

# Dr Mixer and Partners

## Quality Report

The Old Fire Station  
Albert Terrace  
Beverley  
Humberside  
HU17 8JW

Tel: 01482 862236

Website: <http://www.oldfirestationsurgery.nhs.uk/>

Date of inspection visit: 1 April 2016

Date of publication: 22/06/2016

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

## Contents

### Summary of this inspection

	Page
Overall summary	2
The five questions we ask and what we found	4
The six population groups and what we found	7
What people who use the service say	11
Areas for improvement	11
Outstanding practice	11

### Detailed findings from this inspection

Our inspection team	13
Background to Dr Mixer and Partners	13
Why we carried out this inspection	13
How we carried out this inspection	13
Detailed findings	15

## Overall summary

### Letter from the Chief Inspector of General Practice

We carried out an announced comprehensive inspection at Dr Mixer and Partners on 1 April 2016. 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. Improvements were made to the quality of care as a result of complaints and concerns.
- Patients said they were able to get same day appointments and pre bookable appointments were available.
- 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 an area of outstanding practice.

- The practice provided a specialist led dermatology clinic which was operated jointly by a Dermatology Consultant and a GP with a special interest in dermatology. This incorporated minor surgery. When necessary the practice also assessed patients for

# Summary of findings

cryotherapy and phototherapy treatment and patch testing. The practice employed a specialist dermatology nurse who contributed to these services. The service was available to the practices' own patients and patients from other practices in the local area.

- The practice had also invested in a phototherapy unit which was used to treat chronic skin problems for the practice's own patients and for other patients in the local area. This service had been running since 2011 and an audit conducted in 2013 showed very positive results. There had been a reduction of 307 patients who had not needed a referral to hospital for their treatment. The audit also measured the clinical improvement in 54 patient's skin problem and their quality of life; in all but two patients there was improvement in both these areas. Feedback

from patients was also very positive with patients describing the service as excellent. They also commented on the convenience of not having to travel to hospital for treatment and being able to access early morning appointments before they started work.

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

Importantly the provider should:

- Ensure staff have access to procedures for the management of controlled drugs.
- Ensure all staff are up to date with mandatory training.

**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.
- Patients affected by significant events received a timely apology and were told about actions taken 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 comparable to the local CCG and national average.
- 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 staff. Some staff had not had an appraisal in the previous twelve months but these were scheduled in.
- 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 from the national survey 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. We observed a patient-centred culture.
- Information for patients about the services available was easy to understand and accessible.
- We 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.

- The practice 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. For example, the practice worked with the CCG and the community staff to identify their patients who were at high risk of attending accident and emergency (A/E) or having an unplanned admission to hospital. Care plans were developed to reduce the risk of unplanned admission or A/E attendances.
- Patients said urgent appointments were available the same day however it could be difficult to get through on the telephone. Pre-bookable appointments were available. There was continuity of care.
- Late evening and Saturday morning appointments were available with the GPs and early morning appointments for blood tests.
- Telephone consultations were available for working patients who could not attend during surgery hours or for those whose problem could be dealt with on the phone.
- The practice had good facilities and was well equipped to treat patients and meet their needs. However there were plans to carry out improvements for disabled access.
- 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.

Good



## Are services well-led?

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

- The practice had a clear vision and strategy to deliver high quality care and promote good outcomes for 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 to govern activity.
- There was an overarching governance framework which supported the delivery of the strategy and good quality care. This included arrangements to monitor and improve quality and identify risk.

Good



# Summary of findings

- 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.
- The practice proactively sought feedback from staff and patients, which it acted on.
- 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.

- The practice offered proactive, personalised care to meet the needs of the older people in its population. Patients over the age of 75 had a named GP.
- They were responsive to the needs of older people, and offered home visits and urgent appointments for those with enhanced needs. The practice had developed a risk tool to assess the patients most at risk and had carried out a clinical assessment of wellbeing, a review of medication and an assessment of future care needs for these older patients.
- Nationally reported data for 2014/2015 showed that outcomes were good for conditions commonly found in older people. For example, performance for heart failure indicators was 100%; this was 1.9% above the local CCG average and 2.1% above the England average.

