

# Ilkley Moor Medical Practice

## Quality Report

Springs 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 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 Ilkley Moor Medical Practice on 17 February 2016. Overall the practice is rated as good.

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

- There was an open and transparent approach to safety and an effective system in place for reporting and recording significant events.
- Risks to patients were assessed and well managed.
- Staff assessed patients' needs and delivered care in line with current evidence based guidance. Staff had the skills, knowledge and experience to deliver effective care and treatment.
- Patients said they were treated with compassion, dignity and respect and they were involved in their care and decisions about their treatment.
- Information about services and how to complain was available and easy to understand.

- Patients said they found it easy to make an appointment with a named GP after a first consultation, therefore there was 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 a clear leadership structure and staff felt supported by management. The practice proactively sought feedback from staff and patients, which it acted on.
- The provider was aware of and complied with the requirements of the Duty of Candour.

We saw three areas of outstanding practice:

- The practice had an exemplary relationship with the Patient Participation Group and proactively undertook health promotion activity in the town through annual health awareness events that took place.
- The care home support work demonstrated excellent results in keeping patients in their own home as a result of support and training from the practice and reducing attendance at A & E.

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- Staff told us that interpreter services were available for patients who did not have English as a first language. Patients were identified on the practice system and for some patients interpreters were automatically booked by administrative staff.

**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.

- There was an effective system in place for reporting and recording significant events
- Lessons were shared to make sure action was taken to improve safety in the practice.
- When there are unintended or unexpected safety incidents, people receive reasonable support, truthful information, a verbal and written apology and are told about any actions to improve processes to prevent the same thing happening again.
- The practice had clearly defined and embedded systems, processes and practices in place to keep people safe and safeguarded from abuse.
- Risks to patients were assessed and well managed.

Good



### Are services effective?

The practice is rated as good for providing effective services.

- Data showed patient outcomes were above average for the locality.
- Staff assessed needs and delivered care in line with current evidence based guidance.
- Clinical audits demonstrated quality improvement.
- Staff had the skills, knowledge and experience to deliver effective care and treatment.
- There was evidence of appraisals and personal development plans for all staff.
- Staff worked with multidisciplinary teams to understand and meet the range and complexity of people's needs.

Good



### Are services caring?

The practice is rated as good for providing caring services.

- Data showed that patients rated the practice higher than others for several aspects of care.
- Patients said they were treated with compassion, dignity and respect and they were involved in decisions about their care and treatment.
- Information for patients about the services available was easy to understand and accessible.
- We also saw that staff treated patients with kindness and respect, and maintained confidentiality.

Good



# Summary of findings

## Are services responsive to people's needs?

The practice is rated as good for providing responsive services.

Good



- It reviewed the needs of its local population and engaged with the NHS England Area Team and Clinical Commissioning Group to secure improvements to services where these were identified.
- Although patients said they didn't find it easy to make an appointment with a named GP for a first consultation they did after a first consultation, therefore there was continuity of care. Urgent appointments were available the same day.
- The practice had excellent facilities and was well equipped to treat patients and meet their needs.
- Information about how to complain was available and easy to understand and evidence showed that the practice responded quickly to issues raised. Learning from complaints was shared with staff and other stakeholders.
- Staff told us that interpreter services were available for patients who did not have English as a first language. Patients were identified on the practice system and for some patients interpreters were automatically booked by administrative staff.

## Are services well-led?

The practice is rated as good for being well-led.

Good



- It had a clear vision and development plan to deliver high quality care and promote good outcomes for patients.
- There was a clear leadership structure and staff felt supported by management. The practice had a number of policies and procedures to govern activity and held regular clinical and administrative meetings.
- There was an overarching governance framework which supported the delivery of the practice vision and good quality care. This included arrangements to monitor and improve quality and identify risk.
- The provider was aware of and complied with the requirements of the Duty of Candour (This is a legal duty on hospital, community and mental health trusts to inform and apologise if there have been mistakes in their care that have led to significant harm).. The partners encouraged a culture of openness and honesty. The practice had systems in place for knowing about notifiable safety incidents
- The practice proactively sought feedback from staff and patients, which it acted on. The patient participation group was proactive and knowledgeable.
- There was a strong focus on continuous learning and improvement at all levels.

