Announced Inspection Report: Independent Healthcare

Service: Superdrug Stores Plc (Glasgow)
Service Provider: Superdrug Stores Plc

6 August 2019
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www.healthcareimprovementscotland.org

Healthcare Improvement Scotland Announced Inspection Report
Superdrug Stores Plc (Glasgow), Superdrug Stores Plc: 6 August 2019

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1 A summary of our inspection

The focus of our inspections is to ensure each service is person-centred, safe and well led. Therefore, we only evaluate the service against three key quality indicators which apply across all services. However, depending on the scope and nature of the service, we may look at additional quality indicators.

About our inspection

We carried out an announced inspection to Superdrug Stores Plc (Glasgow), 167 Sauchiehall Street on Tuesday 6 August 2019. We spoke with the clinic nurse practitioner and the clinical nurse manager. Four patients completed our online survey as part of this inspection. This was our first inspection to this service.

The inspection team was made up of one inspector.

What we found and inspection grades awarded

For Superdrug Stores Plc (Glasgow), the following grades have been applied to three key quality indicators.

<table>
<thead>
<tr>
<th>Key quality indicators inspected</th>
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</thead>
<tbody>
<tr>
<td><strong>Domain 2 – Impact on people experiencing care, carers and families</strong></td>
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<tr>
<td><strong>Quality indicator</strong></td>
</tr>
<tr>
<td>2.1 - People’s experience of care and the involvement of carers and families</td>
</tr>
<tr>
<td><strong>Domain 5 – Delivery of safe, effective, compassionate and person-centred care</strong></td>
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<tr>
<td>5.1 - Safe delivery of care</td>
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</tbody>
</table>
were required. A risk-based refurbishment plan must be put in place.

**Domain 9 – Quality improvement-focused leadership**

9.4 - Leadership of improvement and change  
The provider effectively supported the service and clinical governance systems included an audit programme. Weekly meetings between the provider’s Scottish services allowed good practice to be shared. National and regional staff conferences recognised achievements and gave staff the opportunity to network.  
✓✓ Good

The following additional quality indicators were inspected against during this inspection.

**Additional quality indicators inspected (ungraded)**

**Domain 5 – Delivery of safe, effective, compassionate and person-centred care**

<table>
<thead>
<tr>
<th>Quality indicator</th>
<th>Summary findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2 - Assessment and management of people experiencing care</td>
<td>Appropriate consultation, assessments and treatment plans were in place. All records were fully completed. Patients felt involved in the care planning process. GP details should be recorded and patients should be made aware of the information sharing processes.</td>
</tr>
</tbody>
</table>

**Domain 7 – Workforce management and support**

| 7.1 - Staff recruitment, training and development               | Processes for recruitment induction and training were supported at local and regional level. The nurse practitioner had access to peer and clinical support. Staff felt they had the appropriate skills and training for their role. |

Grades may change after this inspection due to other regulatory activity. For example, if we have to take enforcement action to improve the service or if we investigate and agree with a complaint someone makes about the service.

More information about grading can be found on our website at: [http://www.healthcareimprovementscotland.org/our_work/inspecting_and_regulating_care/ihc_inspection_guidance/inspection_methodology.aspx](http://www.healthcareimprovementscotland.org/our_work/inspecting_and_regulating_care/ihc_inspection_guidance/inspection_methodology.aspx)

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What action we expect Superdrug Stores Plc to take after our inspection

This inspection resulted in one requirement and four recommendations. Requirements are linked to compliance with the National Health Services (Scotland) Act 1978 and regulations or orders made under the Act, or a condition of registration. See Appendix 1 for a full list of the requirements and recommendations.

An improvement action plan has been developed by the provider and is available on the Healthcare Improvement Scotland website: www.healthcareimprovementscotland.org/our_work/inspecting_and_regulating_care/independent_healthcare/find_a_provider_or_service.aspx

Superdrug Stores Plc, the provider, must address the requirement and make the necessary improvements as a matter of priority.

We would like to thank all staff at Superdrug Stores Plc (Glasgow) for their assistance during the inspection.
2 What we found during our inspection

Outcomes and impact

This section is where we report on how well the service meets people’s needs.

Domain 2 – Impact on people experiencing care, carers and families

High performing healthcare organisations deliver services that meet the needs and expectations of the people who use them.

Our findings

Quality indicator 2.1 - People’s experience of care and the involvement of carers and families

Patients were given information about available treatments in a variety of ways. A consultation process gave patients the opportunity to discuss and agree if treatment was appropriate. All patients reported being very satisfied with the service provided.

