healthwatch Lewisham

Enter and View Report

Woodlands Health Centre, 16th December 2025

Contents

Visit Details	
Service Visited	Woodlands Health Centre - 4 Edwin Hall Place, Hither Green Lane, London, SE13 6RN
Manager	Victor Falola (Manager) and Shanice Muchina (Assistant Practice Manager)
Date & Time of Visit	16th December 2025, 10.00am – 12.30pm
Status of Visit	Announced
Authorised Representatives	Daniyah Kaukab, Emmanuel Godwin, Reedinah Johnson
Lead Representative	Daniyah Kaukab

1. Visit Background

1.1 What is Enter and View?

Part of the local Healthwatch programme is to undertake 'Enter and View' visits.

Mandated by the Health and Social Care Act 2012, the visits enable trained Healthwatch staff and volunteers (Authorised Representatives) to visit health and care services - such as hospitals, care homes, GP practices, dental surgeries, and pharmacies.

Enter and View visits can happen if people tell us there is a problem with a service, but equally they can occur when services have a good reputation.

During the visits we observe service delivery and talk with service users, their families, and carers. We also engage with management and staff. The aim is to get an impartial view of how the service is operated and being experienced.

Following the visits, our official 'Enter and View Report', shared with the service provider, local commissioners and regulators outlines what has worked well, and gives

recommendations on what could have worked better. All reports are available to view on our website.

1.1.2 Safeguarding

Enter and View visits are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit they are reported in accordance with safeguarding policies. If at any time an Authorised Representative observes anything that they feel uncomfortable about they need to 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 Care Quality Commission (CQC) where they are protected by legislation if they raise a concern.

1.2 Disclaimer

Please note that this report reflects observations, feedback, and experiences shared during this particular visit. It provides a snapshot of the service at the time of the visit and may not represent the views or experiences of all service users or staff.

1.3 Acknowledgements

Healthwatch Lewisham would like to thank the service provider, 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 Representatives, who assisted us in conducting the visit and putting together this report.

On this occasion, three Enter and View Authorised Representatives attended the visit. The Authorised Representatives spoke to patients and staff. Suggestions have been made on how to improve the service and good practice has been highlighted.

2. About this Visit

2.1 Woodlands Health Centre

On 16th December 2025 we visited the Woodlands Health Centre, a GP practice in Hither Green, Lewisham.

Upon arrival, we were informed that the practice would be closing at 12:30pm to enable staff to attend Basic Life Support training. Notices advising patients of the temporary closure were displayed within the practice.

The practice has approximately 11,000 plus registered patients and also accepts out of area patient registrations. It has a total of five GPs working throughout the week on different days, three Practice Nurses, a team of Healthcare Assistants, GP assistants and a Phlebotomist. The practice also has an Integrated Neighbourhood Team Health and Wellbeing Coach, GP Registrar, Care Co-ordinator, Senior Care Co-ordinator and a Practice Summariser. Clinical staff are supported by Admin/Receptionists (eight in total) and a Practice Manager and Assistant Practice Manager. The manager mentioned that they have issued less than 10 warning letters, and less than 10 patients were deregistered and placed on SAS in the past year.

This practice also offers additional support for older patients as they have an over 75's phone and assigned palliative list nurse.

2.2 CQC Rating – 'Good'

The CQC is the independent regulator of health and adult social care in England. They make sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve.

Woodlands Health Centre was last inspected by the CQC on 28th July 2016. Their inspection report gave a rating of 'Good' - in all areas (Safe, Effective, Caring, Responsive and Well-led).

2.3 Online Feedback

There were a total of 905 Google reviews, with the overall rating being 4.1 out of 5 stars.

2.4 Focus of the Visit

Every year, Healthwatch Lewisham carries out a statutory programme of Enter & View visits across health and social care services in the borough.

As part of this programme, 50% of Enter & View visits are identified using intelligence and insight from external partners, including the NHS, Local Authority colleagues and the Care Quality Commission (CQC). The remaining 50% are informed by Healthwatch Lewisham's own engagement and insight, including data collected through the Lewisham Independent Advocacy Service, which forms part of the Healthwatch Lewisham contract.

Woodlands Health Centre was selected for an Enter & View visit based on the volume of queries and contact received by Healthwatch Lewisham relating to the practice. As a result, we felt it would be useful to carry out direct engagement to better understand people's experiences of accessing and using the service.