# 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.

Good



- The practice offered proactive, personalised care to meet the needs of the older people in its population.
- It was responsive to the needs of older people, and offered home visits and urgent appointments for those with enhanced needs.
- The practice recently held a Health Awareness Event in conjunction with the Patient Participation Council to promote the care of the patient population.
- The practice clinical staff ensured that Care Home staff were fully trained on how to set up syring drivers for palliative care patients.

### People with long term conditions

The practice is rated as good for the care of people with long-term conditions.

Good



- Several of the GPs had areas of specialist expertise which enabled patients to be directed to the professional most able to manage their condition, for example diabetes or asthma specialists..
- The practice recently held a Health Awareness Event in conjunction with the Patient Participation Council to promote the care of the patient population.
- Nursing staff had lead roles in chronic disease management and patients at risk of hospital admission were identified as a priority.
- The percentage of patients who had a blood pressure reading within the normal range in the preceding 12 months was 86%, higher than the national average of 78%.
- 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 medicines needs were being met. 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.

# Summary of findings

## Families, children and young people

The practice is rated as good for the care of families, children and young people.

Good



- 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 accident and emergency (A&E) attendances. Immunisation rates were relatively high for all standard childhood immunisations.
- 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.
- The percentage of women aged 25 to 64 who had a cervical screening recorded in the preceding five years was 90%, higher than the national average of 82%.
- Appointments were available outside of school hours and the premises were suitable for children and babies.
- The practice could evidence good examples of joint working with midwives, health visitors and school nurses.
- The practice worked closely with local schools in health promotion and had a local pupil as a member of the Patient Council (an organised group of representative patients working with the practice to improve patients services).
- The practice worked in partnership with local schools on health promotion and had artwork by a local primary school to be displayed in the practice.
- The practice recently held a Health Awareness Event in conjunction with the Patient Participation Council to promote the care of the patient population.

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

The practice is rated as good for the care of working-age people (including those recently retired and students).

Good



- 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 as well as a full range of health promotion and screening that reflected the needs for this age group.
- The practice, in partnership with the Patient Council, organised annual health awareness events in the town offering help and advice on a number of health care issues with input from a range of contributors in the public and private sector.

# Summary of findings

- The practice offered appointments from 7.30am to 7.30pm every Monday Tuesday and Wednesday.

## People whose circumstances may make them vulnerable

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, travellers and those with a learning disability.
- It offered longer appointments for people with a learning disability.
- The practice regularly worked with multi-disciplinary teams in the case management of vulnerable people.
- It informed vulnerable patients 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.

Good



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

The practice is rated as good for the care of people experiencing poor mental health (including people with dementia).

- 95% of people diagnosed with dementia had their care reviewed in a face to face meeting in the last 12 months.
- The percentage of patients with a psychosis whose alcohol consumption had been recorded in the preceding 12 months was 99% which was higher than the national average of 90%.
- 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 had told patients experiencing poor mental health about how to access various support groups and voluntary organisations.
- It had a system in place to follow up patients who had attended accident and emergency where they may have been experiencing poor mental health.
- Staff had a good understanding of how to support people with mental health needs and dementia.
- A counselling service was delivered from the practice.

Good



# Summary of findings

## What people who use the service say

The national GP patient survey results published on 2 July 2015 showed the practice was performing above local and national averages. There were 260 survey forms were distributed and 115 were returned, a response rate of 44%. This represented less than 1% of the practice population.

- 94% found it easy to get through to this surgery by phone compared to a CCG average of 72% and a national average of 73%.
- 90% found the receptionists at this surgery helpful (CCG average 86%, national average 87%).
- 97% were able to get an appointment to see or speak to someone the last time they tried (CCG average 85%, national average 85. %).
- 99% said the last appointment they got was convenient (CCG average 92%, national average 92%).

- 87% described their experience of making an appointment as good (CCG average 71%, national average 73%).
- 85% usually waited 15 minutes or less after their appointment time to be seen (CCG average 71%, national average 65%).

As part of our inspection we also asked for CQC comment cards to be completed by patients prior to our inspection. We received 46 comment cards which were positive about the standard of care received. Patients told us that staff were friendly and helpful, but one patient commented that communication could be improved between the practice and secondary care providers.

