weekly basis.



# Are services effective?

(for example, treatment is effective)

## Our findings

### Effective needs assessment

The GP and nursing staff we spoke with could clearly outline the rationale for their approaches to treatment. They were familiar with current best practice guidance, and accessed guidelines from the National Institute for Health and Care Excellence (NICE) and from local commissioners. We saw a spreadsheet which contained minutes of both clinical and practice meetings where new guidelines were disseminated, the implications for the practice's performance and patients were discussed and required actions agreed. The staff we spoke with and the evidence we reviewed confirmed that these actions were designed to ensure that each patient received support to achieve the best health outcome for them. We found from our discussions with the GPs and nurses that staff completed thorough assessments of patients' needs in line with NICE guidelines, and these were reviewed when appropriate.

Clinical staff we spoke with were open about asking for and providing colleagues with advice and support. GPs told us this supported all staff to continually review and discuss new best practice guidelines for the management of respiratory disorders. Our review of the clinical meeting minutes confirmed that this happened.

National data showed that the practice was in line with referral rates to secondary and other community care services for all conditions. All GPs we spoke with used national standards for the referral of suspected cancers and mental health conditions. We saw minutes from meetings where regular reviews of elective and urgent referrals were made, and that improvements to practice were shared with all clinical staff.

To ensure that patients who may be at a higher risk and needed a more detailed needs assessment were identified, a risk stratification tool was used. The tool identified the top 2% of a particular group, for example patients with a high attendance at accident and emergency (including older patients), long term conditions and those patients with mental health concerns. Best practice guidance would then be used to discuss these issues with patients and provide the most up to date care. All unplanned admissions to hospital were reviewed in clinical meetings and we were shown copies of the minutes of the meetings where individual patients were discussed. We viewed care

plans for those patients identified and saw how a plan was put in place with the practice to effectively manage their health concerns which included health checks and regular reviews. Patients were referred to local services including the community mental health team for further testing and diagnosis. A structured annual medication review was in place for all patients that received more than four medicines and were over the age of 75.

Discrimination was avoided when making care and treatment decisions. Interviews with GPs showed that the culture in the practice was that patients were cared for and treated based on need and the practice took account of patient's age, gender, race and culture as appropriate.

### Management, monitoring and improving outcomes for people

Staff across the practice had key roles in monitoring and improving outcomes for patients. These roles included data input, scheduling clinical reviews, and managing child protection alerts and medicines management. The information staff collected was then collated by the practice manager and deputy practice manager to support the practice to carry out clinical audits.

The practice had a system in place for completing clinical audit cycles. The practice showed us three clinical audits that had been completed within the last 12 months. Following these clinical audits, changes to treatment or care were made and the audit repeated to ensure outcomes for patients had improved. For example, an ophthalmology (a branch of medicine that deals with the care of the eyes) referral audit was carried out in March 2014 due to the high referral rate of the practice within the Clinical Commissioning Group (CCG) area. The audit identified the reason for the referral in a sample of patients to ensure that the referral was correct. The audit was repeated in September 2014 and found no variation in results. However the practice identified the need to ensure the use of the correct pathway for these referrals was used and the correct referrals were being made. The results of the audit was discussed within practice meetings.

The practice submitted information to the Quality and Outcomes Framework (QOF) which compared data from the practice and the local Clinical Commissioning Group (CCG) as a whole against the national average. The latest available QOF data showed that overall the practice was performing below the CCG average (94.3%) and the



# Are services effective?

## (for example, treatment is effective)

national average (93.2%) achieving 81.0%. This was a general figure which included all areas that QOF covered (clinical care, how well the practice was organised, patient viewed, amount of extra services offered by the practice). The practice used this information to ensure that they were on target to deliver a good service and to discuss, in both clinical and practice meetings, how service could be improved. The practice was aware of the low performance which was linked to change in personnel and incorrect coding.