The visit focused on understanding patient experience in relation to access, communication, the care environment, and awareness of feedback and complaints processes, with the aim of highlighting areas of good practice as well as opportunities for service improvement.

3. Executive Summary of Findings

Our analysis is based on the observations made on the day and feedback of 6 patients and 21 staff members. This is a summary of key findings – see sections 4 – 6 for findings in full.

Appointment Access and Booking

What has worked well:

- Patients can access appointments through multiple routes, including telephone, online systems and in person.
- Same-day access is generally effective, with reports of prompt responses and call-backs.
- The triage system supports prioritisation.

What could be improved:

- Staff responses on booking methods and waiting times were inconsistent.
- Some patients reported that consultation preferences were not always accommodated.
- The online triage system was described as difficult or intrusive by some users.

Consultations and Patient Experience

What has worked well:

- Patients reported positive interactions with clinicians, describing them as respectful, attentive, and clear in their communication.

What could be improved:

- There were isolated concerns regarding delayed follow-ups, late diagnosis and lack of continuity of care.
- A couple of patients mentioned long waiting times for appointments. A patient mentioned a blood test appointment was rushed as the staff don't have enough time.

Environment and Facilities

What has worked well:

- The practice is clean, calm, and well-maintained, with good accessibility including step-free access, lifts, hearing loop facilities and accessible toilets.
- Patients described the environment as comfortable.
- Plenty of working computers/working areas for staff.

What could be improved:

- Hand sanitiser was not available in waiting areas, and corridors were narrow in places which may make two-way movement difficult when wheelchair users are passing through.
- Information on interpreter services and feedback processes was not clearly displayed within the practice, although manager advised that information was available online or behind reception.
- Some staff suggested they would benefit from a private outdoor break/seating space and also suggested improvements to ventilation (open windows/air con).

Access to Treatment, Tests and Medication

What has worked well:

- Most patients reported no significant issues accessing treatment or medication.
- Repeat prescriptions are managed through multiple channels and generally function well.

What could be improved:

- Some patients reported delays in prescriptions or not being notified when medication was ready.
- There were also isolated concerns about delays in investigations and a case of late diagnosis.

Engagement and Feedback

What has worked well:

- Feedback is collected through digital platforms and reviewed internally and discussed during staff meetings.
- A Patient Participation Group (PPG) is in place, and feedback is discussed in meetings.

What could be improved:

- Most patients were unaware of how to provide feedback or make a complaint.
- Visibility of feedback processes was limited and awareness of the PPG was low.
- Staff knowledge of complaints and advocacy services was inconsistent.

Staffing and Workforce

What has worked well:

- Staff described a supportive and collaborative working environment, with approachable management and good teamwork.
- Routine staff training and meetings are in place.
- Patients also generally described staff as friendly, welcoming and respectful.

What could be improved:

- There is evidence of staffing pressures. This may contribute to rushed interactions. With staff mentioning the need for more staff to assist vulnerable patients but acknowledges this requires more funding. Additionally a patient highlighted the blood technician was rushing due to not having enough time to complete the process and tests (‘*one person doing all things*’).
- Responses from staff demonstrated varying levels of awareness regarding areas such as complaints procedures, advocacy services and patient engagement processes, suggesting opportunities for further training and information sharing.

4. General Observations

During the visit, the Authorised Representatives made the following notes after observing the GP service, with focus on the environment and how people experience the service:

Accessibility

Observations

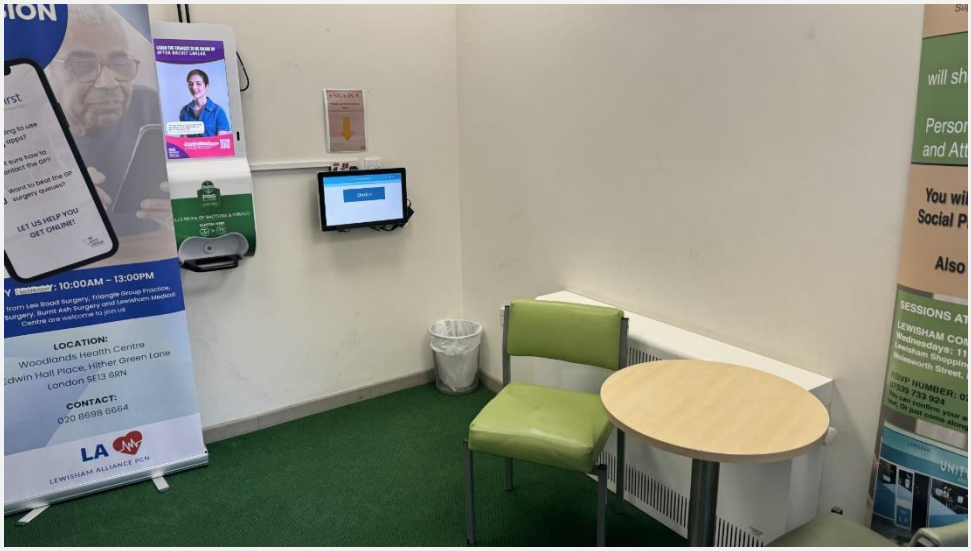
- The practice is located just off the main road, with a front and back entrance.
- It is clearly signposted using external signage visible from the main road.
- There is easy bus access as bus stops are nearby.
- The GP has accessible onsite parking at the front and side of the building, a wheelchair-accessible entrance with ramps and automatic doors, and accessible toilets and changing facilities. The practice is situated on one level. Staff parking is also available onsite.
- The environment is easily accessible and spacious. It is easy to get to the reception and move around. The reception desk is placed at a comfortable level for wheelchair users. The waiting area is spacious making it easy for wheelchair users, however corridors are slightly narrow therefore only one wheelchair can pass at a time.
- Visible fire exits and instructions.
- Handwashing instructions and emergency cord are present in the toilet.
- Built-in wheelchair lift in corridor.

Environment and Facilities

Observations

- Calm, friendly, comfortable temperature and low noise.
- Soft lighting and soft classic jazz music playing in the background.
- Neutral wall, with green accents, light brown wooden flooring.
- Bright, clean, spacious and looks well maintained.
- Patient toilets including disabled use access and separate toilets for staff.
- The waiting room has a BMI/weight/height and Blood Pressure machine with instructions.
- There is a storeroom with all required equipment.
- The reception is behind glass.
- There was a Letter box/ suggestion box placed on the wall (but no forms).
- This GP also has a baby clinic.

- An isolation room is available if any patient wants to speak to the staff without being overheard.
- 12 accessible consultation rooms (named after different plants).
- 18 chairs available in the waiting area for patients – seems enough and are well arranged.
- Hearing loop and its information is available.
- No visible obstructions were observed to cause a hazard.
- Digital screen noticeboard and digital sign in at entrance shown in photo below.



- The TV screen in the waiting area was at a suitable soft volume with news channels and call in display for patients.
- A digital inclusion hub banner was present.
- Face masks and empty urine sample bottles available by reception.
- No hand sanitiser in the waiting room but available by the entrance.
- Drinking water available and bins in reception.
- CCTV cameras.
- Signage with opening times and doctors' name and sex.
- Fire extinguishers in the corridor.
- Interactions between receptionists and patients seemed respectful, friendly and calm.
- Patients seem to have a good relationship with reception staff. (a patient came to drop off Christmas gifts at reception).

Information

Observations

- Information was displayed about flu, fire services and practice information such as how the surgery uses your health records and the Patient Participation Group.
- 2 Healthwatch Lewisham visit posters were visible.
- No food and calls inside the practice notice displayed.
- Kings' College Partnership Plaque ("this GP practice is proud to be training tomorrow's doctors")
- Patient information updates.
- Practice map signage in the corridor and fire service information map.
- They had a suitable good amount of leaflets and posters displayed for information and signposting on various topics, such as BP, diabetes, flu vaccine, weight management, miscarriages, ectopic and molar pregnancy, energy, pharmacy, E-visa information and other facilities like registration (how to register with Woodlands Health Centre), slimming world, various apps, information guiding patients where to contact when less urgent than 999 were also displayed as shown in the photo below.

- Information about interpreter/translation services was not displayed. After asking the manager, we were informed that this information is available on the practice website and that interpreter and translation services are available to support staff and patient communication.
- Feedback forms/information were refilled in their slot on the walls (shown in photo below). However, the manager mentioned that mostly patients receive messages after their appointments to submit feedback. Physical copies are available behind reception. Patient comments were displayed in the staff room.
- The complaints process leaflets were not refilled (shown in photo below) but forms were available at the front desk. Patients can provide complaints via writing, website or contacting the manager.