We spoke with six patients during the inspection, who all said that they were happy with the care they received and thought that staff were approachable, committed and caring.

## Outstanding practice

- The practice had an exemplary relationship with the Patient Participation Group and proactively undertook health promotion activity in the town through annual health awareness events that took place.
- The care home support work demonstrated excellent results in keeping patients in their own home as a result of support and training from the practice and reducing attendance at A & E.
- Staff told us that interpreter services were available for patients who did not have English as a first language. Patients were identified on the practice system and for some patients interpreters were automatically booked by administrative staff.

# Ilkley Moor Medical Practice

## Detailed findings

### Our inspection team

#### **Our inspection team was led by:**

Our inspection team was led by a CQC Lead Inspector. The team included a GP specialist advisor, and a practice manager specialist advisor.

## Background to Ilkley Moor Medical Practice

Ilkley Moor Group Practice serves a registered population of 13,500 people. It covers the town of Ilkley and a rural population surrounding the villages of Nesfield, Beamsley, Askwith, Denton and Burley in Wharfedale in Yorkshire. It is an area in the 10% least deprived decile in the country.

The practice has seven GP partners and four salaried GPs (four male and eight female). The nursing team consists of five registered nurses, three health care assistants and a phlebotomist.

The practice is a training practice both for doctors in the second year following qualification and GP registrars (doctors specialising in becoming a GP).

When the practice is closed services are provided by Local Care Direct (LCD) which are contacted either by using the practice number or 111.

## Why we carried out this inspection

We inspected this service as part of our comprehensive inspection programme.

We carried out a comprehensive inspection of this service under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. The inspection was planned to check whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

## How we carried out this inspection

Before visiting, we reviewed a range of information that we hold about the practice and asked other organisations to share what they knew. We carried out an announced visit on 17 February 2016. During our visit we:

- Spoke with a range of staff including GPs, GP registrars, nurses, and administrative staff, a local pharmacist and a care home. We spoke with patients who used the service.
- We observed how people interacted with staff and talked with patients, carers and/or family members
- Reviewed comment cards where patients and members of the public shared their views and experiences of the service.'

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:

## Detailed findings

- 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)

# Are services safe?

## Our findings

### Safe track record and learning

There was an effective system in place for reporting and recording significant events.

- Staff told us they would inform the practice manager of any incidents and there was also a recording form available on the practice's computer system.
- The practice carried out a thorough analysis of the significant events.

We reviewed safety records, incident reports national patient safety alerts and minutes of meetings where these were discussed. Lessons were shared to make sure action was taken to improve safety in the practice. For example, the practice identified that a palliative care patient in a local care home had a delay in starting pain relief as the home was unable to set a syringe driver. Communication problems were identified and rectified, and the GP offered the care home staff training. In addition the practice staff now do weekly visits to the care home to pre-empt any potential problems.

When there were unintended or unexpected safety incidents, people receive reasonable support, truthful information, a verbal and written apology and were told about any actions to improve processes to prevent the same thing happening again.

### Overview of safety systems and processes

The practice had clearly defined and embedded systems, processes and practices in place to keep people safe and safeguarded from abuse, which included:

- Arrangements were in place to safeguard children and vulnerable adults from abuse that reflected relevant legislation and local requirements and policies were accessible to all staff. The policies clearly outlined who to contact for further guidance if staff had concerns about a patient's welfare. There was a lead member of staff for safeguarding. The GPs attended safeguarding meetings when possible and always provided reports where necessary for other agencies. Staff demonstrated they understood their responsibilities and all had received training relevant to their role. GPs were trained to Safeguarding level 3.