The service’s participation policy described how it would collect patient feedback in a number of ways. For example, patients could leave a review on the provider’s website and anyone who left negative feedback online would be contacted directly and asked for more information. We saw that processes were in place to respond to negative feedback promptly. All feedback we saw was very positive and comments included:

- ‘The nurse was so helpful, and really went above and beyond to make sure I got my vaccinations safely. You wouldn't think that going for vaccinations could turn into such a pleasant experience but the atmosphere was so friendly and relaxed I hardly noticed the jabs!’

Patient feedback we received from our survey was positive. We were told the service took time to decide the correct course of treatment and they received enough information in a format they understood. One commented:

- ‘Very informative discussion about health concerns in my destination country. For the vaccinations given, clear information was given about potential side effects, time for renewal, etc.’

Patients could visit the provider’s website to find information about the cost of services offered. Appointments could be made online or over the telephone.
Information posters and leaflets were available in languages other than English, such as Mandarin to support Chinese students studying in Scotland. The service’s nurse practitioner also spoke Mandarin.

The service had a complaints policy in place. Complaints information we saw available for patients described how to make a complaint, which included that patients could contact Healthcare Improvement Scotland at any time. A clinical nurse manager responsible for the provider’s services across Scotland would investigate a complaint, if necessary.

- No requirements.
- No recommendations.
Service delivery

This section is where we report on how safe the service is.

Domain 5 – Delivery of safe, effective, compassionate and person-centred care

High performing healthcare organisations are focused on safety and learning to take forward improvements, and put in place appropriate controls to manage risks. They provide care that is respectful and responsive to people’s individual needs, preferences and values delivered through appropriate clinical and operational planning, processes and procedures.

Our findings

Quality indicator 5.1 - Safe delivery of care

Systems and processes were in place to help make sure care was delivered safely. This included systems to support the safe, effective and secure handling of medicines. A rolling programme of clinical audit helped identify whether any improvements were required. A risk-based refurbishment plan must be put in place.

A variety of policies and procedures were in place to help make sure the care environment and equipment was safe, including environmental risk assessments. A clinic daily book was kept up to date to make sure appropriate tasks were completed to improve patient safety. Most patients we spoke with told us they were satisfied with the cleanliness of the service.

The provider audited the service twice a year to assess the environment and daily practice. Audit results were shared with the service to review and develop improvement action plans. The clinical nurse manager reviewed improvement action progress during their regular visits to the service.

A medicines management policy was in place and we saw systems were in place to support the safe, effective and secure handling of medicines. The majority of medicines in the service were prescribed using patient group directives (PGDs) to allow nurse practitioners to administer medicines in line with legislation. Patient group directives allow services to supply and administer a medicine to a pre-defined group of people. If patients were not able to be treated using the PGD, the nurse contacted a doctor at the Superdrug online doctor team for guidance.

The service had a supply of emergency medicines and staff had access to the Superdrug online doctor team for advice during an emergency if required.
Immunisation appointments for children could only be booked over the telephone. During this conversation, parents would be made aware of the process for parental consent and identity checks carried out at the face-to-face immunisation appointments.

A safeguarding policy set out how any concerns would be escalated. The clinical nurse manager and nurse practitioner had appropriate training to deal with any safeguarding concerns for children and adults.

**What needs to improve**
At the time of our registration site visit, we were told the treatment room would be refurbished. The refurbishment had not been carried out at the time of our inspection and the service did not have a risk assessment in place for using the clinical wash hand basin (requirement 1).

Some equipment used for patient care, including weighing scales, had not been serviced or calibrated (recommendation a).

**Requirement 1 – Timescale: by 1 January 2020**
- The provider must ensure the fabric of the building and fittings are in line with current Health Facilities Scotland guidance. The provider must then develop a risk-based action plan to address any deficiencies noted as part of the wider refurbishment plans for the service.

**Recommendation a**
- The service should ensure all equipment used for patient care are regularly serviced and calibrated.
Our findings

Quality indicator 5.2 - Assessment and management of people experiencing care

Appropriate consultation, assessments and treatment plans were in place. All records were fully completed. Patients felt involved in the care planning process. GP details should be recorded and patients should be made aware of the information sharing processes.

All patients received a face-to-face consultation before treatment. At this consultation, staff discussed:

- risks and possible side effects
- benefits
- costs, and
- whether the treatment would be available through the NHS.

