

Alton Street Surgery

Ross-on-Wye, Herefordshire

Alton Street Surgery provides care to 10,630 patients in the market town of Ross-on-Wye and surrounding rural areas.

We have 8 GPs, usually between 2 and 4 doctors in training, 6 nurses & 3 HCA/assistant practitioners in our clinical team, and 19 non-clinical staff. Our partners are all GP trainers, and are involved with the wider medical community:

- GP training scheme course organiser (PC)
- Examiner, Royal College of General Practitioners (PC)
- GP appraisers (PC, LP)
- CCG Mental Health GP lead (SL)
- Locality GP Champion for Primary Care at Home (SL)

Primary Care at Home aims to support clinically led, bottom-up changes, promote best practice across our locality, and encourage collaboration between organisations at team and patient level.

Leadership

- Strong clinical leadership
- Supported and valued staff, with regular appraisal and opportunities for feedback
- Staff development encouraged ^{1 2}
- Robust recruitment procedures
- Job descriptions with clearly defined roles and responsibilities
- Benefits from being a training practice ³
- Developing future models for clinical involvement in running of practice

Patient safety and experience

- Regular meetings for clinicians, staff groups, whole team
- Regular Significant Event reviews, with learning outcomes disseminated



Alton Street Surgery

¹ Our practice manager started in the practice as an apprentice

² BB, RD, SM are attending a leadership course, VT, SL & JE have had leadership training

³ 3 of our GPs (JM, BB, CP) trained at the practice, and our current ST3 (JD) is staying on with us at the end of her training

- Regular audit cycles
- Quick access to named duty doctor for urgent issues, registrar supervision / patient reviews
- Developing 'huddles' to encourage corridor conversations and brief discussions in addition to full MDT
- Complaints handling in line with national guidance
- Well equipped surgery with easy access to otoscopes, ophthalmoscopes, peak flow, ECG, dermatoscope, multiple Omron blood pressure machines, 24 hour BP machines, defibrillator, near patient testing (d-dimer, troponin, BNP), multiple child and adult pulse oximeters
- Developing clinical assistant role (PS)
- Piloting APEX appointment capacity and demand tool for CCG



Community Nursing Team

Culture

We achieved the RCGP Quality Practice Award 2010-2015 which, along with training, has promoted an open culture where questioning practice is encouraged.

- Strong involvement in training GP registrars and Foundation Year 2 doctors, as well as pharmacists, student nurses
- Patient involvement encouraged via a strong PPG and wider virtual PPG
- Close links with the League of Friends at Ross Community Hospital (RCH)
- Regular health information articles in local paper
- Social media presence on facebook and twitter, to open other channels of communication
- Attend local high school careers fair, provide work experience for students considering medicine
- Participation in research
 - 'TeleFirst' access, Cambridge University
 - dementia research, Worcester University
 - quality of discharge summaries, Warwick Medical School

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Older people

We work very closely with our community matron and nursing teams. PC@H is rolling out EMIS Community software to District Nurse teams and Community Hospitals which will give benefits of shared notes and communication, as well as developing shared assessment tools (eg [Rockwood frailty scale](#)) across health and social care.

We provide daily cover and supervision of beds at Ross Community Hospital, on the same site. This gives us quick access to step up nursing care where needed, and facilitates discharge for our patients.

- All patients >75 years have a named GP
- Leg club, falls clinic run locally
- Convenient disabled parking, wheelchair access
- Access to local step up beds with daily senior reviews by GPs from own practice
- Named doctors for each care home to improve continuity
- Anticipatory care planning

Palliative care

We aim to provide excellent palliative care for all age groups.

- Close links with Macmillan team
- Regular Gold Standards Framework meetings
- Access to RCH beds, day case transfusions
- Out of hours and weekend GP care at end of life in some circumstances (younger people, complex situations)



Ross Community Hospital

People with long-term conditions

We are high QOF achievers, with an emphasis on quality of care rather than box ticking.

