

# Enter & View Visit Report

Extended Access Hubs, 23<sup>rd</sup>, 24<sup>th</sup>, 27th July 2019



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“We observed staff treating patients with respect, compassion, and dignity.

Staff went out of their way to offer patients additional support and information.”

Authorised representative

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## Visit Details

<b>Service Provider</b>	WF Federated GP Network Limited 500 Larkshall Road, London, E4 9HH  Service Visited: Extended Access Hubs
<b>Service Leads</b>	Melanie Cook - Service Manager Adeshola Akanji - Service Manager Dr Younas Sheraz - Clinical Lead
<b><i>Date and Time</i></b>	23rd July 2019, 11am-3pm Extended Hours Service, Head Office, WF Federated GP Network Limited, E4 9HH  24th July 2019, 6:30 - 9:00pm The Allum Medical Centre, E11 1BN  27th July 2019, 9am - 4pm Higham Hill Medical Centre, E17 5RQ  27th July 2019, 9am - 4pm Handsworth Medical Practice, E4 9PD  27th July 2019, 9am - 4pm Triangle House Health Centre, E11 3QF
<b><i>Status of visits</i></b>	Announced
<b><i>Authorised Representatives</i></b>	Joyce Osei - Lead Authorised Representative (LAR) - Healthwatch Waltham Forest (HWWF) Frances Martineau - LAR - HWWF Althea Bart - LAR - HWWF Jane Merryweather - AR - HWWF
<b><i>Declarations of interest</i></b>	None

## **Acknowledgements**

Healthwatch Waltham Forest would like to thank the service provider, patients/service users and staff for their contribution and hospitality in enabling this Enter and View visit to take place. We would also like to thank our Authorised Enter & View representatives (E&V rep) who assisted us in conducting this visit and putting this report together. We welcome all contributions to this Enter and View programme.

## **Disclaimer**

Please note that this report relates to findings observed on the specific dates set out above. Our report is not a representative portrayal of the experiences of all service users and staff, only an account of what was observed and contributed by service users at the time.

## **What is Enter and View?**

Part of the local Healthwatch programme is to conduct Enter and View visits. Local Healthwatch representatives carry out these visits to health and social care services to find out how they are being run and make possible recommendations for improvement. The Health and Social Care Act allows local Healthwatch authorised representatives to observe service delivery and talk to service users, their families and carers on premises such as hospitals, residential homes, GP practices, dental surgeries, optometrists and pharmacies.

Enter and View visits can happen if people tell us there is a problem with a service. Equally, they can occur when services have a good reputation. We learn about and share examples of what providers do well from the perspective of people who experience the service first hand. Healthwatch Enter and Views are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit, they are reported in accordance with Healthwatch safeguarding policies. If at any time an authorised representative observes anything that they feel uncomfortable about they inform their lead who will inform the service manager, ending the visit. In addition, if any member of staff wishes to raise a safeguarding issue about their employer, they will be directed to the CQC where they are protected by legislation if they raise a concern.

As part of the wider NHS five-year plan to modernise and improve urgent and emergency care services, Healthwatch Waltham Forest (HWWF) has been commissioned to deliver an Urgent Care Patient Engagement project by reviewing the patient experience of those who use Urgent & Emergency Care Services in Waltham Forest and at Whipps Cross Hospital.

## **Purpose of Visit**

Healthwatch Waltham Forest (HWWF) was commissioned to deliver an Urgent Care Patient Engagement project by reviewing the patient experience of those who use Urgent & Emergency Care Services in Waltham Forest and at Whipps Cross Hospital.

The findings from this Enter & View visit aims to help shape and inform the review of Urgent & Emergency Care Services in phase 1 of the Urgent & Emergency Care Integrated Care Services (ICS). It is also an integral part of the wider work of the Waltham Forest Urgent Care Working Group (UCWG), a multi-agency forum bringing together system partners from the wider Waltham Forest/Redbridge/Whipps Cross Hospital health and social care economy. The Urgent Care Working Group is led by WF CCG and reports to the A&E delivery board (AEDB) and the WF CCG Governing Body.