The practice used the information they collected for QOF and their performance against national screening programmes to monitor outcomes for patients. For example, 77% of patients over 65 years of age had received a flu vaccination, and 91.4% of patients with diabetes had received an annual review. The practice was not an outlier for any QOF (or other national) clinical targets.

The clinical team was making use of Clinical Commissioning Group (CCG) benchmarking against other practices which included reviewing patient attendance at accident and emergency (A&E). Patients were contacted by the practice if they attended A&E regularly and reminded them of the services provided at the practice. Clinical meetings were used to discuss and reflect on how the systems at the practice could be improved to achieve improved outcomes for patients. The practice undertook quarterly audits of A&E attendances and have seen a reduction in the number of patients that attend A&E.

Staff checked that patients receiving repeat prescriptions had been reviewed by the GP. They also checked that patients had received appointments for all routine health checks for long term conditions such as diabetes and the latest prescribing guidance was being used.

### Effective staffing

Practice staffing included medical, nursing, managerial and administrative staff. We reviewed staff training records and saw that all staff were up to date with attending mandatory courses such as annual basic life support. All GPs were up to date with their yearly continuing professional development requirements and all were to be revalidated by the end of 2015. (Every GP is appraised annually, and undertakes a fuller assessment called revalidation every

five years. Only when revalidation has been confirmed by the General Medical Council can the GP continue to practise and remain on the performers list with NHS England).

All staff undertook annual appraisals that identified learning needs from which action plans were documented. Our interviews with staff confirmed that the practice was proactive in providing training and funding for relevant courses, for example the nurse wanted to undertake the nurse practitioner training and this was being facilitated by the practice.

Practice nurses were expected to perform defined duties and were able to demonstrate that they were trained to fulfil these duties (For example, on administration of vaccines and cervical cytology). Those with extended roles for example undertaking asthma reviews and the monitoring of diabetes and chronic obstructive pulmonary disease (COPD) were also able to demonstrate that they had appropriate training to fulfil these roles.

Staff files we reviewed showed that where poor performance had been identified, appropriate action had been taken to manage this.

### Working with colleagues and other services

The practice engaged with other health services to ensure a multi-disciplinary approach to the care and treatment of those with complex care issues.

We were informed that the practice had good working relationships with the health visitor team who provide a service for young mothers who are responsible for children under the age of two, the palliative care team and local mental health teams. We were also told that the GP attended Clinical Commissioning Group (CCG) meetings to discuss patients on the long term conditions registers and updates relating to disease prevalence.

Blood tests, X ray results, hospital letters, information from out of hour's providers and the 111 service were received by the practice electronically, reviewed by the administration staff and passed to the GP or nurse to take the appropriate action within 48 hours. All staff understood their role and felt that the system in place worked well.

The practice held monthly multidisciplinary meetings to discuss the needs of complex patients, for example those with long term conditions and children on the at risk register. The meetings were attended health visitors,

# Are services effective?

## (for example, treatment is effective)

community matrons, district nurses and social workers as necessary. Decisions about care were documented in a record card accessible to all members of staff at the surgery to enable continuity of care. The practice also held a quarterly palliative care meeting attended by the local multidisciplinary care team including, practice GPs, nurses and the palliative care nurse. We reviewed the minutes for the last two meetings which provided a patient update and the action that was to be taken. We were told that further meetings would be called in the interim period if the need arose.

### Information sharing

The practice used several electronic systems to communicate with other providers. For example, there was a shared system with the local GP out-of-hours provider to enable patient data to be shared in a secure and timely manner. Electronic systems were also in place for making referrals, and the practice made 80% of referrals last year through the Choose and Book system. (Choose and Book is a national electronic referral service which gives patients a choice of place, date and time for their first outpatient appointment in a hospital). Staff reported that this system was easy to use.

The practice had systems to provide staff with the information they needed. Staff used an electronic patient record to coordinate, document and manage patients' care. All staff were fully trained on the system, and commented positively about the system's safety and ease of use. This software enabled scanned paper communications, such as those from hospital, to be saved in the system for future reference. We saw evidence that audits had been carried out to assess the completeness of these records and that action had been taken to address any shortcomings identified.