- A notice in the waiting room advised patients that staff would act as chaperones, if required. All staff who acted as chaperones were trained for the role and had received a Disclosure and Barring Service (DBS check). (DBS checks identify whether a person has a criminal record or is on an official list of people barred from working in roles where they may have contact with children or adults who may be vulnerable).
- The practice maintained appropriate standards of cleanliness and hygiene. We observed the premises to be clean and tidy. The practice nurse was the infection prevention and control (IPC) clinical lead who liaised with the IPC teams to keep up to date with best practice. There was an IPC protocol in place and staff had received up to date training. Annual infection prevention and control audits were undertaken and we saw evidence that action was taken to address any improvements identified as a result.
- The arrangements for managing medicines, including emergency drugs and vaccinations, in the practice kept patients safe (including obtaining, prescribing, recording, handling, storing and security). The practice carried out regular medicines audits, with the support of the local CCG pharmacy teams, to ensure prescribing was in line with best practice guidelines for safe prescribing. Prescription pads were securely stored and there were systems in place to monitor their use. Patient Group Directions had been adopted by the practice to allow nurses to administer medicines in line with legislation. The practice had a system for production of Patient Specific Directions to enable health care assistants to administer vaccinations.
- We reviewed four personnel files and found that appropriate recruitment checks had been undertaken prior to employment. For example, proof of identification, references, qualifications, registration with the appropriate professional body and the appropriate checks through the Disclosure and Barring Service.

### Monitoring risks to patients

Risks to patients were assessed and well managed.

- There were procedures in place for monitoring and managing risks to patient and staff safety. There was a health and safety policy available with a poster in the reception office. The practice had up to date fire risk assessments and carried out regular fire drills. All

## Are services safe?

electrical equipment was checked to ensure the equipment was safe to use and clinical equipment was checked to ensure it was working properly. The practice also had a variety of other risk assessments in place to monitor safety of the premises such as control of substances hazardous to health and infection control and legionella.

- Arrangements were in place for planning and monitoring the number of staff and mix of staff needed to meet patients' needs. There was a rota system in place for all the different staffing groups to ensure that enough staff were on duty.

### **Arrangements to deal with emergencies and major incidents**

The practice had adequate arrangements in place to respond to emergencies and major incidents.

- There was an instant messaging system on the computers in all the consultation and treatment rooms which alerted staff to any emergency.

- All staff received annual basic life support training and there were emergency medicines available in the treatment room.
- The practice had a defibrillator available on the premises and oxygen with adult and children's masks. There was also a first aid kit and accident book available.
- Emergency medicines were easily accessible to staff in a secure area of the practice and all staff knew of their location. All the medicines we checked were in date and fit for use.
- The practice had a comprehensive business continuity plan in place for major incidents such as power failure or building damage. The plan included emergency contact numbers for staff.

# Are services effective?

(for example, treatment is effective)

## Our findings

### Effective needs assessment

The practice assessed needs and delivered care in line relevant and current evidence based guidance and standards, including National Institute for Health and Care Excellence (NICE) best practice guidelines.

- The practice had systems in place to keep all clinical staff up to date. Staff had access to guidelines from NICE and used this information to deliver care and treatment that met peoples' needs.
- The practice monitored that these guidelines were followed through risk assessments, audits and random sample checks of patient records.

### Management, monitoring and improving outcomes for people

The practice used the information collected for the Quality Outcomes Framework (QOF) and performance against national screening programmes to monitor outcomes for patients. (QOF is a system intended to improve the quality of general practice and reward good practice). The most recent published results were 99% of the total number of points available. The practice reported 10% exceptions. This practice was not an outlier for any QOF (or other national) clinical targets. Data showed;

- Performance for diabetes related indicators was better than the CCG and national average for example the percentage of patients with blood sugar results within the normal range in the past 12 months was 89% compared to the national average of 78%.
- The percentage of patients with hypertension having regular blood pressure tests recorded within the normal range was better than the national average with the practice at 86% and the national average of 84%.
- Performance for mental health related indicators was better than the national average with the exception of patients with psychoses with an agreed care plan recorded in the last 12 months at 97% compared to national average of 88%.
- The dementia diagnosis rate was 1.4%, which was comparable to the CCG and national average.
- The practice undertook a programme of support to local care homes and monitored the success. At the start of the support programme in 2013 over a 6 month period there had been 417 residents attend at an

Emergency Department, with 69 being admitted to hospital. Following intervention this figure had reduced to 98 attendances and 64 admissions in the same period in 2014, and 69 attendances and 49 admissions in the same period in 2015. This learning is currently being shared by the CCG with other practices.

Clinical audits demonstrated quality improvement.