Healthwatch Waltham Forest aimed to capture patient experience of people using Urgent Care Services to identify key themes, areas for improvement, and identify examples of best practice. The information gathered from patients aims to help to improve patient pathways and support the development of an improved experience for patients and service users.

All recommendations or highlights of best practice in this report are based on our observations over multiple visits and evidence from service users and staff engagement. This report will recommend actions for the provider to implement positive change.

## **Background**

WF GP Federated GP Network Limited (FedNet) has worked collaboratively to provide GP Weekend and Evening services at a time that's convenient to all residents in the Borough. Late evening, weekend and bank holidays GP appointments have been made available. This allows patients to see a GP or a nurse for routine GP appointments, health checks and treatments. The GPs can see and update a patient's records during the appointment. In that respect it is no different to seeing a doctor at their usual practice. People with long term health conditions such as asthma and diabetes can also access these appointments.

WF FedNet offer a variety of health services to the community of Waltham Forest and beyond. The borough is divided into 20 wards and is home to an estimated 271,200 residents and 104,000 households. In the 2011 Census, it was reported, 37,600 residents said they were limited because of a health problem or disability.

At the time of our visit, the provider offered the following services:

### **General Practice Enhanced Service (GPES)**

Provision of 5 hub sites offering evening (6.30pm-10pm) and weekend (8am-8pm) same day appointments with a GP. At the time of our visit they were trialing the

use of Advanced Nurse Practitioners in addition to GPs and GP telephone triage as future service developments.

### **Anti-coagulation**

A nurse-led service providing advice and dose recommendation for patients taking oral anticoagulants (e.g. warfarin). It operates from 5 hub sites together with a domiciliary service.

### **Urgent Care Centre (UCC)**

This service offers provision of a bank of clinical staff to work in the UCC at Whipps Cross Hospital (NELFT)

### **Pilots**

Multi-disciplinary visits from GP and clinical pharmacists to support care homes to reduce the number of ambulance call outs and admissions to hospital.

Clinical Pharmacists working in general practice as part of a multi-disciplinary team to clinically assess and treat patients.

Provision of NHS Health Checks to eligible patients on behalf of 3 practices (LBWF).

Medicines Optimisation, helping patients in care homes to improve their outcomes, take their medicines correctly, avoid taking unnecessary medicines, reduce wastage and improve medicines safety.

Our Enter & View visit focused on the General Practice Enhanced service. WF Federated GP Network Limited are currently commissioned to provide a total of 21936 GP appointments a year to our patients. There are current plans in place to expand service provision. The service provides GP appointments 7 days a week/365 days a year. Practice Nurse appointments are also provided 3 days a week/52 weeks a year. GP appointments are 10 minutes long and nurse appointments are 12 minutes long. Appointments are booked via the FedNet. Call Centre (booked by a GP practice or directly by the patient directly), 111 direct booking, UCC and direct bookings into EMIS from the WF practices.

### **Observations**

On our multiple visits to the named services, our team were welcomed and assisted by staff. We were given a tour of the services where appropriate. We observed all service buildings to be clean, functional, in good order, with clear signage and were accessible.

### **Methodology**

Healthwatch Waltham Forest undertook research prior to the visit by using our Trends Analysis Report using data gathered by our Patient Experience Panel. Site



visits as part of the overall project were carried out to the majority of departments within the Urgent & Emergency service at Whipps Cross Hospital. Information was provided by the service provider FedNet.

The visit was announced. The provider was informed in writing of all visits to be carried out. Confirmation and additional information were provided of proposed visit dates. Patients were informed prior to the visit by means of posters and information booklets, which were sent prior to the initial visit.

Our visit was themed around the following aspects of care provision.