Consent forms were signed, scanned and included as part of the patient care record. Information leaflets were available for patients to take away. An electronic patient pathway helped to support the nurse practitioner’s specialist knowledge of appropriate vaccinations.

The service stored patient care records electronically. The two patient care records we reviewed included:

- a full medical history
- a record of face-to-face consultation
- any risk assessments, and
- a signed consent form.

Consent forms for children had appropriate permissions. Patient care records were clearly dated and details of treatments included medicines administered. Aftercare advice was also noted in the patient care records, and we saw a range of information leaflets and guidance available. Patients we spoke with told us they had been fully involved in decisions about their care and treatment.

The electronic system recorded any treatments that patients had received in the provider’s other services. All of the provider’s services could access this information.
What needs to improve
Patients’ GP details were not noted in patient care records to allow staff to communicate effectively with the GP when appropriate (recommendation b).

Patient care records did not state that patients had been made aware that their information could be shared with other healthcare professionals in an emergency (recommendation c).

We saw no evidence of appropriate patient care record audits being carried out (recommendation d).

- No requirements.

Recommendation b
- The service should keep a record of the patient GP details in the patient care record.

Recommendation c
- The service should ensure patients are aware that information will be shared with other healthcare professionals as required and that this is documented in the patient care record.

Recommendation d
- The service should develop a regular programme of audit to assess patient care records.

Domain 7 – Workforce management and support
High performing healthcare organisations have a proactive approach to workforce planning and management, and value their people supporting them to deliver safe and high quality care.

Our findings

Quality indicator 7.1 - Staff recruitment, training and development

Processes for recruitment induction and training were supported at local and regional level. The nurse practitioner had access to peer and clinical support. Staff felt they had the appropriate skills and training for their role.

Staff attended basic life support training in person and had the option of completing other learning modules online, such as for infection control. The
clinical nurse manager carried out staff appraisals twice a year. Training records were up to date and stored securely in the service.

The clinical nurse manager made sure that staff training in safeguarding, yellow fever and protecting vulnerable groups was up to date. Before staff started their employment, their registration with the Nursing and Midwifery Council was checked and a system alerted the clinical nurse manager of any upcoming registration renewals.

Staff we spoke with were aware of current evidence-based guidelines relevant to their role. They felt they had the skills, knowledge and experience to carry out their roles.

What needs to improve
The service had identified that cover was not always available during times of sickness and annual leave. The clinical nurse and national nurse managers told us they were considering recruiting relief nurses to provide this cover.

- No requirements.
- No recommendations.
Vision and leadership

This section is where we report on how well the service is led.

Domain 9 – Quality improvement-focused leadership

High performing healthcare organisations are focused on quality improvement. The leaders and managers in the organisation drive the delivery of high quality, safe, person-centred care by supporting and promoting an open and fair culture of continuous learning and improvement.

Our findings

Quality indicator 9.4 - Leadership of improvement and change

The provider effectively supported the service and clinical governance systems included an audit programme. Weekly meetings between the provider’s Scottish services allowed good practice to be shared. National and regional staff conferences recognised achievements and gave staff the opportunity to network.

The provider had a comprehensive leadership structure in place with clear roles and responsibilities. A national nurse manager led the UK nursing team with support from four clinical nurse managers (one that covered Scotland). The provider employed 39 nurse practitioners, with six based in Scotland and most of its services were staffed by one nurse practitioner. Staff we spoke with felt that the leadership was visible and approachable.

Weekly conference calls between the provider’s Scotland-based nurses and the clinical nurse manager allowed the Scottish services to support each other and work together. From minutes, we saw that these meetings discussed incidents, complaints and service improvements.

The clinical nurse manager visited the service regularly. Visits were recorded and any actions required were sent to the nurse practitioner. The nurse practitioner told us they felt that they were kept up to date with any changes nationally and felt supported to suggest any improvements to the service. For example, they had been keen to provide the service to Chinese students in the area and learned to speak some Mandarin, which the provider supported.

The provider’s clinical excellence team, which oversaw clinical practice in the services, and the online doctor team met monthly to discuss any recent incidents or complaints. Any actions would be fed back to the relevant service’s nurse practitioner or at the weekly conference calls with the clinical nurse
manager. Actions that led to service improvements, such as an audit of yellow fever practice to improvement patient safety, were shared through local newsletters.