Good



### People with long term conditions

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

- Nursing staff had lead roles in chronic disease management and patients at risk of hospital admission were identified as a priority.
- Nationally reported data for 2014/2015 showed that outcomes for patients with long term conditions were good. For example, the percentage of patients on the diabetes register, with a record of a foot examination and risk classification within the preceding 12 months was 90.9%. This was 2.6% above the local CCG and England average.
- Longer appointments and home visits were available when needed.
- Patients with LTCs 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 GPs worked with relevant health and care professionals to deliver a multidisciplinary package of care.

Good



### Families, children and young people

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

Good



# Summary of findings

- 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 or who failed to attend hospital appointments.
- Immunisation rates were relatively high for all standard childhood immunisations. For example, rates for all but one immunisation given to children aged 12 months, 24 months and five years were 92% or above.
- 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.
- Nationally reported data from 2014/2015 showed the practice's uptake for the cervical screening programme was 80.1%. This was 4.8% below the local CCG average and 1.7% below the England average.
- Appointments were available outside of school hours and the premises were suitable for children and babies.
- There was a 'one stop shop' approach which offered a post natal check appointment for the mother that was followed by an appointment with the nurse for the baby to have their first immunisations.
- We saw good examples of joint working with midwives, health visitors and school nurses. The practice monitored any non-attendance of babies and children at vaccination clinics and worked with the health visiting service to follow up any concerns.
- There was specific information on the practice website about support available for young carers.

## **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).

- 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.
- Telephone consultations were available every day with a call back appointment arranged at a time to suit the patient, for example during their lunch break.

Good



# Summary of findings

- Late evening and Saturday morning appointments were available with the GPs and early morning appointments for blood tests.

## 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 registers of patients living in vulnerable circumstances which included those with a learning disability.
- The practice offered longer appointments for people with a learning disability.
- Nursing staff used easy read leaflets and pictures to assist patients with learning disabilities to understand their treatment.
- The practice regularly worked with multi-disciplinary teams in the case management of vulnerable people.
- The practice 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.
- Telephone interpretation services were available and information leaflets in different languages were provided when required.

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).

- Nationally reported data from 2014/2015 showed 83% of people diagnosed with dementia had had their care reviewed in a face to face meeting in the preceding 12 months. This was 1% below the local CCG and England average.
- Nationally reported data from 2014/2015 showed the percentage of patients with schizophrenia, bipolar affective disorder and other psychoses who had a comprehensive care plan documented in their record in the preceding 12 months was 76.2%. This was 14.7% below the local CCG average and 12.1% below the England average.
- The practice regularly worked with multi-disciplinary teams in the case management of people experiencing poor mental health, including those with dementia.

Good



# Summary of findings

- The practice carried out advanced 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.
- The practice had a system in place to follow up patients who had attended accident and emergency where they may have been experiencing poor mental health.
- One of the GPs was a Deprivation of Liberty assessor and Mental Health Act assessor. This enabled them to support patients who did not have capacity or were experiencing mental health crises.

# Summary of findings

## What people who use the service say

The National GP patient survey results published in January 2016 showed the practice was performing similar to the local CCG and national averages in most areas. There were 238 survey forms distributed for Dr Mixer and Partners and 128 forms were returned, representing 1% of the practice's patient list.

- 53% found it easy to get through to this surgery by phone compared with the local CCG average of 68% and national average of 73%.
- 91% were able to get an appointment to see or speak to someone the last time they tried compared with the local CCG average of 86% and national average of 85%.
- 88% described the overall experience of their GP surgery as good compared with the local CCG average of 87% and national average of 85%.
- 84% said they would recommend their GP surgery to someone new to the area compared to the local CCG average of 81% and national average of 78%.

As part of our inspection we asked for Care Quality Commission (CQC) comment cards to be completed by patients prior to our visit. We received three completed comment cards which were very positive about the standard of care received. Patients said staff were polite and helpful and treated them with dignity and respect. Patients described the service as excellent and very good and said staff were friendly, caring, listened to them and provided advice and support when needed.

We spoke with ten patients during the inspection including one member of the Patient Participation Group. They also confirmed that they had received good care and attention and staff treated them with dignity and respect.