- There had been four clinical audits completed in the last two years, two of these were completed audits where the improvements made were implemented and monitored.
- The practice participated in applicable local audits, national benchmarking, accreditation, peer review and research.
- Findings were used by the practice to improve services. For example, recent action taken as a result included improved diagnoses of pre diabetes from patients measured blood sugar levels, and by providing healthy lifestyle advice to aid prevention of developing the disease.

### Effective staffing

Staff had the skills, knowledge and experience to deliver effective care and treatment.

- The practice had an induction programme for newly appointed non-clinical members of staff that covered such topics as safeguarding, infection prevention and control, fire safety, health and safety and confidentiality.
- The practice could demonstrate how they ensured role-specific training and updating for relevant staff e.g. for those reviewing patients with long-term conditions, administering vaccinations and taking samples for the cervical screening programme.
- The learning needs of staff were identified through a system of appraisals, meetings and reviews of practice development needs. Staff had access to appropriate training to meet these learning needs and to cover the scope of their work. This included ongoing support during sessions, one-to-one meetings, coaching and mentoring, clinical supervision and facilitation and support for the revalidation of doctors. All of the staff had received an appraisal within the last 12 months.

# Are services effective?

## (for example, treatment is effective)

- Staff received training that included: safeguarding, fire procedures, basic life support and information governance awareness. Staff had access to and made use of e-learning training modules and in-house training.

### Coordinating patient care and information sharing

The information needed to plan and deliver care and treatment was available to relevant staff in a timely and accessible way through the practice's patient record system and their intranet system.

- This included care and risk assessments, care plans, medical records and investigation and test results. Information such as NHS patient information leaflets were also available.
- The practice shared relevant information with other services in a timely way, for example when referring people to other services.

Staff worked together and with other health and social care services to understand and meet the range and complexity of people's needs and to assess and plan ongoing care and treatment. This included when people moved between services, including when they were referred, or after they are discharged from hospital. We saw evidence that multi-disciplinary team meetings took place on a fortnightly basis and that care plans were routinely reviewed and updated.

### Consent to care and treatment

Staff sought patients' consent to care and treatment in line with legislation and guidance.

- Staff understood the relevant consent and decision-making requirements of legislation and guidance, including the Mental Capacity Act 2005.
- When providing care and treatment for children and young people, staff carried out assessments of capacity to consent in line with relevant guidance such as Gillick competency.
- Where a patient's mental capacity to consent to care or treatment was unclear the GP or practice nurse assessed the patient's capacity and, where appropriate, recorded the outcome of the assessment.
- The process for seeking consent was monitored through records audits to ensure it met the practices responsibilities within legislation and followed relevant national guidance.

### Health promotion and prevention

The practice identified patients who may be in need of extra support.

- These included patients in the last 12 months of their lives, carers, those at risk of developing a long-term condition, those requiring advice on their diet, smoking and alcohol cessation and counselling. Patients were then signposted to the relevant service.

The practice had a failsafe system for ensuring results were received for every sample sent as part of the cervical screening programme. The practice's uptake for the cervical screening programme was 82%, which was the same as the national average. There was a policy to offer telephone reminders for patients who did not attend for their cervical screening test. The practice also encouraged its patients to attend national screening programmes for bowel and breast cancer screening.

Childhood immunisation rates for the vaccinations given were comparable to CCG/national averages. For example, childhood immunisation rates for the vaccinations given to under two year olds ranged from 83% to 99% (compared to CCG average of 84.9% to 100% and five year olds from 96% to 99% (compared to a CCG average of 90 to 98%). Flu vaccination rates for the over 65s were 73%, the same as the national average.

Patients had access to appropriate health assessments and checks. These included health checks for new patients and NHS health checks for people aged 40–74. Appropriate follow-ups on the outcomes of health assessments and checks were made, where abnormalities or risk factors were identified.

There was evidence of health promotion activities of the Patient Council (PC) in the reception area with news items, current information and topic based health education.

The practice holds regular Health Awareness Events in conjunction with the Patient Participation Council to promote the awareness of healthcare of the entire patient population. Residents who are not registered at the practice were also encouraged to attend by the local media writing about the events.

# Are services caring?

## Our findings

### Respect, dignity, compassion and empathy

We observed that members of staff were courteous and very helpful to patients and treated people dignity and respect.