- Patients experience of treatment and care
- Accessibility
- Responsiveness
- Communication
- Complaints

## **The Engagement Process**

### **Federation Network Visit - Head Office 23rd July 2019**

We spoke with members of staff about the functions of the service and their experience. Two types of questionnaires (staff and management) were used.

### **Extended Access Hub Visits - 24th and 27th July 2019**

We used questionnaires to speak with patients, families and staff about their experiences and suggestions for how the service could be improved. Observation of services in action was also used. We also sought feedback from staff delivering the service.

Medical practices visited were made to locality wards; Walthamstow, Chingford and Leyton/Leytonstone. Named medical practices included; **The Allum Medical, Higham Hill Medical Centre, Handsworth Medical Practice and Triangle House Health Centre.**

The engagement activity took place over 3 days of patient engagement from 23rd - 27th July. Staff and Management interviews took place on 23rd July 2019.

Please note that this report relates to findings observed on the specific date stated above. Our report is not a representative portrayal of the experiences of all

## **Survey Design**

A total of three surveys were designed and included quantitative (mostly multiple-choice options), qualitative (open comment) and demographic questions. Patients were asked to give feedback on the service, and make suggestions for service improvements.

A total of three surveys were designed and used.

- A patient survey comprising of approximately 25 questions
- A staff survey comprising of approximately 23 questions
- A management survey, completed by an arranged interview - comprising of approximately 27 questionnaires

## Summary of Findings

We carried out our Enter & View visit to Sage Ward, Whipps Cross Hospital, on 31st We conducted our Enter & View over five visits. We looked at themed aspects of care provision in order to observe delivery of care; capture the views of patients, family members and carers; identify any areas for improvement, also identify good practice within the service.

The service was very responsive. Patients were able to access good quality care and treatment easily and quickly and were given the option to make an appointment to see an out of hours GP or nurse directly themselves, or for one to be made for them. The majority of patient feedback showed the majority to be very happy with the service. The provider responded very well to patient demand and reported plans to offer increased accessibility to patients across the whole borough by increasing the service to one hub in each locality throughout the weekday evenings.

Patients received clear communication and felt involved with decisions made about their treatment. We observed staff treating patients with respect, compassion, and dignity. Staff went out of their way to offer patients additional support and information.

The service had in place a strong and effective leadership team. There were clear structured systems in place, including Risk Management, complaints, incident reporting and safeguarding procedures. Staff felt supported by their management team and the were systems to support staff well-being, learning and improvement.

The provider had a strong and clear vision for a successful and growing service, ensuring patients needs were met. They worked collaboratively as a team and had a focused approach to quality and service development. Regular clinical audits were undertaken to assess where they could improve the quality they provided to patients.

## Results of Visit

### Patient Experience of Treatment and Care

Most patients felt that they received a very good service and were treated with care and compassion during their visit. Most patients felt they were listened to well, seen quickly and had a positive experience of seeing a clinician. Most patients told us that they would recommend the service to family and friends. We noted that a number of patients reported to have received a better experience of the service than with their own GP practice. In particular, service users noted the friendly and helpful communication from the reception staff.

### Accessibility

The majority of patients found the service easy to access in terms of getting an appointment, either by having an appointment made for them by practice staff, or making their appointment directly themselves.

Most patients found the centre fairly easy to get to and felt there was clear signage within the medical centres. We observed all medical centers to be accessible for people using the service. There is a system in place to support patient access, cultural and spiritual needs. The service provided an Interpretation service for patients who did not speak English as a first language and needed support.

### Responsiveness of Service

Patients felt that their care and treatment needs were met by practitioners who listened and involved them with decisions about their care and treatment. Most also felt they were treated with compassion, dignity and respect during their visit. We asked patients what they felt had worked well about the service. One person said 'This service is great, I always get an appointment for the same, or next day and the staff are helpful'. Another person told us, "I prefer using this service to my own practice".