### Consent to care and treatment

Clinical staff at the practice had received training in the Mental Capacity Act 2005 and the Children's and Families Act 2014. This training had been cascaded to non-clinical staff members through the practice meetings. The clinical staff that we spoke with were aware of the key parts of the legislation and were able to demonstrate how it was implemented in practice. For example, staff spoke of the need to assess the ability for a patient with dementia to

consent to treatment and then receive appropriate consent before continuing. We were shown evidence of care plans which required consent and found that appropriate consent had been received.

All clinical staff demonstrated a clear understanding of Gillick competencies (these help clinicians to identify children aged under 16 who have legal capacity to consent to medical examination and treatment). We were provided with the practice policy for determining the capacity of patients under 16 to give consent and the procedure for the practice to follow. The practice maintained a list of patients where Gillick competencies were needed to assess consent.

### Health promotion and prevention

All new patients were offered a consultation with the practice nurse to discuss the patient's lifestyle and to provide information to help improve their lifestyle. This included healthy eating and exercise leaflets and smoking cessation advice. Chlamydia testing and advice was also offered as part of the initial patient consultation for those patients within the age range for this testing. Sexual health advice was offered to young people and those that may be vulnerable. Patients were signposted to other health organisations that could be of service if an issue was identified. The practice also offered a full children's immunisation programme. Immunisation rates were above the Clinical Commissioning Group (CCG) rate. For example, in 2013, the practice vaccinated 90.3% for the MMR and the CCG average was 89.7%. The practice telephoned patients who did not attend for vaccinations as a reminder and to encourage attendance.

The practice shared the care of mothers and children with the community midwives team and the practice nurse to provide antenatal care and support to new parents, including weekly baby clinics which provided baby monitoring and post natal checks. The practice worked in support of school nurses. Support for the families of premature babies was also given. The practice also operated a register of children at risk or in social services care and GPs attended joint meetings to discuss care. The GP also provided a report for the transition of young people in social services care to adult services. Appointments were available outside school times. The practice followed up on A&E attendances where children and young people had attended frequently.

# Are services effective?

(for example, treatment is effective)

The practice offered annual health checks and advice to all patients with specific checks for those placed on the long term conditions register which included structured annual reviews, diabetes checks and blood pressure monitoring. Chronic obstructive pulmonary disease (COPD) checks were also carried out and included spirometry checks (measuring lung function). The practice had undertaken annual reviews for 92% of patients on the practice COPD register and all patients on the register had care plans. The reviews included a medicines check to ensure medicines were still relevant to the condition. The practice ran a nurse led diabetic clinic which was identified as a local health concern.

The practice proactively monitored patients who may be at risk of developing a long term illness through the practice computer system. These patients were called in on an annual basis for a health check to monitor any developments. The practice had carried out annual health checks for 90% of patients on the learning disability register.

Patients over the age of 75 had a named GP which was recorded within the notes. Weekly multidisciplinary team meetings were held with the community matrons to discuss the ongoing needs of older patients.

The practice held a register of patients with poor mental health of which currently 72% had an agreed care plan. The practice was in the process of ensuring those remaining received a care plan. The practice provided annual physical health checks to patients on the register along with regular

mental health reviews. The practice worked with a dementia advisor in the advanced care planning for patients with dementia and attended multidisciplinary care reviews to discuss these cases. Each patient on the older persons register received a named GP contact. The practice also attended meetings with the local mental health teams to discuss the case management of patients on the mental health register where the GP's provided regular health reports for the meetings. The practice referred patients to the local memory service for assessment.

Flu vaccinations were offered to all patients and 77% of over 65's and 72% of patients on the practice risk registers had received the vaccination.

The practice had a 78% uptake for cervical screening which was higher than the latest CCG average of 73.4% (2011/2012).

Support was given to working people who became ill through medical certificates and the fit note. However the practice did not audit these certificates. The practice had a system set up where patients could email non urgent enquiries to the practice which would be answered by the duty GP the same day.