- Curtains were provided in consulting rooms to maintain patients' privacy and dignity during examinations, investigations and treatments.
- We noted that consultation and treatment room doors were closed during consultations and that conversations taking place in these rooms could not be overheard.
- Reception staff knew when patients wanted to discuss sensitive issues or appeared distressed and could offer them a private room to discuss their needs.

The 46 patient CQC comment cards we received were positive about the service experienced. Patients said they felt the practice offered a good level of service and staff were helpful, caring and treated them with dignity and respect.

Patients told us that since the new surgery was built in 2001 the reception area lacked confidentiality as conversations could be overheard. The practice was aware of this and the private room facilities were highlighted but they were also investigating other options to ensure confidentiality for example sound boards to reduce the resonance.

We also spoke with the patient council. They told us they were satisfied with the care provided by the practice and said their dignity and privacy was respected. Comment cards highlighted that staff responded compassionately when they needed help and provided support when required.

Results from the national GP patient survey showed patients felt they were treated with compassion, dignity and respect. The practice was above average for its satisfaction scores on consultations with doctors and nurses. For example:

- 88% said the GP was good at listening to them compared to the CCG average of 91% and national average of 89%.
- 94% said the GP gave them enough time (CCG average 90%, national average 87%).

- 99% said they had confidence and trust in the last GP they saw (CCG average 96%, national average 95%)
- 99% said the last GP they spoke to was good at treating them with care and concern (CCG average 88%, national average 85%).
- 96% said the last nurse they spoke to was good at treating them with care and concern (CCG average 92%, national average 90%).
- 90% said they found the receptionists at the practice helpful (CCG average 86%, national average 87%)

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

Patients told us that they felt involved in decision making about the care and treatment they received. They also told us they felt listened to and supported by staff and had sufficient time during consultations to make an informed decision about the choice of treatment available to them. Patient feedback on the comment cards we received was also positive and aligned with these views.

Results from the national GP patient survey showed patients responded positively to questions about their involvement in planning and making decisions about their care and treatment. Results were in better than local and national averages. For example:

- 95% said the last GP they saw was good at explaining tests and treatments compared to the CCG average of 88% and national average of 86%.
- 84% said the last GP they saw was good at involving them in decisions about their care (CCG average 83%, national average 81%)

Staff told us that interpreter services were available for patients who did not have English as a first language. Patients were identified on the practice system and for some patients interpreters were automatically booked by administrative staff.

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

Notices in the patient waiting room told patients how to access a number of support groups and organisations. This was also promoted at the Healthcare Event.

The practice's computer system alerted GPs if a patient was also a carer. Written information was available to direct carers to the various avenues of support available to them.

## Are services caring?

Staff told us that if families had experienced bereavement, their usual GP contacted them and visited.

# Are services responsive to people's needs?

(for example, to feedback?)

## Our findings

### Responding to and meeting people's needs

The practice reviewed the needs of its local population and engaged with the NHS England Area Team and Clinical Commissioning Group (CCG) to secure improvements to services where these were identified.

- The practice offered an extended hours on a Monday, Tuesday and Wednesday for working patients who could not attend during normal opening hours.
- There were longer appointments available for people with a learning disability.
- Home visits were available for older patients / patients who would benefit from these.
- Same day appointments were available for children and those with serious medical conditions.
- There were disabled facilities, hearing loop and translation services available.

### Access to the service

The practice was open between 7.30am and 7.30pm Monday, Tuesday and Wednesday, 7.30am and 6pm Thursday and 8am to 6pm on Friday, and offered appointments throughout this period. In addition to pre-bookable appointments that could be booked up to three months for a doctor and up to one year in advance for a nurse, urgent appointments were also available on the same day for people that needed them.

Results from the national GP patient survey showed that patient's satisfaction with how they could access care and treatment was better than local and national averages. People we spoke with on the day told us that they were able to get appointments when they needed them.

- 84% of patients were satisfied with the practice's opening hours compared to the CCG average of 74% and national average of 75%.

- 94% patients said they could get through easily to the surgery by phone (CCG average 72%, national average 73%).
- 87% patients described their experience of making an appointment as good (CCG average 71%, national average 73%).
- 85% patients said they usually waited 15 minutes or less after their appointment time (CCG average 71%, national average 65%).