- GP patient surveys were available in different languages.
- PPG

information leaflet with information and sign-up details were present and are submitted to the reception, however contact information needs to be displayed.

Additional Observations

- A notice was displayed informing patients of a temporary practice closure at 12:30pm on 16 December 2025 for staff Basic Life Support training.
- Secondary school aged individuals were carrying out work experience with the reception team.
- Call room – 2 screens for each call handler, call screen (number of current calls, timing etc), noticeboard (with patients to be called, etc).
- The service has a home visit system in place for housebound patients.
- Prioritise children, elderly, pregnant and disabled patients.
- Queues or waiting times not displayed on screen. However, on the day of the visit, observed waiting times were approximately 10 to 30 minutes.
- Friends and family feedback received around +/- 200 monthly with 90-95% positive reviews (displayed in the staff room).
- All staff were wearing lanyards with IDs.

5. Patient Feedback

During the visit of Tuesday 16th December 2025, we engaged with 6 patients in total, representing approximately half of the patients attending the practice during the patient survey collection period. Other patients either chose not to participate or were called for their appointments before they could be approached.

The findings in this section are based on their collective feedback.

Appointment Booking and Access

Booking the Appointment

The majority booked their appointment via telephone, however, others used the surgery's website or in-person check-in screen.

Patients generally reported positive experiences when booking appointments. Most described the process as straightforward and accessible, with prompt responses and timely call-backs when contacting the practice.

Selected Comments

"When I called, they responded quickly and gave me a same-day appointment."

"The process is fine for me. I was called back within 5 minutes."

"Easy to access – I am familiar with the booking process."

"It was easy, no stress."

Choice of Consultation

Patients expressed differing preferences regarding consultation type. While some preferred face-to-face appointments, others indicated they would have preferred a remote consultation where possible, as they felt it would save them time and travel.

Selected Comments

"They chose face-to-face, but I preferred remote."

"Yes, I prefer face-to-face."

"No, I would prefer a remote appointment. It saves the stress of leaving the house."

Support for Additional Needs

Feedback regarding additional support was mixed. One patient reported that they were not asked about additional needs when booking an appointment, while others commented on clinician preference and continuity of care.

Selected Comments

"I was not asked while booking the appointment, only when I registered with the surgery."

"I wanted a particular doctor, but the answer was no. I was assigned to another student doctor."

"I knew I would have my usual doctor, so I didn't ask for any in particular."

We asked questions around the booking process and appointment accessibility, the environment, treatment, engagement, complaints, staff attitudes, and communication.

5.1 Appointment Booking and Access

We asked patients how the day's appointment had been booked, and whether they knew what to do, were given options, and felt respected. We also asked if they were supported, should they have any additional needs.

5.2 Environment and Facilities

We asked patients how they would describe the environment and facilities at the GP Practice, and whether there was anything they thought could be improved.

Environment and Facilities

Environment of GP Practice

Patients described the practice environment positively, highlighting its cleanliness, calm atmosphere and welcoming facilities. All patients rated the environment and facilities at the practice as 'good' to 'very good'. While feedback was largely positive, some patients mentioned that waiting times were long and could be improved, and one patient expressed that they are not happy to be a case study for student doctors.

Selected Comments

"Very good."

"The environment and toilets are clean. The staff are nice."

"Calm environment."

"The reception is nice, and I like the TV screen in the waiting room."

Improvements to the environment and facilities

While patients were generally satisfied with the environment, some identified areas they felt could be improved, including waiting times and involvement with student doctors.

Selected Comments

"Waiting time could be improved."

"I am not happy to be a study case for student doctors."

5.3 Treatment and Care

We asked patients about the quality of treatment, as well as any delays they may have experienced in accessing medication, treatment, or tests.

Treatment and Care

Quality of Treatment

Patients generally reported positive experiences of treatment and care, describing clinicians as helpful and supportive. No difficulties or delays were reported; however, one patient mentioned that they received a late diagnosis.

Selected Comments

"All is fine, I haven't experience issues - they do attend to me."
"The doctors are helpful and give me good advice."
"Yes, I regularly ask questions and communicate how I feel openly to them."
"Only issue was late diagnosis."
"I'm personally satisfied."

Treatment/Medication Delays

Most patients did not report significant difficulties obtaining medication and described prescription processes positively. One patient noted that repeat prescriptions required attending reception to make a request.

