

Well-Led Practice Review: East Town Medical Practice

83%

Responses to date: 5 leadership team and 13 wider practice responses

Executive summary



Your practice received a good review.

Your overall score was **83%**. This is the average of your leadership team's self-assessment and your wider practice's assessment. Your score puts you around the mid-point score in our research database. You have the potential to get into the top 10% of team scores.

Discuss the areas you'd like to improve on, click on the recommended exercises and push yourselves to get into the top 10% of practice scores.

What's in this report



- * A detailed practice analytic, benchmarking your team against other practices.
- * Your signature strengths and challenges as a team.
- * A list of development needs pinpointed by team members and stakeholders.
- * Links to our recommended exercises based on your report.
- * Comments from people who completed the questionnaire.

Resources to use alongside this report



Team Leader's Guide

A practical guide with all you need to feel confident about running a 'review & improve' session with your team.

[Team Leader's Guide](#)



Expert Guidance

Comprehensive briefings on the skills you need to transform your leadership skills and your team's performance.

[Expert Guidance](#)

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How to use this report



Step 1: Circulate the report with your leadership team.

Ask people to consider: What themes have been brought out? What do your staff say, and is it aligned to your thoughts as a leadership team?



Step 2: Click the links in the report to the recommended exercises, or browse the [Expert Guidance](#) section to find out more about your suggested areas of development.



Step 3: Meet as a leadership team, and talk together about your report. Review and agree together what you would like to work on. Agree actions based upon the areas for improvement identified in your Practice Review. What are your improvement priorities as a practice? How will you measure the success of any changes?



Step 4: Complete the Action Plan page to document and evidence your plan.



Step 5: Share the Practice Review and Action Plan with the wider practice and tell them what you're doing in light of it. Arrange to talk to those people who you'd like to involve the change.



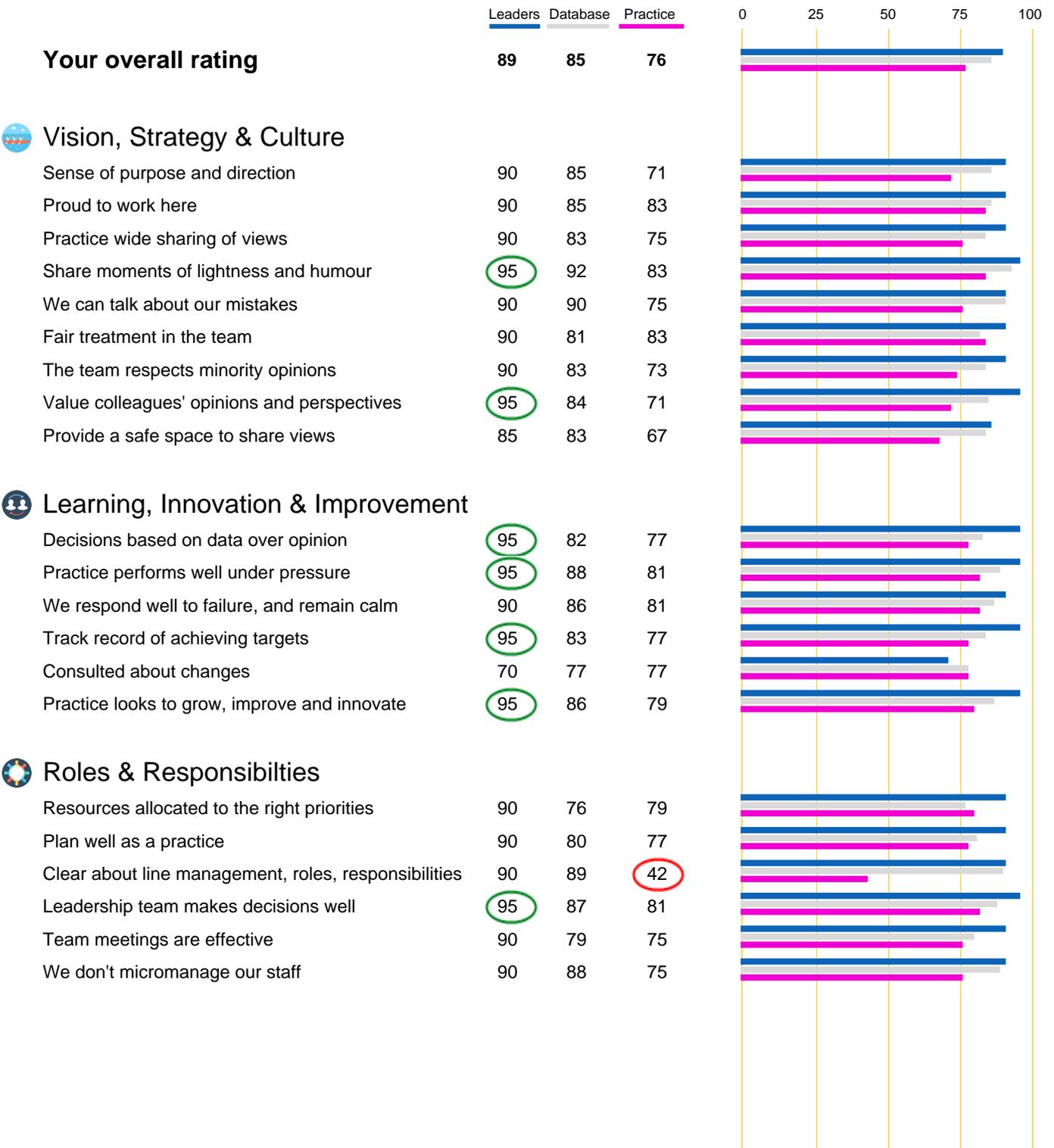
Step 6: Upload the Practice Review and the Action Plan to the CQC portal.