Health advice leaflets were available within the reception area or direct from the nurse. However leaflets were only available in English. Patients were signposted to other voluntary organisations that may be of assistance.

# Are services caring?

## Our findings

### **Respect, dignity, compassion and empathy**

We reviewed the most recent data available for the practice on patient satisfaction. This included information from the national patient survey and annual patient survey undertaken by the practice. The evidence from these sources showed patients were positive about the service they received, that they were listened to by staff and treated with respect. Data from the national GP patient survey (434 surveys were sent out and 88 surveys were returned) showed that 85% of patients found it easy to get through to the surgery by telephone, which was above the Clinical Commissioning Group (CCG) average of 74%. The survey also showed that 84% with a preferred GP usually got to see or speak to them, which was above the CCG average of 55%. In the latest practice survey, 73% said that respect was shown by clinical staff and 71% said that they were happy with the warmth of greeting at the practice.

Patients completed CQC comment cards to provide us with feedback on the practice. We received 37 completed cards and the majority were positive about the service experience. Patients commented staff were very efficient and involved them in the planning of their treatment. They also told us that the environment was clean and safe.

We also spoke with fifteen patients on the day of inspection, which were happy with the service provided.

Staff told us that all consultations were carried out in the privacy of the consulting room. Disposable curtains were provided in consulting rooms so that patient dignity was maintained during examinations. We noted that the doors to the consulting rooms were closed during a consultation to increase confidentiality. The practice provided a chaperone for any patient that made a request for one. Information on the chaperone service was on display in the reception area.

We noted that there was a small distance between the waiting area and the reception desk to ensure patients were not overheard at the desk by those waiting for an appointment. A spare room at the side of the reception desk was a designated area for any patient that wished to talk to a member of staff in private before their consultation.

Staff told us that the practice had a culture of ensuring that patients were treated equally. For example, patients experiencing poor mental health or in vulnerable circumstances were able to access the service without fear of prejudice, and staff treated them equally.

### **Care planning and involvement in decisions about care and treatment**

Patient survey information that we viewed showed patients responded positively to questions about their involvement in the planning of their care. For example, the national GP patient survey showed that 77% of patients said that the GP was good at involving them in their care, and 80% said that the GP was good at explaining test results and treatments, which were both in line with the Clinical Commissioning Group (CCG) average. The results from the practice's own satisfaction survey showed that 70% of patients said they were given appropriate explanations which helped to make their decisions about care.

Patients we spoke with on the day had no concerns over involvement in their treatment. All patients said that they were fully involved in the decision making process and that all the options for treatment were explained to them. They also told us they felt listened to and supported by staff to make an informed decision about the choice of treatment they wished to receive without being rushed.

Staff told us that translation services were available for patients who did not have English as their first language. Patients were asked by the receptionist if they required a translator and the service was also publicised in reception.

### **Patient/carer support to cope emotionally with care and treatment**

The survey information we viewed showed that people were positive about the emotional support that was provided by the practice. People told us that when they needed emotional support the GP would offer support through providing an appropriate referral to another service or by providing information of how they could access relevant support groups and counselling services. Patients were contacted by the GP following discharge from hospital. Local voluntary and patient support groups were publicised in reception. The practice also sent congratulations cards to all new mothers.

The practice had a carer's policy and the practice computer system alerted GPs if a patient was also a carer. We were

## Are services caring?

shown written information signposting carers to support groups. Patients who suffered bereavement were telephoned by the GP and invited to the practice to discuss how staff could be of any help.

# Are services responsive to people's needs?

(for example, to feedback?)

## Our findings

### Responding to and meeting people's needs

We found the practice was responsive to patient's needs and had systems in place to maintain the level of service provided. The needs of the practice population were understood and systems were in place to address identified needs in the way services were delivered.