Selected Comments

"Very good – the doctor ordered for a couple months, and I just came to pick it up at the pharmacy."
"Easy, they call and repeat it for me, and I go to the pharmacy to collect."
"I have to come to the reception to request a repeat prescription."

5.4 Engagement and Feedback

We asked patients if they have been encouraged to give feedback and if they are aware of the complaints policy.

Engagement and Feedback

Encouragement to Give Feedback
Awareness and experiences of providing feedback varied among patients. While one patient felt comfortable communicating openly with the practice, others were unsure how to provide feedback and one felt they had not been encouraged to do so. A few also noted that they had not sought out information about providing feedback because they had not felt the need to do so.

Selected Comments

"No, I do not have any idea on that."
"Not really, probably would ask reception".
"No, they do not encourage feedback."

Complaints Policy Awareness
Some patients generally demonstrated limited awareness of the practice's complaints policy and indicated that they had not looked for information about making a complaint, as they had not previously felt the need to do so. One patient reported raising concerns verbally but felt that this had not resulted in any change.

Selected Comments

"I have not made a complaint yet."
"I do complain verbally but nothing changes. The same thing happens over and over again. For example I don't like seeing student doctor"

5.5 Staff and Communication

We asked about the attitudes of staff and the quality of communication with the GP Practice.

Staff and Communication

Staff Attitudes
Patients generally described staff positively, commenting on their professionalism, friendliness and welcoming approach. Several patients spoke positively about both reception and clinical staff, although one patient raised a concern regarding a delayed follow-up for an x-ray.

Selected Comments
"I've come for quite a while, and the GPs do well - do what they're required to do."
"Both the reception and doctors are well-mannered and welcoming."
"The consultation staff is nice."
"Good customer service, friendly."
"Some doctors are careless…they left the x-ray late."

Communication
Patients generally reported positive experiences of communication with the practice and felt listened to during consultations. However, some comments suggested that workload pressures may occasionally affect communication and follow-up with patients.

Selected Comments
"I have had no issues at all with communication."
"No problem for me - my main doctor listens to me and doesn't rush."
"I don't know what could be improved as it's good."
"I was sick for a while and the GP never called to follow up on test."
"Blood test technician rushed as she doesn't have enough time to complete the process and test."
"One person does all things."

6. Staff Feedback

During the visit, we received feedback from:

- 1 Assistant manager
- 3 GPs
- 6 GP assistants
- 5 reception staff members
- 1 care coordinator
- 1 health and wellbeing coach
- 1 caretaker
- 1 GP registrar
- 1 admin/clinical support
- 1 summariser

6.1 Appointment Booking and Access

Staff reported that patients can access appointments through several booking methods, including by telephone, online, via the NHS App, and in person. Urgent appointments were reported as available within 24 hours, while non-urgent appointments could take between one and five days.

We were told that same-day requests are triaged by clinicians using the Accurx system with support from GPA's who described a highly involved role in the triage process. Same-day requests are organised according to urgency, with children and severe cases being prioritised.

Reception staff provided varied responses regarding booking methods and appointment waiting times. For example, some reported that same-day appointments could be booked by telephone or in person, while others stated this was not possible, suggesting some inconsistency in understanding across the team.

GP's and GPA's informed us that patients are asked about consultation preferences, which are taken into consideration, but final decisions regarding the consultation method are made by clinicians.

Several staff members noted that some patients still struggle with online systems and require additional support. We were also told that some patients find the online questionnaire intrusive.

Support is available for struggling patients, including assistance in completing forms.
"Though some patients were apprehensive about using the new appointment system, the encouragement and support we offer have helped them understand it better."

Staff highlighted several forms of patient support, including interpreter services, support for patients with disabilities, continuity of care, and accommodations linked to disabilities, long-term conditions, or caring responsibilities.

Although staff's views of the booking and triage systems were generally positive, particularly regarding same-day responses and signposting patients to the most appropriate service, management acknowledged that improvements are being made to the Accurx triage questions and templates.

Expanding Saturday services was suggested to improve access to appointments.

6.2 Environment and Working conditions

Staff described the wider working environment as organised and supportive, with regular team meetings and collaborative working. They also mentioned management is very approachable and helpful regarding any questions or concerns.

"The working environment is very good; it is well-organised and pleasant."

"There is good energy and a strong sense of teamwork."

