

London Borough of Hammersmith & Fulham

Report to: Health, Inclusion and Social Care Policy & Accountability Committee

Date: 27/01/20

Subject: Hammersmith & Fulham Member GP Practices and their CQC ratings

Report of: Hammersmith & Fulham Clinical Commissioning Group

Responsible Director: External Report from Janet Cree, Managing Director, Hammersmith & Fulham Clinical Commissioning Group

Summary

This report provides an update on the position with Parsons Green Walk-in Centre.

Recommendations

That that the Committee considers, comment on and note the report.

Wards Affected: All

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Background Papers Used in Preparing This Report: None.

1. EXECUTIVE SUMMARY

- 1.1. From October 2014, the Care Quality Commission (CQC) began to roll out their inspection regime to inspect and rate every GP practice in England by 2016. They monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety and publish those findings to help patients choose care.
- 1.2. GP practices are inspected across five key areas, considering the extent to which they are safe, effective, responsive, caring and well-led. The frequency with which the CQC carry out their inspections depends on previous rating of either inadequate, requires improvement and good or outstanding. With a maximum interval for inspections fluctuating between 6 months for inadequate and 5 years for good or outstanding.
- 1.3. Within Hammersmith and Fulham; of the 29 practices
 - 19 practices are rated as good
 - 4 practices are rated as requires improvement

- 4 practices are rated as inadequate
- 2 practices have not yet been inspected due to a change of premises and changes in partnership

Please see Appendix 1 for details

2. INTRODUCTION AND BACKGROUND

- 2.1. The role of the CQC as an independent regulator is to register health and adult social care service providers in England and to inspect whether or not standards are being met.
- 2.2. All GP practices in England must be registered with the CQC
- 2.3. Under delegated commissioning Hammersmith and Fulham Clinical Commissioning Group (CCG) has assumed full responsibility for the assurance following the CQC visits including monitoring quality and responding to immediate concerns and any contractual issues arising from CQC inspections.
- 2.4. Whilst Practices as providers are accountable for the quality of services and are required to have their own quality monitoring processes in place, through the duty of candour and the contractual relationship with Commissioners, practices are required to provide information and assurance to Commissioners and engage in system wide approaches to improving quality following these inspections.
- 2.5. The full details of the commissioners responsibilities in respect of assurance, quality and improvement are laid out in the Primary Medical Care Policy Guidance manual
<https://www.england.nhs.uk/wp-content/uploads/2019/08/pgm-primary-medical-care-policy-guidance-manual-v3.docx>

3. CCG AND GP FEDERATION SUPPORT TO HAMMERSMITH AND FULHAM PRACTICES

- 3.1. As independent contractors, it is ultimately the practice's responsibility to address any problems identified at inspection and to ensure improvement. However as the commissioner, the CCG needs to be satisfied that there are clear and transparent improvement plans in place and support appropriate interventions if services to patients are at risk in order to improve the practice position.
- 3.2. Working closely with the GP practice, the GP Federation and the LMC, a rating of requires improvement or inadequate triggers a programme of work within the CCG to support improvement within the 6 months set out by the CQC. Namely;
 - Collaboration with CQC through on-going monitoring and surveillance of contracts, prior to and during further practice inspection to share intelligence
 - Support practices rated inadequate in one of the key domains or population groups by putting in place an improvement plan and signposting to external support to ensure measurable improvement

- The CCG works with the practice to ensure all relevant members of the practice team are engaging in the process of improvement and accept their responsibility. This also includes consideration of any performance issues of GPs associated with the problems found during the inspection
- Work with the practice to address any underlying root issues and identify relevant sources of support to draw upon
- Oversee progress against the plan and take further contractual action if there is not demonstrable improvement
- The CCG also supports the practice to inform patients of the inspection outcome, what it means and the actions being taken to improve. The CCG encourages this through all reasonable means, including information in the waiting room, on the practice website as well as in direct meetings with patients such as their patient participation group

- 3.3. The effectiveness of the programme of work instigated in response to a practice being rated as inadequate or requires improvement can be evidenced by the example of Shepherds Bush Medical Centre. The CQC inspected this practice in January 2019. The service was rated as inadequate for safe, effective and well-led and requires improvement for being caring and responsive. The service was placed into special measures for six months from 21st February 2019. Within this time-frame the CCG, the practice, the GP federation and the LMC worked in close partnership as described above. In October the CQC carried out a further inspection and removed the special measure status and rated the practice good overall, with the inspector commenting that ***“this recognises the significant improvements made to the quality of care provided by this service”***.
- 3.4. Because of this responsibility to improve the quality and safety of primary care provision for local people, Hammersmith and Fulham CCG is a key partner in responding to performance concerns raised by CQC and has established programmes, resources and processes to promote and support continuous quality improvement in practices following CQC inspections.
- 3.5. The CCG has provided the GP Federation with £27,000 of resilience funding in 2019/20 to support practices in Hammersmith and Fulham with their CQC compliance. A Memorandum of Understanding has been agreed between the CCG and GP Federation detailing the following activity
- Undertake a thematic review of results from practices where the published results are requiring improvement or below
 - Continue, as per the previous year, the three classroom based teaching sessions per year commissioned with an external organisation
 - Foster positive relationships with practices to offer operational, educational and clinical leadership
 - Provide individual practice support, generally to assist in a pre-practice visit or in the development of an improvement action plan
 - Work with the CCG to devise bespoke training particularly on infection control and building and estates compliance
- 3.6. The CQC Inspection Manager for North West London attends the Practice Managers Forum at regular intervals in order that practices have the opportunity to ask questions, get advice and seek clarity on anything they are unclear about