Patients reported reception staff to be helpful, responsive, efficient and polite. It is important to note, that many patients felt that the reception service was more responsive than their own practice. One person we spoke to at the Triangle House Health Centre said, "Whenever I come here, staff are always smiling, it makes me feel good and want to use the service".

Staff told us that having timed appointments for the GPES services works very well. Patients generally had a very short wait time to see the Health Care professional they are booked to see. Patients were also able to access same day appointments across the weekday and weekend. The service provided additional access to GP appointments outside of the "general" working hours.

## Communication

We observed impressive communication between staff and patients to be respectful clear and effective. Reception staff showed sincerity and compassion when speaking with patients. We observed staff to have a person-centered approach in how they delivered the service.

Most patients felt that things had been explained clearly and that they received an adequate amount of information regarding their care.

## Complaints

The service had in place a structured and effective patient satisfaction monitoring and complaints management system. We observed complaints information displayed on the reception desks of Access Hubs. We observed staff to have a clear understanding of systems in place to manage complaints if any arose.

Two patients were not happy that they were asked to arrive early for their appointment with a possible offer of being seen earlier by a clinician, however they were still seen at their expected appointment time.

Each patient who attends the out of hours service is asked to complete a patient satisfaction survey, which is initially started prior to consultation and then completed once they have seen the clinician. At the time of our visits, patients did not want to complain about the service. However, some patients told us that they were aware of how to make a complaint regarding the service should they need to.

## Additional Findings

When staff were asked if they experienced any challenges or difficulties within their role or service, and what they thought could help to improve this, they told us; service provision in the community needed to be improved for patients. Also, IT systems needed to be reviewed and upgraded in order to improve system efficiency.

The provider told us that they were in the process of looking at how the service could be expanded, but also how they could further support overlaid GP practices. They reported that they were encouraging GP practices to book patients into the out of hours service before their own appointments where appropriate to do so. They were also looking to extend the out of hours service, which would almost double the available provision for the out of hours appointments.

## Examples of Good Practice

The provider was very responsive to patients needs and had robust systems in place to monitor and improve the service. For example, each patient who attends the out of hours service is asked to complete a patient satisfaction survey. Data from the surveys are then collated and analysed, highlighting both positive and areas for improvement and development. Action plans to improve on areas highlighted are shared across the service so that improvement changes are incorporated into the service. In addition, core audits are completed each month and include listening to recorded calls for each call handler/administrator in order to identify any possible training issues.

At the time of our visit to one of the hub services, we observed a member of staff updating a service administration folder which held essential documents used by GPs and administrative staff. This included documents for blood testing, a variety of forms and signposting information. Staff told us that there was a system in place in which these folders were uniform throughout all existing access hubs and were reviewed and updated on a regular basis.

The provider showed innovative ways of improving existing services, for example, the GP career Plus programme; a development support programme providing extra support for GP's. Aspects of this initiative includes, individuals receiving facilitated support to undertake aspects of their role in which they have an interest in, such as Quality Initiative or GP trainee supervisor. This programme aims to retain GPs as a number are leaving the profession or approaching retirement. The service has also explored ways of reducing the administrative burden for a GP by ensuring the administrative work is completed by the most appropriate person for the role.

## Recommendations

Our report and recommendations are based on our observations, information gathered from Patients, relatives/carers and staff through interviews and questionnaires on the day of our visits.

Our findings show that the Extended Access Hub service offered an exemplary level of care to the people who used it. This was reflected in our interviews with patients, staff, and our observations of service delivery and structures and systems in place.

Overall, patients were so impressed with the service they told us that would like to see more access within all wards in the borough, especially for the evening service offer.

We suggest the following recommendations to further enhance this service:

### Recommendation 1

It was noted that the service has in place clear and structured systems for managing information and informing patients. To further improve this, we suggest putting in place a Welcome information leaflet for patients that will inform of available services and how to make a complaint should they need to.