- Specialism with nursing team: respiratory, hypertension, diabetes clinics
- Advanced Nurse Practitioner appointments
- Other professionals hosted in surgery
 - Midwife
 - Mental Health Primary Care worker
 - Community Dementia Nurse
 - Alzheimers Society Dementia Advisor
 - Addaction drug and alcohol services
 - Lets Talk IAPT high intensity worker
 - Diabetic Specialist Nurse
 - Diabetic Dietician
- Monthly MDT meeting
- Dedicated carers lead
- Close working with Herefordshire Carers Support, Healthwatch, Herefordshire Disability United
- Carers support group meeting held in surgery
- VIP patients notes flagged, where quick access and continuity are needed
- 'Buddy doctor' system for continuity
- Peer support, starting with Bipolar support group (work in progress)
- Flu clinic supported by PPG, a range of other services attend

We provide a full range of enhanced services: DVT community treatment, minor surgery, joint injections, contraception and contraceptive implants, LD checks, and Anticipatory Care Planning.



Highly Commended GP Practice Award, Herefordshire Carers Support

Families, children and young people

We encourage continuity, and are privileged to look after multiple generations of families. The medical practice dates back to the 1830s, so we may now be looking after the eighth (or more) generation since the practice started.

- Excellent access, >95% same day appointments
- Timely access to phone advice from senior clinicians
- Patients needing to be seen urgently are always seen same day
- Quick access prioritised for unwell children, who are booked in directly if parental / carer concern
- Minor illness clinics
- Full range of immunisations offered
- Quarterly safeguarding meetings with Health Visitors
- Good links with pastoral support staff in schools
- New patient health checks
- Dedicated carers lead
- Bereavement follow up and annual review

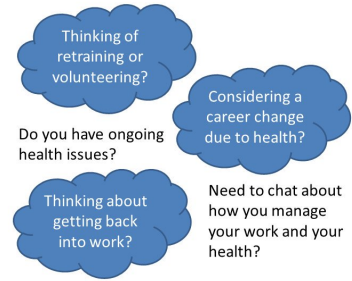


Online access to appointments, notes and repeat prescriptions

Working age people (including those recently retired and students)

The surgery has always aimed to provide quickly accessible quality care. We feel telephone triage gives the best balance between access and continuity but recognise it is not always appropriate for everybody. We offer timed appointments and phone calls, online booking and prescriptions, and reply to all e-mail enquiries.

- Able to pre-arrange appointments if necessary
- Timed callbacks where needed
- Evening appointments available
- Repeat prescriptions, notes access and online appointment booking encouraged
- Care navigation to most appropriate service, able to bypass this
- Phone calls (average 5 mins) then face to face (10 mins) give longer / more flexible time with clinician
- Local evening and weekend appts offered via [Taurus hub](#)
- Weekly musculoskeletal meeting with physiotherapist & GP (EG)
- Employment Adviser in surgery pilot
- Health checks age 40-74 offered
- Registration of out of area patients
- Good access for visitors / temporary patients
- Able to issue prescriptions via EPS to pharmacies throughout England



Yes?

Ask to see Sue the Employment Adviser at Alton Street Surgery every other Wednesday!

Sue can talk through career advice, volunteering opportunities and much, much more. Speak to the GP or Reception team to set up an appointment.

People whose circumstances may make them vulnerable

- Notes flagged if a particular need, such as autism, dementia, sensory deficit
- Good relationships with voluntary sector who provide support
- Telephone interpreting service available (our population is approximately 5% of Eastern European origin)

Homelessness

We care for most of the population in Ross at risk of homelessness, due to our reputation for mental health and substance misuse care.

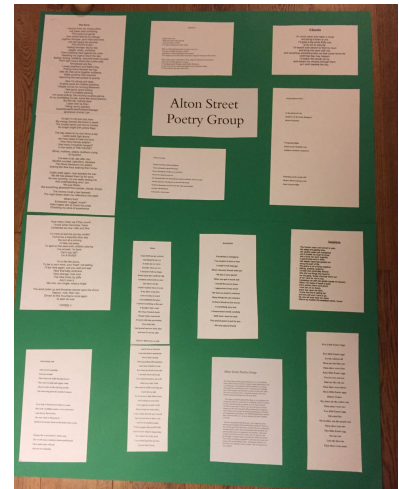
- Outreach / close working with Ross Baptist Church who support homeless and vulnerable people
- Easy registration, postal address not needed
- Surgery can be used as postal address / *poste restante*
- Walk in attendances for those in need
- Support with benefits claims
- Addaction drug services hold weekly clinics in surgery
- Substitute prescribing, including emergency prescriptions
- SL sits on Substance Misuse Deaths review panel (with Public Health)

Isolation

We recognise that isolation and loneliness are important risk factors for illness and mortality, and aim to address these with the support of our local community, with the surgery positioned as a hub for wider services.