### Listening and learning from concerns and complaints

The practice had an effective 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.
- There was a designated responsible person who handled all complaints in the practice.
- We saw that information was available to help patients understand the complaints system, posters and information leaflets were readily available for patients to access.

We looked at five complaints received in the last three months and found the complaints captured verbal and written issues raised by patients, colleagues, and other stakeholders. The complaints were appropriately handled, dealt with in a timely way, and demonstrated openness and transparency when dealing with the complaint etc. Lessons were learnt from concerns and complaints and action was taken as a result to improve the quality of care. For example, when a temporary resident requested a number of controlled drugs the practice issued only one weeks supply and involved the local drug and alcohol team who in turn informed local practices of the risk of drug seeking activity by the patient.

# 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.

- The practice had a robust strategy and supporting business plans which reflected the vision and values and were regularly monitored.

### Governance arrangements

The practice had an overarching governance framework which supported the delivery of the strategy and good quality care. This outlined the structures and procedures in place and ensured that:

- There was a clear staffing structure and that staff were aware of their own roles and responsibilities
- Practice specific policies were implemented and were available to all staff
- A comprehensive understanding of the performance of the practice
- A programme of continuous clinical and internal audit which was used to monitor quality and to make improvements
- There were robust arrangements for identifying, recording and managing risks, issues and implementing mitigating actions

### Leadership, openness and transparency

The partners in the practice had the experience, capacity and capability to run the practice and ensure high quality care. They prioritised safe, high quality and compassionate care. The partners were visible in the practice and staff told us that they were approachable and always took the time to listen to all members of staff.

The provider was aware of and complied with the requirements of the Duty of Candour. The partners encouraged a culture of openness and honesty. The practice had systems in place for knowing about notifiable safety incidents

When there were unexpected or unintended safety incidents:

- the practice gave affected people reasonable support, truthful information and a verbal and written apology

- They kept written records of verbal interactions as well as written correspondence.

There was a clear leadership structure in place and staff felt supported by management.

- Staff told us that the practice held regular team meetings.
- Staff told us that there was an open culture within the practice and they had the opportunity to raise any issues at team meetings and were confident in doing so and felt supported if they did. We also noted that practice learning team away half days were held five times per year.
- Staff said they felt respected, valued and supported, particularly by the partners in the practice. All staff were involved in discussions about how to run and develop the practice, and the partners encouraged all members of staff to identify opportunities to improve the service delivered by the practice.

### Seeking and acting on feedback from patients, the public and staff

The practice encouraged and valued feedback from patients, the public and staff. It proactively sought patients' feedback and engaged patients in the delivery of the service.

- It had gathered feedback from patients through the patient participation group (PPG) and through surveys and complaints received. There was an active PPG which met on a regular basis, carried out patient surveys and submitted proposals for improvements to the practice management team. For example, the practice deliver annual health awareness days in partnership with the PC. This event involves the whole town with promotional stands from a variety of stakeholders including Age UK and a range of other voluntary and private agencies. This has been an ongoing arrangement over a number of years.
- The practice had also gathered feedback from staff through practice learning time and generally through staff meetings, appraisals and discussion. Staff told us they would not hesitate to give feedback and discuss any concerns or issues with colleagues and management. Staff told us they felt involved and engaged to improve how the practice was run.

# Are services well-led?

Good 

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

- There was evidence of the practice proactively seeking views of the patients through a series of PC workshop feedback. We saw that communication was one theme and the practice had taken suggestions from the PC as to the issues and suggestions.
- The practice had excellent links with the local community and had a high school pupil as part of the PC and had organised artwork to be displayed in the reception area from a local primary school.
- The PC has excellent relations with the local newspaper, the Ilkley Gazette, and use this link to promote health related subjects and promote the positive work in the practice.
- The practice had been awarded a Quality Practice Award from the Royal College of GPs. At the time of the award this was only one of 13 such awards given at the time in September 2011. This award remains current until September 2016

## Continuous improvement

There was a strong focus on continuous learning and improvement at all levels within the practice. The practice team was forward thinking and part of local pilot schemes to improve outcomes for patients in the area. For example, the practice undertook a programme of support to local care homes and monitored the success. This learning is currently being shared by the CCG with other practices.