### Recommendation 2

We noticed that at the time of our visit, the patient information listed on the website for the Alum Practice had some errors regarding Extended Access service times. We suggest that the provider ensures that each practice's listed service information for patients, is clear, accurate and reviewed regularly so that patients receive the correct information that will enable them to use the service in the best way.

### Recommendation 3

It was noted, that on occasions, patients were encouraged to arrive early in order to possibly be seen earlier. We suggest that the service reviews their system on information given to patients for appointment times, to ensure that patients are given accurate information around appointment times.

### Recommendation 4

The service had in place a strong and effective leadership team where staff felt supported on their roles. As the provider is in the process of rapidly expanding their service provision for patients, we recommend that the provider put in place systems to support a growing workforce in order to continue providing a service of high quality.

### Service Provider Response

#### **Recommendation 1**

A patient information pack has been put together which is available at all hub sites. This includes information re complaints.

#### **Recommendation 2**

Up to date GPES information has been shared on 17th October 2019 with all practices with a request to update their own websites. Regular reminders will be sent quarterly.

**Recommendation 3**

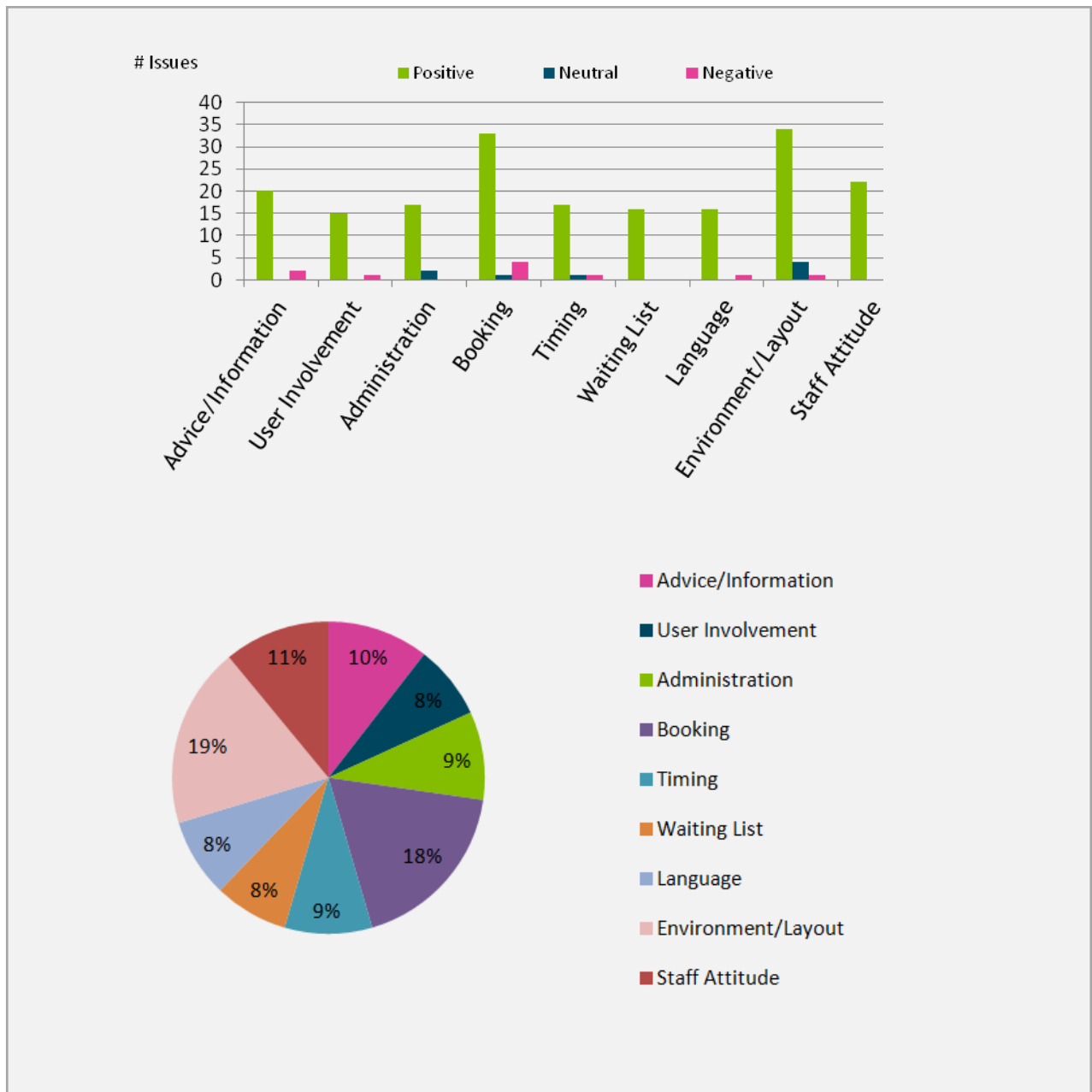
We do not actively encourage patients to come in early. Clinicians will assess clinics and occasionally call patients in who they felt would benefit from being seen early as they may need an onward referral.