- Social prescribing project in progress (starts Summer 2018)
- Close links with community support, eg [Ross Community Garden](#), Ross Meeting Centre
- Poetry group meets fortnightly
- Mindfulness group, Carer support, Dementia Action Alliance use meeting room.

We are starting work to emulate the [Compassionate Frome](#) project, looking at wider community responses, and encouraging volunteering and cooperation.



Alton Street Poetry Group work exhibited in waiting room. Originally funded from Ledbury Poetry Festival some years ago, this group has continued to meet.

People experiencing poor mental health (including people with dementia)

- Pilot site for improving access to Primary Care Mental Health support
- Early / late appointments for patients who might find the waiting room environment difficult (eg anxiety, autism), able to wait outside or in car
- Mental health and dementia huddles with lead GP and Mental Health nurse reviewing current cases
- SL chairs Ross Mental Health and Wellbeing Steering Group
- Books on Prescription scheme developed in conjunction with Herefordshire Libraries, also input into countywide suicide prevention plan, self harm protocol for schools, dementia shared care prescribing protocols
- Planning to introduce annual depression reviews

Learning disability

- High rate of LD checks
- Developing deprescribing protocol with LD consultant.

Dementia

- Leading on dementia diagnosis in primary care, in conjunction with Community Dementia Nurse⁴
- Working to achieve Dementia Friendly Practice status
- SL chairs Herefordshire Dementia Programme Board
- PC@H focus on dementia (recent locality development day on dementia 8/3/18)
- Founder member of Ross Dementia Action Alliance, meetings held in surgery
- Helped set up and support local **Dementia Meeting Centre** for people with dementia and their carers



Ross MHWSG brings together statutory services (primary care, MH services, council), 3rd sector, patients and carers to inform provision of MH services in our locality

⁴ We are introducing the DiADeM tool and Abbey Pain Score into locality care homes

This document was written in March 2018 in preparation for a CQC visit. At our PPG's suggestion, it has been edited for a wider audience, so knowledge of NHS structures is not presumed. We plan to continue to document our current progress, as the process of reflection has been helpful.



Staff sessions:

(1 session = half a day)

Staff group	Number	WTE	Sessions per week
General Practitioners	8	5.6	47
Doctors in training	3	3.0	21
Advanced Nurse Practitioners	2	1.1	10
Practice Nurses	4	2.4	23
Health Care Assistants	3	2.5	24
Management	3	2.9	30
Admin / Secretarial	4	2.2	26
Receptionists	10	6.5	60
Housekeepers	2	1.1	10
Total staff	39	27.3	251

Abbreviations:

<i>PPG</i> Patient Participation Group	<i>CDN</i> Community Dementia Nurse
<i>RCH</i> Ross Community Hospital	<i>QOF</i> Quality and Outcomes Framework
<i>PC@H</i> Primary Care at Home	<i>ANP</i> Advanced Nurse Practitioner
<i>CCG</i> Clinical Commissioning Group	<i>HCA</i> Health Care Assistant
<i>RCGP</i> Royal College of General Practitioners	<i>MDT</i> Multi-Disciplinary Team
<i>IAPT</i> Improving Access to Psychological Therapies	<i>WTE</i> Whole Time Equivalent

Staff mentioned:

<i>JE</i> Jessica Embling, Practice Manager	<i>EG</i> Dr Edwina Gallagher
<i>PC</i> Dr Philip Clayton	<i>JD</i> Dr Jessica Davies
<i>LP</i> Dr Lisa Price	<i>SM</i> Sarah Marley, ANP
<i>SL</i> Dr Simon Lennane	<i>RD</i> Rachael Daniel, Operations Manager
<i>JM</i> Dr Jade Medlicott	<i>VT</i> Vikki Tingle, Reception Manager
<i>BB</i> Dr Ben Barclay	<i>PS</i> Phoebe Sleeman, Clinical Assistant
<i>CP</i> Dr Caroline Pickles	

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