Repeat the Practice Review to evaluate the success of any changes. Minimum once a year, more often if required.

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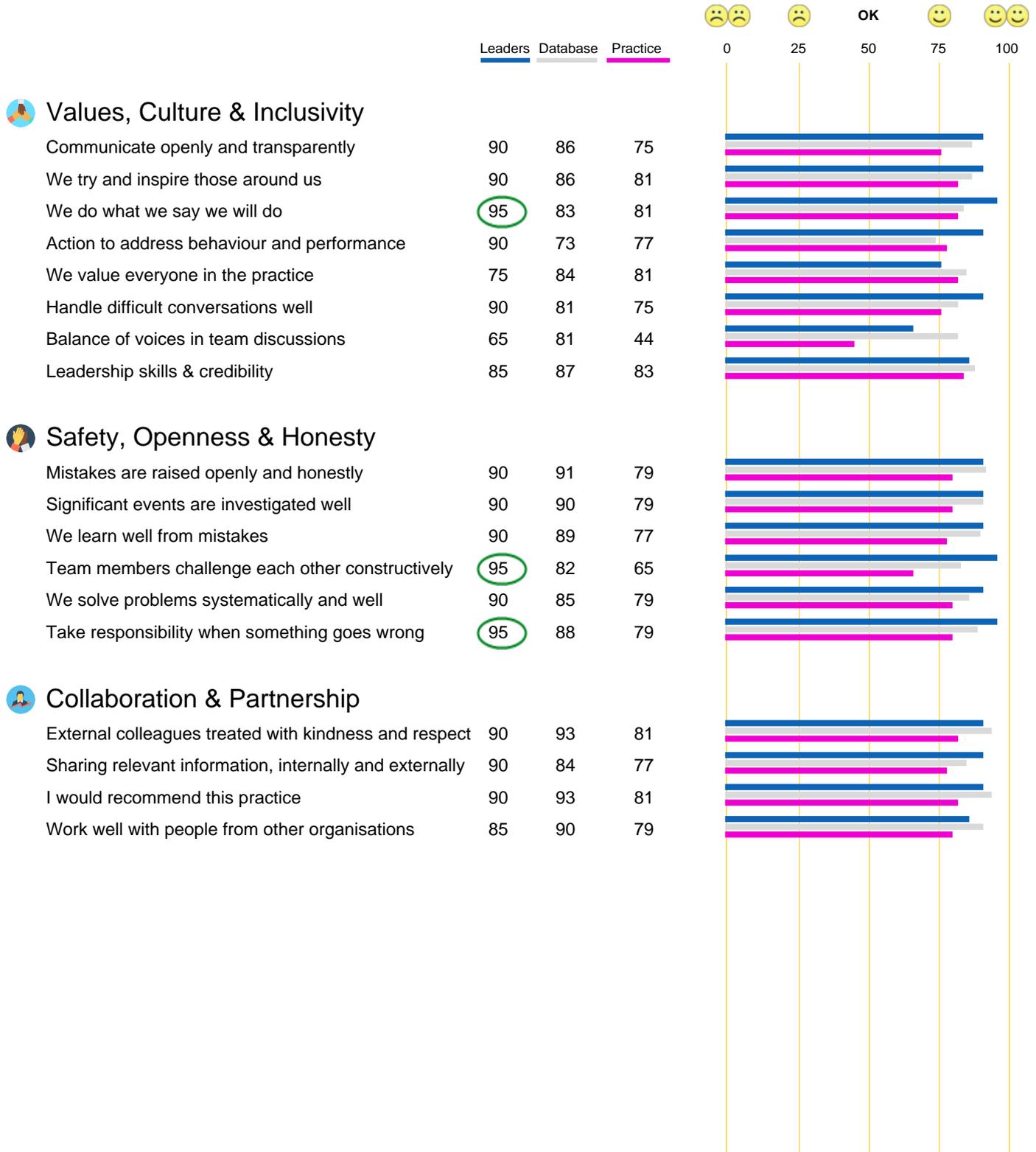
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Your Detailed Practice Profile