- 3.7. A pharmacist Specialist Advisor from the Medicines Optimisation Team within CQC is attending a future clinical forum to discuss prescribing practice with a particular focus on managing high risk medicines.
- 3.8. Over and above the visits triggered by a CQC inspection to work with practices on their remedial action plans, the CCG conducts regular contractual assurance visits with NW London Primary care colleagues, on a rolling annual basis. The CCG is committed to a reduction in unwarranted practice variation and visits to practices are informed by the CQC inspection reports but also wider data sets that indicate variation between practices.
- 3.9. The Primary Care Networks discuss CQC reports at their monthly network meetings to share intelligence and good practice and benchmark against their colleagues at a network level

4. RISK MANAGEMENT

- 4.1. The Primary Care Commissioning Committee (PCCC) receives regular updates on the CQC inspection status on the GP practices within Hammersmith and Fulham.
- 4.2. The PCCC is required to approve any breach notices as necessary.
- 4.3. A risk has been logged on the risk register regarding the proportion of practices within Hammersmith and Fulham which are currently rated as inadequate or requires improvement. This is regularly reviewed and mitigating actions agreed at PCCC

5. LIST OF APPENDICES:

Appendix 1 – Hammersmith and Fulham, member practices and their CQC rating

Janet Cree
Managing Director
Hammersmith and Fulham Clinical Commissioning Group
January 2020

H&F Member Practices and their CQC Ratings

Practice Code	Map No.	Practice Name	Raw List Size (Jan 20)	Weighted List Size (Jan 20)	Network Population (Raw)	Overall CQC rating	Date of Inspection
E85005	7	Westway Surgery (Dr Dasgupta & Partner)	3,541	3,452	52,252	Requires improvement	18 & 25/10/2019
E85042	20	The New Surgery	5,582	5,436		Good	24/05/2016
E85048	5	Parkview Practice	7,456	7,048		Requires improvement	11 & 19/03/2019
E85077	3	Shepherd's Bush Medical Centre	3,453	3,439		Good	10/10/2019
E85624	26	Dr Uppal & Partners, Parkview	6,917	7,365		Good	19/05/2016
E85659	21	Dr Kukar, Parkview	1,863	1,749		Inadequate	25/09/2019
E85748	16	The Medical Centre (Dr Kukar)	6,532	5,351		Inadequate	04/11/2019
Y02589	30	Hammersmith & Fulham Centres for Health	9,516	8,520		Good	08 & 09/07/2019
Y02906	1	Canberra Old Oak Surgery	7,392	7,011		Good	29/06/2017
E85003	27	North End Medical Centre	19,533	17,175		68,301	Good
E85016	15	Richford Gate Medical Practice	10,466	10,673	Good		17/11/2016
E85020	29	Brook Green Medical Centre	15,173	14,256	Good		15/12/2016
E85636	23	Park Medical Centre	10,674	10,193	Good		16/01/2019
E85055	24	The Bush Doctors	12,455	11,674	Good		07/12/2016
E85008	4	North Fulham Surgery (82 Lillie Road)	7,920	8,140	33,480	Inadequate	17/09/2019
E85032	28	Ashchurch Surgery	5,017	5,061		Requires improvement	10/10/2018
E85033	11	Hammersmith Bridge Surgery	11,107	10,786		Requires improvement	25/09/2019
E85074	25	Brook Green Surgery	4,663	4,172		Good	30/06/2016
E85125	9	Sterndale Surgery	4,773	4,369		Good	27/04/2016
E85029	14	Dr Jefferies & Partners (292 Munster Road)	13,390	11,589	86,198	Good	24/01/2019
E85124	13	Babylon GP at Hand	72,808	64,269		Good	30 & 31/01/2019
E85025	8	Cassidy Road Medical Centre	8,291	7,422	57,818	Good	16/06/2016
E85038	18	Palace Surgery	5,361	4,628		Inadequate	06/08/2019
E85118	19	Fulham Medical Centre	6,948	6,319		Good	12/09/2017
E85128	17	Sands End Health Clinic	12,047	11,087		Good	19/05/2017
E85649	12	Fulham Cross Medical Centre	2,646	2,312		Not yet inspected.	
E85672	22	Salisbury Surgery	1,143	1,138		Good	20/02/2018
E85685	10	Lillyville @ Parsons Green	9,432	8,817		Not yet inspected.	
E85719	2	Ashville Surgery	11,950	9,878		Good	20/01/2016
			298,049	273,328			