Feedback on the comments cards and from patients we spoke with reflected the results of the national survey. Patients were very satisfied with the care and treatment received.

## Areas for improvement

### Action the service SHOULD take to improve

- Ensure staff have access to procedures for the management of controlled drugs.
- Ensure all staff are up to date with mandatory training.

## Outstanding practice

We saw an area of outstanding practice.

- The practice provided a specialist led dermatology clinic which was operated jointly by a Dermatology Consultant and a GP with a special interest in dermatology. This incorporated minor surgery. When necessary the practice also assessed patients for cryotherapy and phototherapy treatment and patch testing. The practice employed a specialist dermatology nurse who contributed to these services. The service was available to the practices' own patients and patients from other practices in the local area.
- The practice had also invested in a phototherapy unit which was used to treat chronic skin problems for the practice's own patients and for other patients in the local area. This service had been running since 2011 and an audit conducted in 2013 showed very positive results. There had been a reduction of 307 patients who had not needed a referral to hospital for their treatment. The audit also measured the clinical improvement in 54 patient's skin problem and their quality of life; in all but two patients there was improvement in both these areas. Feedback from patients was also very positive with patients describing the service as excellent. They also

# Summary of findings

commented on the convenience of not having to travel to hospital for treatment and being able to access early morning appointments before they started work.

# Dr Mixer and Partners

## Detailed findings

### Our inspection team

#### Our inspection team was led by:

Our inspection team was led by a CQC Inspector and included a GP Specialist Advisor and a Practice Manager Specialist Advisor.

## Background to Dr Mixer and Partners

Dr Mixer and Partners (also known as the Old Fire Station) is located in the centre of Beverley and is close to local bus routes. There is a small amount of parking available at the practice and a number of pay and display car parks close by. The practice is in an adapted building and consulting and treatment rooms are available on the ground floor. There is one branch site on Samman Road in Beverley; this was not visited during the inspection.

The practice provides services under a General Medical Services (GMS) contract with the NHS North Yorkshire and Humber Area Team to the practice population of 10227, covering patients of all ages.

The proportion of the practice population in the 65 years and over age group is slightly above the England average. The practice population in the under 18 age group is slightly below the England average. The practice scored nine on the deprivation measurement scale, the deprivation scale goes from one to ten, with one being the most deprived. People living in more deprived areas tend to have a greater need for health services.

The practice has four GP partners, two salaried GPs and a GP Registrar, all full time. There is also a full time junior doctor who was in training at the practice. There are five

male and three female doctors. There are three practice nurses, a dermatology specialist nurse, one health care assistant and a phlebotomist; all female and all work part time. There are two practice managers, an office supervisor and a team of administration, reception and secretarial staff.

The Old Fire Station site is open between 8am to 6pm Monday to Friday. Appointments are available from 9am to 11.30am and 2pm to 5.30pm Monday to Friday. There is extended opening one evening a week from 7pm to 9.15pm and on a Saturday morning from 8am to 1pm for pre-booked appointments only. The Samman Road surgery is open from 8.30am to 10.30am and operates a sit and wait service. Information about the opening times for both sites is available on the website and in the patient information leaflet.

The practice, along with all other practices in the East Riding of Yorkshire CCG area have a contractual agreement for the Out of Hours provider to provide OOHs services from 6pm. This has been agreed with the NHS England area team.

The practice has opted out of providing out of hours services (OOHs) for their patients. When the practice is closed patients use the 111 service to contact the OOHs provider. Information for patients requiring urgent medical attention out of hours is available in the waiting area, in the practice information leaflet and on the practice website.

The practice is a training practice for GP Registrars and a teaching practice for third, fourth and fifth year medical students from the Hull York Medical School. One of the GPs was awarded Tutor of the Year in 2014 and 2015 by the Hull, York Medical School.