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 This score is in top 10% of scores in the database

 score is in bottom 10% of scores in the database

A '-' indicates that the item was not included in the questionnaire for these respondents.

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Your Signature Strengths

The leadership teams's view - highest 4 scores (see previous page) as rated by the leadership team:

- 95% The practice has a track record of achieving the targets it sets itself
- 95% We take responsibility when something goes wrong
- 95% We do what we say we will do
- 95% We share moments of lightness and humour together as a team

The wider practice's view - highest 4 scores (see previous page) as rated by the wider practice:

- 85% Our wellbeing and safety is taken seriously and we are well supported by the leadership team
- 83% We share moments of lightness and humour together as a team
- 83% Everyone in the team is treated equally, including people with protected characteristics
- 83% I am recognised and thanked for the work I do by the leadership team

Your Challenges

The leadership teams's view - lowest 4 scores (see previous page) as rated by the leadership team:

- 65% In team discussions no-one is too dominant or too quiet
- 70% We consult our staff when making changes that affect the practice
- 70% We thank the team for their work
- 75% We demonstrate how much we respect and value everyone in the practice

The wider practice's view - lowest 4 scores (see previous page) as rated by the wider practice:

- 42% I'm clear about my job description and who my line manager is
- 44% In team discussions no-one is too dominant or too quiet
- 60% The practice has enough qualified, skilled and experienced people
- 65% We can disagree openly and constructively with each other

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Suggestions for Development

The questionnaire asked each respondent to pick up to three areas for the team to prioritise for development.

Leadership teams's suggestions for development:

The list below show areas that were picked by more than one leadership team member:

3 votes Balance of voices in team discussions

Recommended team exercise link: [Improving team dynamics](#)

2 votes Consulted about changes

Recommended team exercise link: [Leading change programmes](#)

2 votes We value everyone in the practice

Recommended team exercise link: [Happiness at work](#)

Wider practice's suggestions for development:

The list below show areas that were picked by more than one member of the wider practice:

10 votes Balance of voices in team discussions

Recommended team exercise link: [Improving team dynamics](#)

7 votes Clear about line management, roles, responsibilities

Recommended team exercise link: [Clarifying roles & responsibilities](#)

7 votes Team members challenge each other constructively

Recommended team exercise link: [Giving Feedback](#)

4 votes Handle difficult conversations well

Recommended team exercise link: [Managing challenging behaviour](#)

2 votes We don't micromanage our staff

Recommended team exercise link: [Consulting and delegating](#)

2 votes Provide a safe space to share views

Recommended team exercise link: [Psychological Safety](#)

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What do you think your strengths are as a practice?