However, GP's noted that funding for additional staffing and further "management training" could improve working conditions and efficiency.

Reception staff noted pressures linked to staffing shortages, noise levels, and workload. They suggested quieter workspaces, improved ventilation and air circulation, outdoor seating areas, more autonomy in managing workload, and more frequent training opportunities.

"Two receptionists noted that they can at times be short-staffed and the work environment can become stressful."

Other suggestions for improvement included outdoor break spaces or greenery, EMIS and refresher training, greater flexibility around hybrid working, and additional shadowing opportunities.

Some staff members also noted uncertainty around existing wellbeing schemes.

6.3 Treatment and Prescriptions

Repeat prescription management was generally viewed positively. Staff explained that repeat prescriptions can be requested by telephone, online, in person and by email. They are managed collaboratively by duty doctors and pharmacists.

Reception staff told us that patients occasionally report delays in receiving their repeat prescriptions or not being informed when medication is ready.

6.4 Communication and Referrals

Communication with patients was viewed positively overall, with staff generally reporting that communication systems were functioning well and patient communication preferences were recorded and reviewed.

GPs felt that Accurx has improved communication and enabled patients to share additional information, such as photographs. GPAs also highlighted that communication and support offered by staff have helped patients better understand the newer appointment systems.

However, some staff felt that communication with vulnerable patients could be improved with additional staffing, such as better translation support at reception. More frequent reviews of communication preferences would also be beneficial.

It was also suggested that communication around the use of the online systems could be clearer. The online system could be improved by providing better updates when online consultations trigger appointments and easier ways for patients to update personal information through digital systems.

Referral systems and hospital communication were generally viewed positively, with designated clinicians and administrative staff processing requests daily. GPs explained that referrals are managed through an e-referral system and hospital letters are reviewed and actioned by doctors and GPAs, with urgent requests reviewed by duty doctors, and routine messages are distributed and handled amongst the other doctors. The letters are uploaded by the administrative team and added to the patient records.

The staff reported challenges linked to referral processes and hospital communications, particularly the volume of referral forms and requests redirected back to the GP practice.

Although staff told us that patients are typically kept informed of the progress, some were unsure whether patients are consistently updated.

Staff mentioned a need for clearer communication regarding referrals and letter updates, and patients should be actively encouraged to exercise patient choice.

6.5 Feedback, Complaints and PPG

Staff reported that patient feedback is collected through surveys, telephone conversations, face-to-face interactions, online reviews, and Patient Participation Group (PPG) meetings. Complaints are monitored through meetings, complaint logs, and online reviews.

We were told the practice has a PPG that meets quarterly and discusses service changes, staffing updates, and practice developments.

"Yes, the practice manager takes in all feedback and responds to them. They are reviewed during administrative and clinical meetings to improve our service."

Management reported that complaints are monitored through meetings, complaint logs, and online reviews. However, there was no consistent understanding among staff regarding complaint procedures or the Independent Health Complaints Advocacy Service.

Knowledge of the PPG also varied, with some staff able to describe how patients join and what is discussed, while others were unsure about its operation.

7. Recommendations

Based on the analysis of all feedback obtained, Healthwatch Lewisham has made a list of recommendations. Below each recommendation we have included the response from Woodlands Health Centre.

1. Improve Appointment Access, Clarity and Patient Communication

Patients and staff identified opportunities to further improve appointment access and communication. Some patients reported that their preferred consultation method was not always accommodated, while others described the online triage system as difficult or intrusive and waiting times as something which could be improved. Additionally, management advised that improvements to the Accurx triage system and templates are already underway.

We encourage the service to provide clear and consistent information about booking methods, waiting times, consultation options and how the triage system works to improve patient understanding. Regular reviews of the Accurx triage system and templates will ensure they remain user-friendly and effective. The practice may also wish to explore whether additional appointment capacity, such as expanded Saturday provision, could further support patient access if viable.

We will review and refresh patient-facing information on the available booking routes, how clinical triage works, likely response times and consultation options. Accurx triage questions and templates will continue to be reviewed for clarity and ease of use. Existing Saturday/extended-access capacity will continue to be used and any further expansion will be considered where viable.
Patients already have several access routes, including telephone, online and in-person support, and same-day requests are clinically triaged. Assisted support is available for patients who have difficulty using online forms. The practice is already reviewing the Accurx pathway and templates.

