

## **Report to the Health Overview and Scrutiny Panel**

**Date of Meeting: Thursday 12 October 2023**

**Subject of Report: Graham Road Surgery and Horizon Health Centre Care Quality Commission Inspections**

### **Officers Presenting:**

**Brandie Deignan, Chief Executive Officer, Pier Health Group Limited**

**John Heather, Director, Pier Health Group Limited**

**Susie McMullen, Head of Primary Care Contracts, BNSSG ICB**

**Michael Richardson, Deputy Director of Nursing, BNSSG ICB**

### **Recommendations**

The HOSP is asked to note and comment upon the contents of this report.

#### **1. Summary of Report**

The purpose of this report is to;

- Brief the HOSP with regards the most recent inspections of Graham Road Surgery (GRS) and Horizon Health Centre which have been conducted by the Care Quality Commission (CQC).
- Brief the HOSP with regards to the actions which are being taken by Pier Health Group Limited (PHGL) in response to the findings and recommendations of the CQC inspections.
- Invite comments on the above from HOSP members.

#### **2. Policy**

This report refers to the regulations within the Health and Social Care Act 2018 (Regulated Activities) Regulations 2014 as CQC assess compliance with these regulations during inspection activity.

#### **3. Details**

##### **3.1 CQC Inspections May 2023**

GRS was inspected by CQC on 18/05/2023, this was an announced follow up comprehensive inspection.

HHC was inspected by CQC on 25/05/2023, this was an announced follow up comprehensive inspection.

Following the inspection on 18/05/2023 the GRS was issued with two warning notices. One for failing to comply with Regulation 17, Good governance, of The Health and Social Care

Act 2008 (Regulated Activities) Regulations 2014. And a second for failing to comply with Regulation 12, Safe care and treatment, of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. The CQC warning notices stated that the practice was required to become compliant with the regulations by 31/08/2023.

Following the inspection on 25/05/2023 HHC was issued with one warning notice for failing to comply with Regulation 17, good governance, of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. The CQC warning notice stated that the practice was required to become compliant with the regulation by 31/08/2023.

The overall outcome of the inspections in May 2023 further to publication of the full inspection report on 01/09/2023 is that the two practices were rated as inadequate overall with inadequate ratings in the domains of safe and well led. As a result of the inadequate ratings the two practices have been put into special measures.

This means that the practices have been under close monitoring and would be reinspected by the CQC within six months.

It was then subsequently announced by CQC that re-inspections would take place on 20 September 2023. The inspection on 20 September was to review implementation of corrective actions in response to the warning notices, it was not an inspection to review all the findings of the inspections in May and the associated ratings given. CQC have stated that this reinspection of the ratings will take place within six months of the publication of the inspection reports on 01/09/2023.

PHGL appreciate that the report may cause concerns for patients and want to reassure people that we are committed to making all necessary improvements and are confident that the outcome of the CQC inspections in September 2023 will reflect this. The practice has new clinical leadership and has recently completed recruitment to all our clinical positions. These successful recruitments have been taking place before the CQC inspections took place, however a couple of the GPs were still working their notices. We believe that we are in a stronger position to address the concerns raised by the CQC and deliver the necessary improvements, now that we have a full set of clinicians, something we have struggled to achieve in the past four years.

Further to the issuing of the warning notices by CQC, BNSSG ICB placed GRS and HHC into enhanced surveillance, involving regular Quality Improvement Group (QIG) meetings under the national quality board framework. The QIG meetings involve the ICB, the practices and system partners including CQC, North Somerset Council, NHS England and Health Watch. The meetings were focussed on seeking assurance that the practices were implementing the required actions in order to become compliant with the regulations by 31/08/2023 and most importantly ensuring that policies and processes are sustainable beyond 31/08/2023 and that meaningful change at a leadership level has been made and is maintained.

The regular QIG meetings have resulted in the practices providing reassurance and evidence that they are fulfilling the actions required of the warning notices.

A key concern highlighted by the CQC in May 2023 for both practices was a substantial backlog of electronic documents on the Docman platform, including letters from secondary care, prescription change requests from consultants and results. The QIG were regularly updated on progress on reducing the backlog and it was reported that this had been fully

cleared at both sites. Of the several thousand identified documents that appeared not to have been processed it was determined that the vast majority had but had not been logged correctly due to a system error, which has now been corrected. A log has been kept of those patients whose documents appeared to have been missed to determine whether any harms or potential harms had occurred, to which to date none have been identified. As part of the CQC reinspection in September 2023, remote scrutiny will have been performed on the Docman system to confirm clearance of this backlog.

In addition, PHGL have reviewed and revised practice processes and procedures to ensure they align with best practices and regulatory requirements. Changes have also been made in how PHGL manage patient records, prescribe medications, handle complaints, and implement safeguarding measures. Furthermore, PHGL have invested in additional training and development for the team. This has included training on documentation practices, safeguarding procedures, infection control, and other areas highlighted by the CQC inspections in May 2023.

### **3.2 CQC Inspections 20 September 2023**

The CQC re-inspected GRS and HHC in September. The inspections on 20 September were to review implementation of corrective actions in response to the warning notices, they were not inspections to review all the findings of the inspections in May and the associated ratings given. CQC have stated that the reinspection of the ratings will take place within six months of the publication of the inspection reports on 01/09/2023.

The inspections were positive. CQC noted that lots of improvements were seen, there were some actions identified which the practice has completed or is in the process of completing. The outcome of the inspections in respect of the warning notices is awaited at the time of writing.

### **3.3 Next steps**

A focus going forward is for the Practices to ensure that the improvements that have been made are embedded into everyday business and that there is not a deterioration to the standards that were found earlier this year. In addition to the CQC reinspection (within six months of the publication of the May inspection report and ratings) the ICB will be undertaking an Insight Visit in order to triangulate evidence with the assurance provided by PHGL and the latest findings from CQC. The latest QIG meeting concentrated on leadership and culture where encouragingly the Practices were able to demonstrate how they would embed improvements by receiving support from the wider Pier Health Group.

## **4. Consultation**

PHGL issued a statement following the inspection report publication on 01/09/2023. Frequently asked questions and answers are also available on the practice website and via the practice.

The ICB also has information available to patients who contact the customer services team.

As described above, PHGL has engaged with CQC, HealthWatch and the ICB via the QIG meetings to discuss the shortcomings found by the CQC in May 2023 and provide action plans to meet the regulatory requirements.

## **5. Financial Implications**

None.