Leadership team members say:

"We are a friendly and welcoming practice. People work hard, and we are very focused on meeting the needs of our patient population. It means we are always delivering, and don't have much time to look up though.

We have historically done well with the CQC and patient surveys, so I feel we're generally in a good place. We have robust structures and processes in place for staff and patients alike, and people are clear about where we are going and what they do.

Our practice manager is a star! She really keeps things together and we are lucky to have her here.

We recently had an emergency in the practice, and everyone pulled together at a time of stress and tension. It's a testament to our people.

We try and put a great focus on making reasoned decisions, and to consult staff on issues that impact them.

We have to make quick, important judgement calls quite often, and I think we tend to get those right.

We're clear about where we're going. We're an aspirational and forward thinking practice, and have plans to grow.

"

"One of the better practices in the area, and patients know it. I came from somewhere completely chaotic so this is a nice change"

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What do you think your strengths are as a practice?

Wider practice team members say:

"In general terms, it's a great place to work.

The partners are nice to work for. They care about our experience and are friendly.

I think we do a really good job for patients. It's not always easy but everyone tries their best.

We have a fabulous reputation with patients, and we feel valued by 90% of the people who come through the door.

The doctors are approachable - it's not always the case everywhere!

Grace, our practice manager, is a great source of support and is always coming up with new ideas. She's great to work for.

We are always able to have a laugh and work hard - which kind of makes walking through the front door worth it.

"

"I've worked here for a nearly 20 years, which says something! Obviously it's changed a lot since the good old days but I still love working here."

"I would definitely recommend this practice to patients, shame I can't be a patient here myself!

Yesterday a patient was really rude to me and one of the doctors came out very quickly to sort it out for me - that felt really kind"

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What do you think you could do better as a practice?

Leadership team members say:

"I think we don't always support staff very well. It's tough in the NHS at the moment, and we're all working so hard that we don't necessarily take the time to think about the experience of everyone here.

We could definitely thank people a bit more, rather than just assume they know we appreciate them.

We are taking on a lot of new staff, but also not retaining everyone we want to - so a bit of a tension there.

We have had no training or guidance particularly in leadership, so I do wonder whether we could become a bit more skilled around this, particularly the people management side of things.

Not much I can think of. I think we're fairly good as a practice.

People aren't always clear about why they're leaving, so I wonder if there is something that we haven't recognised there about their experiences.

We could probably be more visible to staff. I think we have a tendency to run to our rooms, do our lists, and talk transactionally to the people who work here. We are super busy, so there's a good reason for it, but I wonder whether we could be a bit more together and cohesive as a practice.

"

"We have some people with 'strong opinions' who can dominate. I hope they read this report and realise who they are, but somehow I doubt it. There must be a way to get these people to gain some insight surely?!"

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What do you think you could do better as a practice?

Wider practice team members say:

"My workload is sky high sometimes. There's hardly any room to think day to day.

We need more doctors! We are being asked to do too much with not enough, which can make the day incredibly stressful - especially when there are no appointments left.

Although they are trying their best, I think the leaders are not that good at planning or involving us in important decisions.

With the greatest of respect, there are certain people in the team that don't know when to stop talking. Sometimes I can't get a word in edgeways. They talk over me and other people and I just don't bother to talk when it happens.

I don't know who my line manager is... I keep on getting told that it is being sorted, but it's really confusing to not have a job description or someone to go to. I just feel I'm 'doing stuff'.

We have an issue that some people get excited by ideas, and start talking... then don't stop. We don't have much time and we all have an opinion - I just wish they'd make a bit more space. I tend to zone out.

We don't have a plan it seems - just firefight month to month. I'd like a bit more structure and to know where we're going.

We're always talking about growing and being ambitious - but we don't know what that means. All we see are more patients and less time to deal with them!

"

"I still don't have a line manager... 2 years in!"

"we need more staff on shift, especially at the end of the week or after a bank holiday - the rota planning isn't great"

"Obviously we need more Drs and nurses, but we could probably utilise other roles more

I'd like more meetings and general support/interest from my line manager"