# Detailed findings

## Why we carried out this inspection

We inspected this service as part of our comprehensive inspection programme. We carried out an announced inspection 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

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 to share what they knew. We reviewed policies, procedures and other information the practice provided before and during the inspection. We carried out an announced visit on 1 April 2016. During our visit we:

- Spoke with a range of staff including two GPs, the dermatology specialist nurse, a practice nurse and a health care assistant. We also spoke with the two practice managers, the office supervisor and members of the receptionist/administration and secretarial staff.
- Spoke with ten patients who used the service including one member of the patient participation group (PPG).
- Reviewed three comment cards where patients and members of the public shared their views and experiences of the service.
- Observed how staff spoke to, and interacted with patients when they were in the practice and on the telephone.

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

# 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 a recording form available on the practice's computer system. The incident recording form supported the recording of notifiable incidents under the duty of candour. (The duty of candour is a set of specific legal requirements that providers of services must follow when things go wrong with care and treatment).
- Patients affected by incidents received a timely apology and were told about actions taken to improve processes to prevent the same thing happening again.
- The practice carried out a thorough analysis of incidents and they were discussed at the practice meetings.
- Lessons were shared with individual staff involved in incidents to make sure action was taken to improve safety in the practice. However lessons were not always shared with staff if they were not involved in the incident.

We reviewed safety records, incident reports, national patient safety alerts and minutes of meetings where these were discussed. Safety alerts were disseminated to staff and action taken, however the action taken was not always documented. Following incidents lessons were shared to make sure action was taken to improve safety in the practice. For example, a blood sample was labelled incorrectly and when this was discussed it was concluded that the length of time for the appointment contributed to the error. Following the incident the amount of time for this type of appointment was increased from seven to ten minutes to minimise the risk of a recurrence.

### Overview of safety systems and processes

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

- Arrangements were in place to safeguard adults and children from abuse that reflected relevant legislation and local requirements. Policies and procedures 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 staff told us they had received training relevant to their role. GPs were trained to safeguarding children level three.

- Information telling patients that they could ask for a chaperone if required was visible in the consulting rooms and in the waiting room. All staff who acted as chaperones were trained for the role. Disclosure and Barring Service check (DBS check) had been carried out for some staff that chaperoned and there was a documented risk assessment completed for staff who had not had a 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. One of the practice nurses was the infection prevention and control (IPC) lead who liaised with the local IPC teams to keep up to date with best practice. There was an infection control protocol in place and staff had received training. All waste bins were not foot operated. Infection control monitoring and hand hygiene audits were undertaken throughout the year. An annual infection control audit had been completed. Action was taken to address any improvements identified.
- The arrangements for managing medicines in the practice, including emergency drugs and vaccinations, kept patients safe (including obtaining, prescribing, recording, handling, storing and security). We checked medicines stored in the treatment rooms, doctors bags, and medicine refrigerators and found they were stored securely with access restricted to authorised staff. Processes were in place for handling repeat prescriptions which included the review of high risk medicines, not all staff were aware of where to access the policy for repeat prescribing. 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 however there was no system in place which would identify if blank

## Are services safe?

prescriptions were missing. Patient Group Directions had been adopted by the practice to allow nurses to administer medicines in line with legislation. The Health Care Assistants were trained to administer medicines against a patient specific prescription or direction from a prescriber.

- The practice held stocks of controlled drugs (CDs) (medicines that require extra checks and special storage because of their potential misuse) and these were been managed safely. However there was no standard operating procedure in place for the management of CDs. There were also arrangements in place for the destruction of controlled drugs.
- We reviewed four personnel files and found that appropriate recruitment checks had been undertaken prior to employment. For example, proof of identification, qualifications, registration with the appropriate professional body and the appropriate checks through the Disclosure and Barring Service. We noted in two files that no references had been obtained.

### Monitoring risks to patients

Risks to patients were assessed and well managed.

- There were procedures in place for monitoring and managing risks to patients and staff safety. There was a health and safety policy available and a poster with details of responsible people. The practice had an up to date fire risk assessment. Fire drills had not been carried out but staff were aware of what to in the event of a fire. We saw evidence that staff had responded appropriately when the fire alarm had gone off. Fire Marshall training had been arranged for the 27 April 2016 for nominated staff.
- All 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, 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 system in place for the different staff groups to ensure that enough staff were on duty. Staff we spoke with told us they provided cover for sickness and holidays and locums were engaged when required.

