

Report to the Health Overview and Scrutiny Panel

Date of Meeting: Thursday 14 March 2024

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;

- Update the HOSP with regards to the most recent inspections of Graham Road Surgery (GRS) and Horizon Health Centre (HHC) which have been conducted by the Care Quality Commission (CQC). This follows a briefing of the HOSP in October 2023.
- Update 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

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 May 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 August 2023.

Following the inspection on 25 May 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 August 2023.

The overall outcome of the inspections in May 2023 further to publication of the full inspection report on 1 September 2023 is that the two practices have been 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 will be reinspected by the CQC within six months.

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 August 2023 and most importantly ensuring that policies and processes are sustainable beyond 31 August 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 responding to the actions required within the warning notices.

The CQC re-inspected GRS and HHC on 20 September 2023. The inspections 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 1 September 2023.

The inspections on 20 September 2023 were positive. The reports have now been published by the CQC. The reports state that;

- The practice had taken action to implement improvements to address breaches in regulations previously identified in warning notices.
- There was improved oversight to ensure processes were operating effectively. However, some systems were still being embedded within the practice.

Following the CQC confirmation that the warning notices have been addressed the ICB has taken the provider out of enhanced surveillance. Regular contract and quality meetings with the provider continue as usual. In addition, the ICB undertook a site visit to GRS and HHC on 11 January 2024. The purpose of the ICB visit was to review the actions taken in response to the warning notices and to provide support ahead of the expected CQC visits.

Overall, the findings of the visit were positive. All members of the ICB visit team have been involved in working with GRS and HHC for five years or more. All members of the visit team noted a positive change in culture and approach at the practice. There was clear evidence

of addressing issues at the root and taking a systematic approach to development, implementation, embedding and continuous improvement of policies, procedures, and protocols.

The practice leadership team also described a stabilising picture for staffing at the practice which the visit team hope continues.

There was evidence that required policies and protocols were in place and that actions had been, and continue to be, taken to embed and continuously improve these. Policies and protocols which are in place are consistent across both sites.

There was evidence of areas such as safeguarding, coding and significant events having dedicated leads who were taking appropriate leadership actions to enable embedding and accordance with the relevant policies and protocols in place. All policies are stored on TeamNet and all staff have access. TeamNet also provides an alert when policies require review, and named policy owners act on receipt of the alerts.

The practices' training matrix is on TeamNet. The practice uses TeamNet e-learning and e-learning for health. There is a dedicated lead at the practice who oversees the training matrix including compliance. The lead contacts individual staff members and line managers to support compliance.

A number of recommendations were made which it would be helpful for the practices to implement ahead of the upcoming CQC inspections. These will be included in the report to support the practices to action and the practice team was welcoming of this supportive approach.

4. Consultation

PHGL issued a statement following the inspection report publication on 1 September 2023. Frequently asked questions and answers were also made 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 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.

The ICB and PHGL continue to engage regularly via the contract meetings in place.

5. Financial Implications

None.

6. Legal Powers and Implications

The CQC has legal powers to suspend or remove the CQC registration of a practice should they continue to be rated inadequate overall or in any of the five CQC domains.

7. Climate Change and Environmental Implications

None.