The practice engaged regularly with the Clinical Commissioning Group (CCG) to discuss local needs and service improvements that needed to be prioritised. We saw minutes of meetings where this had been discussed and actions agreed to implement service improvements and manage delivery. For example it was identified that there was a need to monitor the number of elderly patients to ensure appropriate services were being delivered. The practice worked with Public health England to provide services to respond to these needs. A public health monitoring system was used to assess the effectiveness of the services.

The GPs were members of a local GP federation that met monthly to discuss the needs of the area and to ensure that the services provided are fit for purpose.

The practice had also implemented suggestions for improvements following patient participation group (PPG) feedback. This included the implementation of an early morning walk in clinic to provide greater access to services.

### Tackling inequity and promoting equality

The practice had recognised to the needs of different groups in the planning of its services. For example the provision of advocates provided by a local hospital in appointments for those patients who did not speak English.

The practice had access to face to face, online and telephone interpreting services (including British Sign Language) that could be pre booked for appointments if patients requested to use the service.

The premises and services had been adapted to meet the needs of patient with disabilities. All consultation rooms were on the same level. Wider doorways were in place to accommodate wheelchairs. We saw that the waiting area was large enough to accommodate patients with

wheelchairs and prams and allowed for easy access to the treatment and consultation rooms. Accessible toilet facilities were available for all patients attending the practice including baby changing facilities.

The practice actively supported patients who have been on long-term sick leave to return to work by the promotion of the 'fit note' scheme and ongoing counselling and support.

### Access to the service

The practice was open between 8am and 6pm on a Monday, Wednesday and Friday. On a Tuesday the practice was open between 8am and 8pm and between 8.30am and 1pm on a Thursday. Appointments were available between 9am and 11am and again between 3pm and 6pm on a Monday, Tuesday, Wednesday and Friday. Routine appointments were available between 9am and 11am on a Thursday. Extended hours consultations were available between 6.30pm and 8pm on a Tuesday and between 8am and 10am on a Saturday morning. The first hour of each day's appointments was designated for walk in appointments.

Comprehensive information was available to patients about appointments on the practice website and within the practice leaflet. This included how to arrange urgent appointments and home visits and how to book appointments through the website. There were also arrangements to ensure patients received urgent medical assistance when the practice was closed. If patients called the practice when it was closed, an answerphone message gave the telephone number they should ring depending on the circumstances. Information on the out-of-hours service was provided to patients.

Longer appointments were available for patients who needed them and those with long-term conditions or where an interpreter or advocate may be required. This also included appointments with a named GP or nurse. Home visits were made to those patients who needed one. Telephone appointments were available each day for patients unable to attend the practice or in need of health advice from a GP.

Patients were generally satisfied with the appointments system. They confirmed that they could see a doctor on the same day if they needed to. They also said they could see another doctor if there was a wait to see the doctor of their choice.



# Are services responsive to people's needs?

(for example, to feedback?)

## Listening and learning from concerns and complaints

The practice had a system in place for handling complaints and concerns. Its complaints policy and procedures were in line with recognised guidance and contractual obligations for GPs in England. The practice manager was the designated responsible person who handled all complaints in the practice.

We saw that information was available to help patients understand the complaints system including posters within the waiting room and information in the practice leaflet and on the website. Patients we spoke with were aware of the process to follow if they wished to make a complaint. None of the patients we spoke with had ever needed to make a complaint about the practice.

We looked at five complaints received in the last 12 months and found that these were handled appropriately in line with the practice complaints policy.

The practice reviewed complaints annually to detect themes or trends. We looked at the report for the last review and found the complaints were focussed on the service provided by the GP partner who no longer attended the practice. Lessons learned from individual complaints had been acted on. The outcome of complaints was shared in both practice meetings and patient participation group meetings to assess whether any changes in process were needed. We reviewed the minutes and found that there was no need for any practice policies to be changed as a result of the outcome of the complaints review.

# 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 to deliver high quality care and promote good outcomes for patients. We found details of the vision and practice values were part of the practice's long term strategy. The practice vision and values included Improving the health, well-being and lives of those they care for through working in partnership with patients to provide the best service possible.