### Arrangements to deal with 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 basic life support training. Two of the GPs were qualified in advanced life support.
- The practice had a defibrillator available on the premises and oxygen, with adult and children's masks.
- There was 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. We checked medicines were in date and stored securely.
- The practice had a 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 with 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 and 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 for 2014/2015 showed the practice achieved 97.2% of the total number of points available, with 11% exception reporting. (Exception reporting is the removal of patients from QOF calculations where, for example, the patients are unable to attend a review meeting or certain medicines cannot be prescribed because of side effects). Lower exception reporting rates are more positive. This practice was not an outlier for any QOF (or other national) clinical targets. Data from 2014/15 showed;

- The percentage of patients on the diabetes register, with a record of a foot examination and risk classification within the preceding 12 months was 90.9%. This was 2.6% above the local CCG and England average.
- The percentage of patients with asthma, who had had an asthma review in the preceding 12 months that included an assessment of asthma control, was 72%. This was 4% below the local CCG average and 2% below the England average.
- The percentage of patients with Chronic Obstructive Pulmonary Disease (COPD) who had had a review,

undertaken by a healthcare professional, including an assessment of breathlessness in the preceding 12 months was 92%. This was 3% above the local CCG average and 2% above the national average.

- The percentage of patients diagnosed with dementia who had had their care reviewed in a face to face meeting in the preceding 12 months was 83%. This was 1% below the local CCG average and England average.

Clinical audits demonstrated quality improvement.

- There had been three clinical audits completed in the last two years, one of these was a completed audit where the improvements made were implemented and monitored.
- The practice participated in applicable local audits, national benchmarking, accreditation and peer review.

Findings were used by the practice to improve services. For example, an audit was done to check if patients that had kidney dysfunction that were taking Metformin (a medicine to control blood sugar in diabetes) were having the medicine prescribed in line with current guidelines. The audit confirmed that metformin was being prescribed in line with current guidelines.

### Effective staffing

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

- The practice had an induction programme for all newly appointed staff. This 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, for example, for those reviewing patients with long-term conditions. Nursing staff had completed training in diabetes, respiratory disease and asthma.
- Staff administering vaccines and taking samples for the cervical screening programme had received specific training which had included an assessment of competence. Staff who administered vaccines could demonstrate how they stayed up to date with changes to the immunisation programmes, for example by access to on line resources and discussion at practice meetings.
- The learning needs of staff were identified through a system of appraisals, meetings and reviews of practice

# Are services effective?

## (for example, treatment is effective)

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 staff meetings, one-to-one meetings, appraisals, supervision and support for the revalidation of the GPs and nurses. Not all staff had had an appraisal in the previous 12 months; we saw evidence that these were scheduled for May and June 2016.

- 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 test results. Information such as NHS patient information leaflets was also available.
- The practice shared relevant information with other services in a timely way, for example when people were referred 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 on-going care and treatment. This included when people moved between services, including when they were referred, or after they were discharged from hospital. We saw evidence that multi-disciplinary team meetings took place quarterly and that care plans were routinely reviewed and updated.

### Consent to care and treatment

- Staff understood the relevant consent and decision-making requirements of legislation and guidance, including the Mental Capacity Act 2005. One of the GPs was a Deprivation of Liberty assessor and Mental Health Act assessor. This enabled them to support patients who did not have capacity or were experiencing mental health crises. When providing care and treatment for children and young people, staff carried out assessments of capacity to consent in line with relevant guidance.

- 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.
- Staff sought patients' consent to care and treatment in line with legislation and guidance. The process for seeking consent had not been monitored through records or minor surgery audits to ensure it met the practices responsibilities within legislation and followed relevant national guidance.

### Health promotion and prevention

Patients who may be in need of extra support were identified by the practice.

- 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 those with mental health problems. Patients were then signposted to the relevant service.
- The practice referred and sign posted people who needed support for alcohol or drug problems to local counselling services.

The practice had a comprehensive screening programme. Nationally reported data from 2014/2015 showed the practice's uptake for the cervical screening programme was 80.1%. This was 4.8% below the local CCG average and 1.7% below the England average. Nursing staff used easy read leaflets and pictures to assist patients with learning disabilities to understand the procedure. There was a policy to send written reminders for patients who did not attend for their cervical screening test. The practice ensured a female sample taker was available. The practice also encouraged its patients to attend national screening programmes for bowel and breast cancer screening.