2. Strengthen Continuity of Care and Follow-Up Processes

Patient feedback highlighted instances of missed follow-ups, delayed diagnosis, and delays relating to prescriptions or patients not being notified when medication was ready, indicating gaps in service co-ordination.

We recommend the service improves follow-up approaches for test results, referrals, ongoing care, and medication-related communication to reduce the risk of delays. Implementing clear communication with patients about next steps could also support continuity.

Continue strengthening the follow-up process for test results, referrals, ongoing care and prescriptions, with clearer communication to patients about next steps. Dedicated test-result capacity will be used to reduce avoidable waits and outstanding follow-up will be reviewed through routine clinical and administrative workflows.
Referral correspondence and clinical messages are routinely reviewed and actioned by clinicians and the administrative team. The practice has also introduced dedicated weekday morning test-result clinics to help bring forward result-related queries and improve follow-up capacity.

3. Improve Visibility of Feedback and Complaints Processes

Low awareness among patients and inconsistent staff understanding suggest that current feedback and complaint processes are not widely accessible.

The service should make feedback and complaints information more visible within patient areas and behind the reception desk, alongside keeping forms readily available to encourage engagement. Supporting staff with clearer guidance on these processes, including how to signpost to advocacy services is essential.

We will replenish and maintain visible complaints and feedback information in the waiting area and at reception. The complaint leaflets noted as unavailable on the day had run out; new copies to be printed and the leaflet holders will be included in routine checks. Staff guidance on complaints and advocacy signposting will also be refreshed.

Complaints can already be made in writing, online or directly to the practice, and forms are available from reception. Feedback is also collected digitally and reviewed internally. The empty waiting-room leaflet holder observed during the visit was because the existing copies had run out, not because the information had been withdrawn; replacement copies will be printed.

4. Strengthen Awareness and Promotion of the PPG

Limited awareness of the PPG among patients and varying staff understanding indicate that it may not be widely promoted.

We recommend that the service displays clear information about the PPG, including its purpose and how to join to increase awareness. Staff should also be encouraged to mention the PPG during interactions with patients to support engagement.

We will refresh the PPG display so that its purpose, contact information and joining process are clear. Staff will be reminded to signpost interested patients to the PPG, and PPG information will continue to be promoted through practice communication channels.
A PPG is already established and meets regularly each quarter. PPG information and sign-up material were present during the visit; the practice will improve the visibility of contact/joining details and reinforce staff awareness.

5. Improve Information Provision around Interpreters

Although the service offers interpreter support, limited visibility may reduce patient awareness.

We would encourage the service to display information about available support services more prominently and review patient information materials to keep them visible and up to date.

We will display clearer information in patient areas confirming that interpreter and translation support is available and how patients can request it. Patient-facing information will be reviewed periodically to ensure it remains visible and up to date. Interpreter and translation services are already available to patients and staff, and information is available through the practice website. The improvement required is primarily to make this support more visible within the building.

6. Improve Infection Prevention Processes

Hand sanitiser was also not available within waiting areas during the visit.

We recommend that the service should make hand sanitiser available within all waiting areas to further support infection prevention and patient confidence.

Hand sanitiser is available directly at the entrance on the Dettol machine. We will ensure hand sanitiser is available within the waiting area as well as at the entrance. Availability will be included within routine premises checks so that dispensers are replenished promptly.
Hand sanitiser was available by the entrance at the time of the visit, but not within the waiting area itself. It was behind the reception desk that patients tend to and is offered to patients. This will be addressed by ensuring sanitiser is also readily available on the patient facing desk in the waiting area.

7. Address Staffing Pressures and Workflow Efficiency

Feedback from patients and staff suggests that workload pressures may be affecting service delivery. Some patients felt consultations were rushed, while staff identified pressures associated with workload and competing responsibilities. Staff also suggested they would benefit from access to a private outdoor break or seating space.

We encourage the service to review how tasks are distributed across staff roles, exploring ways to reduce pressure points to improve both staff experience and patient interactions. The service should also consider opportunities to enhance staff wellbeing facilities, including access to suitable break spaces where feasible.

Continue reviewing task allocation, appointment workflows and staffing pressure points to make best use of clinical, reception and administrative roles. Staff wellbeing arrangements, including appropriate break space and any feasible improvements to the staff environment, will also be considered as part of ongoing premises and workforce planning.
The practice already holds regular team meetings and reviews operational pressures and workload. Staff feedback on workload, workspace and wellbeing will be considered alongside service demand, available funding and premises constraints.