We spoke with five members of staff and they all knew and understood the vision and values and knew what their responsibilities were in relation to these. We looked at minutes of practice meetings and saw that staff had discussed and agreed that the vision and values were still current.

### Governance arrangements

The practice had a number of policies and procedures in place to govern activity and these were available to staff on the desktop on any computer within the practice. We looked at six of these policies and procedures including medicines management, infection control and referral policy. All the policies and procedures we looked at had been reviewed annually and were up to date.

There was a clear leadership structure with named members of staff in lead roles. For example, there was a lead nurse for infection control and the GP partner was the lead for safeguarding. There was a named GP governance lead who took responsibility to ensure all aspects of governance was working appropriately. Governance was discussed within the weekly clinical meeting and we saw evidence of these discussions. We spoke with five members of staff and they were all clear about their own roles and responsibilities. They all told us they felt valued, well supported by the GP partner that was working at the Beechwood site and knew who to go to in the practice with any concerns.

The practice used the Quality and Outcomes Framework (QOF) to measure its performance. The QOF data for this practice showed it was not performing in line with national standards but they were aware of this and were on target to meet the current targets. We saw that QOF data was regularly discussed at monthly team meetings and action plans were produced to maintain or improve outcomes.

The practice had an ongoing programme of clinical audits which it used to monitor quality and systems to identify where action should be taken. This included prescribing audits and referral audits.

The practice had arrangements for identifying, recording and managing risks. The practice did not have a risk log; however risks were discussed within clinical meetings when they arose. Risk assessments had been carried out where risks were identified and action plans had been produced and implemented. For example, a plan had been put in place to Enhance security within the reception area by the installation of CCTV cameras following concerns by both staff and patients.

### Leadership, openness and transparency

We saw that full team meetings were held monthly and were provided with copies of the minutes. Staff told us that there was an open culture within the practice and they had the opportunity and were happy to raise issues at team meetings.

The practice manager was responsible for human resource policies and procedures. We reviewed a number of policies, for example recruitment policy, sickness policy, induction policy, whistleblowing policy and disciplinary procedures which were in place to support staff. Staff we spoke with knew where to find these policies if required.

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

The practice had gathered feedback from patients through the annual patient survey, NHS Choices website and through the practice improvement book which was open to both patients and staff. We looked at the results of the annual patient survey and 82% of patients said that their experience of making an appointment was good. This was confirmed by patients we spoke with on the day were happy with the system. However concerns were raised about the waiting times to be seen as an emergency patient once in the practice. The practice responded to this by starting the early morning walk in clinic for emergencies which they had found to be beneficial.

The practice had an active Patient Participation Group (PPG). The PPG included representatives from all the various population groups. The PPG had carried out annual surveys and met every quarter. The practice manager showed us the analysis of the last patient survey, which



# Are services well-led?

Good 

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

was considered in conjunction with the PPG. The results and actions agreed from these surveys are available on the practice website. The PPG also discussed the bigger issues surrounding the practice and regularly discussed developments within the local community and the local Clinical Commissioning Group (CCG) and how these impacted on the practice.

The practice had gathered feedback from staff through staff meetings and annual appraisals. Staff told us they felt comfortable giving feedback and discussing any concerns or issues with management. They told us they felt involved and engaged in the practice to improve outcomes for both staff and patients.

The practice had a whistleblowing policy which was available to all staff within the practice.

## Management lead through learning and improvement

Staff told us that the practice supported continued learning and development through training and mentoring. We looked at staff files and found that regular appraisals took place which included a personal development plan. Staff were openly encouraged to advance themselves through training for internal promotions. Learning and improvement was discussed within the monthly practice meeting.

The practice had completed reviews of significant events and other incidents and shared the information and outcomes with staff during practice meetings to ensure the practice improved outcomes for patients. For example, following an incident where a repeat prescription was wrongly issued, the correct procedures were reiterated and the relevant policies updated to ensure no repeat of the incident.