Data from 2014/2015 showed childhood immunisation rates for the vaccinations given were relatively high and were comparable to the local CCG and national averages for children aged 12 months, two and five years. For example, rates for all but one of the immunisations were 92% or above.

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. Nationally reported data from 2014/2015 showed the percentage of

## Are services effective? (for example, treatment is effective)

patients aged 45 or over who had a record of blood pressure in the preceding five years was 88.6%, this was

2.3% below the local CCG average and 2.4% below the England average. Appropriate follow-ups on the outcomes of health assessments and checks were made, where abnormalities or risk factors were identified.

# Are services caring?

## Our findings

### Respect, dignity, compassion and empathy

We observed throughout the inspection that members of staff were courteous and very helpful to patients and they were treated with 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 confidential conversations taking place in these rooms could not be overheard.
- Reception staff knew when patients wanted to discuss sensitive issues or appeared distressed they could offer them the opportunity to discuss their needs in private.

Feedback on the three patient CQC comment cards we received was very positive about the service experienced. Patients said they felt the practice offered an excellent service and staff were helpful, caring and treated them with dignity and respect.

We spoke with ten patients including one member of the patient participation group (PPG). They also 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. We observed staff assisting patients with prescription queries that had occurred with online ordering. The staff spoke with the Doctors to resolve them so patients did not have to return later.

Results from the national GP patient survey published in January 2016 showed patients were very satisfied with how they were treated and that this was with compassion, dignity and respect. The practice was above or similar to the local CCG and national average for questions about how they were treated by the GPs, nurses and receptionists. For example:

- 93% said the last GP they saw was good at giving them enough time compared to the local CCG average of 91% and national average of 87%.

- 90% said the last GP they saw was good at listening to them compared to the local CCG average of 91% and national average of 89%.
- 92% said the last GP they saw or spoke to was good at treating them with care and concern compared to the local CCG average of 88% and national average of 85%.
- 96% said they had confidence and trust in the last GP they saw or spoke to compared to the local CCG average of 97% and national average of 95%.
- 96% said the last nurse they saw or spoke to was good at giving them enough time compared to the local CCG average of 95% and national average of 92%.
- 96% said the last nurse they saw or spoke to was good at listening to them compared to the local CCG average of 93% and national average of 91%.
- 93% said the last nurse they saw or spoke to was good at treating them with care and concern compared to the local CCG average of 92% and national average of 91%.
- 98% said they had confidence and trust in the last nurse they saw or spoke to compared to the local CCG average of 98% and national average of 97%.
- 90% said they found the receptionists at the practice helpful compared to the local CCG average of 87% and national average of 87%.

The percentage of patients in the GP patient survey that said the GP or nurse was poor or very poor at giving them enough time and listening to them was 4% or less; this was similar to the local CCG and national average.

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

Patients told us 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 from 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 above or similar to the local CCG and national averages. For example:

## Are services caring?

- 92% said the last GP they saw or spoke to was good at explaining tests and treatments compared to the local CCG average of 89% and national average of 86%.
- 84% said the last GP they saw or spoke to was good at involving them in decisions about their care compared to the local CCG average of 85% and national average of 82%.
- 93% said the last nurse they saw or spoke to was good at explaining tests and treatments compared to the local CCG average of 91% and national average of 90%.
- 89% said the last nurse they saw or spoke to was good at involving them in decisions about their care compared to the local CCG average of 87% and national average of 85%.

The practice provided facilities to help patients be involved in decisions about their care:

- Staff told us that translation services were available for patients who did not have English as a first language. There was no notice in the reception area informing patients this service was available.

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

There was a carers section on the practice website advising patients how to register with the practice and information about various support available. There was specific information about support available for young carers. There was no information available in the waiting room to direct carers to the various avenues of support available to them.

The practice's computer system alerted GPs if a patient was also a carer. The practice had identified 90 patients as carers; this was 0.8% of the practice list. Staff sign posted carers to local services for support and advice.