8. Enhance Staff Training, Internal Communication and Consistency

There were varying levels of staff knowledge across complaints procedures, advocacy services, feedback processes and patient engagement activities which suggests inconsistencies in training and communication.

The provision of regular opportunities for shared learning, refresher training, and communication around internal updates will help to improve consistency across staff roles and support a more unified approach to service delivery.

Use staff meetings, induction and refresher training to reinforce consistent knowledge of complaints, advocacy services, feedback routes, PPG information, interpreter support and patient access pathways. Key process changes will continue to be communicated across staff groups so that patients receive consistent information. Routine staff training and meetings are already in place. The report has highlighted specific areas where knowledge needs to be more consistent across roles, and these topics will be incorporated into refresher updates and staff communication.

8. Review of Website

In addition to the Enter & View visit, we have reviewed the practice website, to assess its overall accessibility and effectiveness.

8.1 Accessibility and General Information

We start by looking at accessibility:

- is the website easy to navigate (colours, font, logic)
- compatible with mobile devices and able to translate?
- Is basic information - such as contact details, opening times (including out of hours).
- CQC (Care Quality Commission) rating clearly displayed?
- Is there a list of practice staff, and a full list of services on offer?

We use a RAG (Red, Amber, Green) traffic light system to highlight findings.

Attribute	RAG Rating
Is the website easy to navigate?	
Is it mobile compliant?	
Is translation available?	
Is the CQC rating displayed?	
Are the contact details and opening hours clearly displayed?	
Is there information on out-of-hours help?	
Is there information on extended hours?	
Is there information on the catchment area?	
Are you able to register online?	
Is there a full list of practice staff?	
Is there a full list of services provided?	
Is there an accessibility menu?	

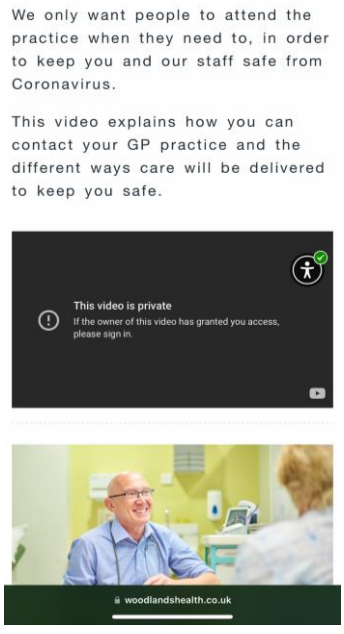
For accessibility and general information, we consider the website to be 100% compliant. The layout is concise, well presented and proportioned, and all items were found easily, either through the drop-down menu or search bar.

8.2 Service Access and Support

In this section we examine the ability to book appointments, assess levels of information and choice, and whether there is a clear process and route in accessing the variety of online services (appointments, prescriptions, test results and referrals). We also consider general information on self-help, community support, and awareness of Primary Care Networks (PCNs) and the evolving primary care roles.

Attribute	RAG Rating
Is there a choice when booking?	
Is the online pathway clear?	
Is there an eConsult pop-up?	
Is there background information on PCNs?	
Are there self-help resources?	
Is there information on local including community support?	
Are information sources clear and reliable?	

For service access and support, we consider the website to be 78.57% compliant. There was no eConsult pop-up. Some information resources were not accessible, for example a video regarding how to contact their GP practice and the different ways care will be delivered to keep patients safe, does not play and says 'This video is private'.



8.3 Engagement and Involvement

In this section we examine the visibility of the Patient Participation Group (PPG), complaints process and ability to give feedback, including access to the Friends and Family Test (FFT).

Attribute	RAG Rating
Is the PPG clearly visible?	
Is PPG content adequate and up-to-date?	
Are patients encouraged to give general feedback?	
Is the complaints procedure visible?	
Is the Friends and Family Test visible?	

On engagement and involvement, the website is 90% compliant. While the Friends and Family test is available via the search function, it is not clearly signposted and cannot be easily located without using the search bar.

9. Glossary of Terms

CQC	Care Quality Commission
FFT	Friends & Family Test
IPC	Integrated Personal Commissioning
PCN	Primary Care Network
RAG	Red, Amber, Green

10. Distribution and Comment

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

If you have any comments on this report or wish to share your views and experiences, please contact us.

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