All staff attended the provider’s national and regional conferences every year which set out the vision for the next year. These conferences also provided staff the opportunity to network, learn about available training and share good practice and learning. Staff also received awards in recognition of their work.

The provider worked in partnership with a charity to raise awareness about breast cancer during consultations. The nurses received face-to-face and online training to support their understanding. Leaflets and posters were available to advise patients where to seek further support if needed.

- No requirements.
- No recommendations.
Appendix 1 – Requirements and recommendations

The actions that Healthcare Improvement Scotland expects the independent healthcare service to take are called requirements and recommendations.

- **Requirement**: A requirement is a statement which sets out what is required of an independent healthcare provider to comply with the National Health Services (Scotland) Act 1978, regulations or a condition of registration. Where there are breaches of the Act, regulations, or conditions, a requirement must be made. Requirements are enforceable at the discretion of Healthcare Improvement Scotland.

- **Recommendation**: A recommendation is a statement that sets out actions the service should take to improve or develop the quality of the service but where failure to do so will not directly result in enforcement.

### Domain 5 – Delivery of safe, effective, compassionate and person-centred care

#### Requirement

<table>
<thead>
<tr>
<th>Requirement</th>
<th>The provider must ensure the fabric of the building and fittings are in line with current Health Facilities Scotland guidance. The provider must then develop a risk-based action plan to address any deficiencies noted as part of the wider refurbishment plans for the service (see page 10).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timescale</td>
<td>by 1 January 2020</td>
</tr>
<tr>
<td>Regulation</td>
<td>Regulation 3(d)(i)</td>
</tr>
<tr>
<td></td>
<td>The Healthcare Improvement Scotland (Requirements as to Independent Health Care Services) Regulations 2011</td>
</tr>
</tbody>
</table>

#### Recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>The service should ensure all equipment used for patient care are regularly serviced and calibrated (see page 10).</th>
</tr>
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<tbody>
<tr>
<td>Health and Social Care Standards: My support, my life. I experience a high quality environment if the organisation provides the premises. Statement 5.22</td>
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</table>

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>The service should keep a record of the patient GP details in the patient care record (see page 12).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Social Care Standards: My support, my life. I have confidence in the organisation providing my care and support. Statement 4.18</td>
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</table>
### Domain 5 – Delivery of safe, effective, compassionate and person-centred care (continued)

<table>
<thead>
<tr>
<th>Recommendations</th>
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<tbody>
<tr>
<td><strong>c</strong> The service should ensure patients are aware that information will be shared with other healthcare professionals as required and that this is documented in the patient care record (see page 12).</td>
</tr>
</tbody>
</table>

Health and Social Care Standards: My support, my life. I am fully involved in all decisions about my care and support. Statement 2.14

| **d** The service should develop a regular programme of audit to assess patient care records (see page 12). |

Health and Social Care Standards: My support, my life. I have confidence in the organisation providing my care and support. Statement 4.19
Appendix 2 – About our inspections

Our quality of care approach and the quality framework allows us to provide external assurance of the quality of healthcare provided in Scotland.

Our inspectors use this approach to check independent healthcare services regularly to make sure that they are complying with necessary standards and regulations. Inspections may be announced or unannounced.

We follow a number of stages to inspect independent healthcare services.

Before inspections

Independent healthcare services submit an annual return and self-evaluation to us.

We review this information and produce a service risk assessment to determine the risk level of the service. This helps us to decide the focus and frequency of inspection.

During inspections

We use inspection tools to help us assess the service.

Inspections will be a mix of physical inspection and discussions with staff, people experiencing care and, where appropriate, carers and families.

We give feedback to the service at the end of the inspection.

After inspections

We publish reports for services and people experiencing care, carers and families based on what we find during inspections. Independent healthcare services use our reports to make improvements and find out what other services are doing well. Our reports are available on our website at: www.healthcareimprovementscotland.org

We require independent healthcare services to develop and then update an improvement action plan to address the requirements and recommendations we make.

We check progress against the improvement action plan.

More information about our approach can be found on our website: www.healthcareimprovementscotland.org/our_work/governance_and_assurance/quality_of_care_approach.aspx
Complaints

If you would like to raise a concern or complaint about an independent healthcare service, you can complain directly to us at any time. However, we do suggest you contact the service directly in the first instance.

Our contact details are:

Healthcare Improvement Scotland
Gyle Square
1 South Gyle Crescent
Edinburgh
EH12 9EB

Telephone: 0131 623 4300

Email: hcis.ihcregulation@nhs.net