GPs gave their personal telephone numbers to patients or relatives so they could contact them on a weekend if they wanted to discuss a palliative care patient. Staff told us that if families had suffered bereavement the practice would always contact them and arrange a visit if requested. The GP also offered support and signposted the patient/family to bereavement support groups and other agencies if appropriate.

# Are services responsive to people's needs?

(for example, to feedback?)

## Our findings

### Responding to and meeting people's needs

The practice worked with the local CCG to plan services and to improve outcomes for patients in the area. For example, the practice worked with the CCG and the community staff to identify their patients who were at high risk of attending accident and emergency (A/E) or having an unplanned admission to hospital. Care plans were developed to reduce the risk of unplanned admission or A/E attendances. One of the practice nurses was responsible for visiting these patients at home and also for seeing patients after they were discharged from hospital.

Services were planned and delivered to take into account the needs of different patient groups and to help provide flexibility, choice and continuity of care. For example;

- There were longer appointments available for people with a learning disability.
- Appointments could be made on line, via the telephone and in person.
- Telephone consultations were available for working patients who could not attend during surgery hours or for those whose problem could be dealt with on the phone.
- Late evening and Saturday morning appointments were available with the GPs and early morning appointments for blood tests.
- Home visits were available for older patients and patients who had clinical needs which resulted in difficulty attending the practice.
- Urgent access appointments were available for children and those with serious medical conditions.
- Consulting and treatment rooms were all on the ground floor. There was no ramp access or disabled toilet. However the practice had been successful in a bid to secure funding to upgrade and refurbish the practice and plans were been finalised to carry out the improvements.
- There was no hearing loop for patients who had hearing problems. A risk assessment had been completed and found there was no specific need for one. Staff told us they would take patients to a private room if they had difficulty communicating.
- There was a facility on the practice website to translate the information into different languages.

- There was a dedicated telephone line for professionals to call the practice, for example clinicians, A/E and ambulance staff, this helped reduce delays in treatment.
- There was a 'one stop shop' approach which offered a post natal check appointment for the mother that was followed by an appointment with the nurse for the baby to have their first immunisations.
- The practice provided a specialist led dermatology clinic which was operated jointly by a Dermatology Consultant and a GP with a special interest in dermatology. This incorporated minor surgery. When necessary the practice also assessed patients for cryotherapy and phototherapy treatment and patch testing. The practice employed a specialist dermatology nurse who contributed to these services. The service was available to the practices' own patients and patients from other practices in the local area.
- The practice had also invested in a phototherapy unit which was used to treat chronic skin problems for the practice's own patients and for other patients in the local area. This service had been running since 2011 and an audit conducted in 2013 showed very positive results. There had been a reduction of 307 patients who had not needed a referral to hospital for their treatment. The audit also measured the clinical improvement in 54 patient's skin problem and their quality of life; in all but two patients there was improvement in both these areas. Feedback from patients was also very positive with patients describing the service as excellent. They also commented on the convenience of not having to travel to hospital for treatment and being able to access early morning appointments before they started work.
- Several specialist clinics were held on the practice premises, these included Ear, Nose and Throat, Orthopaedics and psychological therapies.

Results from the national GP patient survey published in January 2016 showed that patient's satisfaction with the service was above or similar to the local CCG and national average. This reflected the feedback we received on the day. For example:

- 88% described the overall experience of their GP surgery as good compared to the local CCG average of 87% and national average of 85%.

# Are services responsive to people's needs?

## (for example, to feedback?)

- 84% said they would recommend their GP surgery to someone new to the area compared to the local CCG average of 81% and national average of 78%.

### Access to the service

The Old Fire Station site was open between 8am to 6pm Monday to Friday. Appointments were available from 9am to 11.30am and 2pm to 5.30pm Monday to Friday. There was extended opening one evening a week from 7pm to 9.15pm and on a Saturday morning from 8am to 1pm for pre-booked appointments only. The Samman Road surgery was open from 8.30am to 10.30am Monday to Friday and operated a sit and wait service. Information about the opening times for both sites was available on the website and in the patient information leaflet. The practice manager told us that they recognised that the website was not very user friendly or informative and they were intending to switch to a new design.