**Recommendation 4**

Additional Occupational Health Support is being explored with Barts Health. Team building exercises are planned for January 2020. Career development opportunities have been offered to corporate staff with learning attached which begins in early 2020.

## Extended Access Hubs

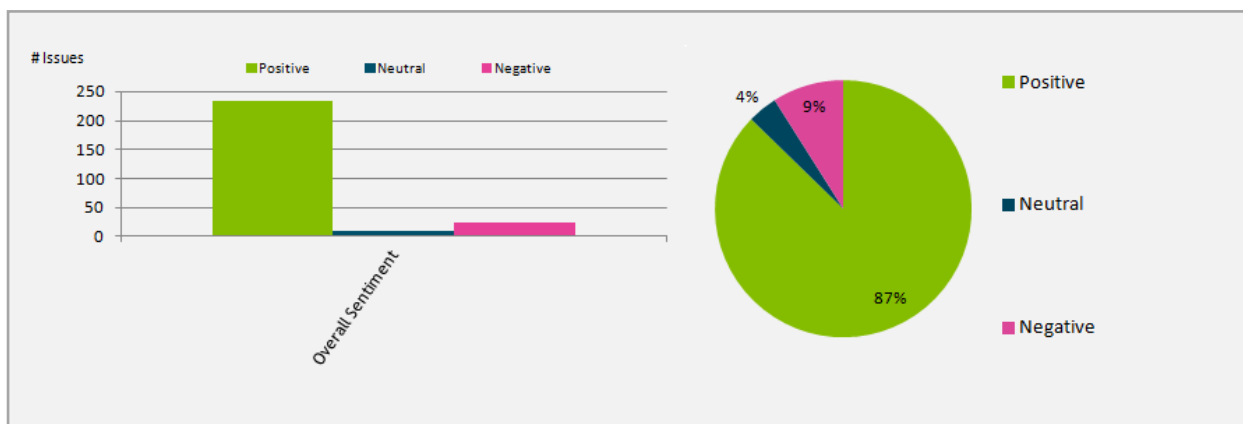
Patient experience feedback was entered into our Community Insight system to highlight key themes.





## Sentiment

The service had an 87% positive response from service users. This is an excellent result for the service and one that should be noted.



## Distribution and Comment

This report is available to the general public, and is shared with our statutory and community partners.

If you have any comments on this report or wish to share your views and experiences of the community Health and Social Care services in Waltham Forest, please contact us.

## About Us

Healthwatch Waltham Forest, Waltham Forest Resource Hub (central), 1 Russell Road, London, E10 7ES.

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“This service is great.

I always get an appointment for the same, or next day  
and the staff are helpful.”

Patient