In addition to pre-bookable appointments that could be booked up to two weeks in advance, urgent appointments were also available for people that needed them. If patients needed to be seen urgently they would where possible be provided with an appointment that day. An open surgery was also developed in 2015 in response to pressure on appointments for Tuesday and Thursday mornings and in case of other specific need, for example the festive period.

Results from the national GP patient survey published in January 2016 showed that patient's satisfaction with how they could access care and treatment was mixed. Feedback showed it could be difficult to get through to the practice on the phone, however they were able to get an appointment when needed. This reflected the feedback we received on the day. For example:

- 74% of patients were satisfied with the practice's opening hours compared to the local CCG average of 73% and national average of 75%.

- 53% found it easy to get through to this surgery by phone compared to the local CCG average of 68% and national average of 73%.
- 61% of patients described their experience of making an appointment as good compared to the local CCG average of 73% and national average of 73%.
- 91% were able to get an appointment to see or speak to someone the last time they tried compared to the local CCG average of 86% and national average of 85%.

The results from the practice survey in 2014 and from patients we spoke with reflected the national survey. The practice was aware of the feedback and had reviewed their results from the national survey and done a peer group comparison. They were continually monitoring and looking at how they could improve access.

### Listening and learning from concerns and complaints

The practice had a system in place for handling complaints and concerns.

- The practice 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.
- Information was available to help patients understand the complaints system in the complaints and patient information leaflets. These were available in the waiting room.

We looked at three complaints that had been received in the last 12 months and found they were satisfactorily handled and dealt with in a timely way.

# 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 values were outlined on the practice website and staff knew and understood the values.
- The practice had a strategy and business development plan for the following 12 months regarding how they would continue to deliver their vision. The plans would allow the Practice to develop and look at seven day working, provide additional or new services and take on new staff. The practice was still waiting for funding approval in order to begin progressing the plans.

### Governance arrangements

The practice had an overarching governance framework which supported the delivery of the practice standards to provide 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.
- There was a comprehensive understanding of the performance of the practice.
- A programme of continuous clinical and internal audit and monitoring 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 and practice manager 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 and practice manager 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. This requires any

patient harmed by the provision of a healthcare service to be informed of the fact and an appropriate remedy offered, regardless of whether a complaint has been made or a question asked about it. The partners encouraged a culture of openness and honesty. The practice had systems in place for knowing about notifiable safety incidents.

When there were unintended or unexpected safety incidents:

- Patients affected by significant events received a timely apology and were told about actions taken to improve processes to prevent the same thing happening again.
- They kept records of written correspondence and verbal communication.

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

- Staff told us that regular team meetings were held, both formal and informal.
- 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 felt confident in doing so and felt supported if they did.
- Staff said they felt respected, valued and supported, by the GPs and practice manager. All staff were involved in discussions about how to run and develop the practice. The GPs and practice manager encouraged all members of staff to identify opportunities to improve the service delivered by the practice.
- One of the GPs was awarded Tutor of the Year in 2014 and 2015 by the Hull, York Medical School.
- The practice had been through a period of significant change in the past two years with the retirement of a partner and the practice manager leaving. There had been a period of 12 months when no practice manager was in post. The new practice manager had been in post for four months at the time of the inspection and we saw that they had made good progress with reviewing the systems at the practice and improvements required. They had developed an action plan which was progressing well.

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

# Are services well-led?

Good 

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

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.

- The practice had gathered feedback from patients through the Patient Participation Group (PPG), surveys, suggestions and complaints received. Following feedback from patients the practice had re-designed the reception desk to improve privacy for patients.
- The PPG members told us they had been kept up to date with progress on the bid for funding for the refurbishment and improvements to the practice.
- The practice had also gathered feedback from staff, generally through staff meetings, appraisals and discussion. A staff survey had been carried out in November and December 2015 and actions identified as a result of this. 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. For example, after a suggestion from nursing staff the phlebotomist now offered a service from 8am so that patients who worked could attend the practice early for blood tests.

## 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 looked to improve outcomes for patients in the area.

The practice was in the process of employing a chronic disease management specialist nurse who would visit patients in their own homes and work with them to improve the management of their long term conditions.