

Crane Park Surgery: An Enter and View Report



Whitton Corner Health and Social Care Centre,
Percy Road, Twickenham, TW2 6JL

Visit Dates:
3rd June and 10th June 2025

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Introduction

This report outlines our findings from Enter and View visits to Crane Park Surgery. It presents a literature review, including relevant quantitative data. We then give detailed feedback summarising our observations, conversations with patients and conversations with staff. At the end of our report, we make recommendations to the practice and include their response.

We thank:

- Crane Park Surgery for their open cooperation in this process;
- Patients who gave us their honest feedback and thoughts; and
- Our authorised representatives for taking part in this research – Katie Rogers, Lynda Crellin and Rachana Mane.

We hope that this is a useful and insightful report that provides assurance about the service delivered by Crane Park Surgery.

Background

Healthwatch Richmond is a charity independent from the NHS, established by the Health and Social Care Act of 2012. Our purpose is to gather patient experiences in order to inform improvements in health and social care services. As part of the legislation establishing Healthwatch, we are entitled to “Enter and View” health and social care premises.

In practice, Enter and View consists of a team of trained Authorised Representatives visiting health and social care premises to understand how services are being provided. This includes talking to patients and staff and making observations about the service. Importantly, Enter and View is not an inspection. Authorised Representatives have a lay perspective and focus on understanding the views and experiences of staff and service users.

General Practice Patient Survey

The General Practice Patient Survey (GPPS) is an independent survey run by Ipsos on behalf of NHS England. It is designed to give patients the opportunity to give feedback about their experiences of their GP practice and other local NHS services. The survey is exclusively quantitative and only collects data from a small number of patients. In 2025, 116 patients from Crane Park Surgery completed the survey.

The GPPS results in 2025 for Crane Park included the following:

- 85% of patients said it was very easy or fairly easy to contact their GP practice on the phone;
- 96% of patients said that the reception and administrative team was helpful; and

- 91% of patients described their overall experience of Crane Park Surgery as very or fairly good.

General Practice Appointment Data

Every month, NHS England publishes data recording how many appointments take place at GP practices. For Crane Park Surgery, the May 2025 data shows:

- 3,787 patients were registered at Crane Park Surgery, the third smallest practice in Richmond
- 1,087 appointments took place in May 2025, ranking 20th out of 23 in Richmond for appointments per 1,000 patients;
- 33% (358) of these were same day appointments; and
- 21% (226) of appointments took place more than 15 days after the patient requested an appointment.

Healthwatch Richmond GP Practice Patient Survey

In Spring 2024, Healthwatch Richmond ran an online survey to find out what local residents thought about contacting their GP practice, remote consultations and additional roles in general practice. We received 2700 responses from individuals living within Richmond upon Thames; however we only received 5 responses from patients registered at Crane Park Surgery. This was one of the motivators for conducting Enter and View visits to this practice.

Care Quality Commission Inspections

The Care Quality Commission (CQC) last carried out an announced comprehensive inspection at Crane Park Surgery in January 2018. Overall the practice was rated 'Good' with 'requires improvement' in the 'well led' category. The CQC noted that:

- Crane Park did not always ensure that a comprehensive record was kept of safety incidents and the resultant investigation;
- There were limited arrangements in place to formally review the effectiveness and appropriateness of care that patients with long-term conditions received; and
- There was a lack of governance arrangements to ensure that comprehensive records were kept.

The CQC also recommended that Crane Park Surgery should: increase the number of unpaid carers identified; put processes in place to monitor stocks of emergency medicines; complete a risk assessment of the practice; introduce a programme of clinical audit; and include contact details for the Parliamentary and Health Service Ombudsman in responses to complaints.

The CQC returned to Crane Park Surgery in August 2018 to carry-out an announced focussed inspection, looking at the Well Led key question. The practice was then rated as Good in the 'Well Led' category.

Crane Park Surgery has not received a comprehensive inspection since.

Methodology

The Enter and View programme began with background research of the practice, outlined above. This was done using NHS, CQC and practice reviews that are available online as well as Healthwatch Richmond's previous research and our patient experience library.

Following the research, a visit was arranged with the practice manager to allow trained Authorised Representatives to visit the practice, conduct interviews with both staff and patients, and make observations about the premises. Two Enter and View representatives conducted announced visits on:

- Tuesday 3rd June 2025 9am-12pm
- Tuesday 10th June 2025 9am-12pm

Notably, authorised representatives returned on 29th and 31st July to conduct Enter and View visits at Jubilee Practice. Since the practices are co-located and share a waiting room, authorised representatives interviewed patients from both practices. Feedback from these interviews is included below.

Data was gathered from semi-structured interviews and observations undertaken by the authorised representatives. We conducted semi-structured interviews with 27 patients and 5 members of staff. In addition, we collected patient feedback through an online survey which was promoted through posters at the practice and through Healthwatch Richmond's email bulletins. This received 2 responses. To the fullest possible extent, confidentiality of respondents has been retained by removing identifiable details from quotes.

You can find patient and staff interview questions and the observation checklist on our website.

Limitations

The observations and feedback presented in this report reflect the two visits Healthwatch Richmond conducted. The methodology used is intended to provide assurance rather than allow for comprehensive analysis of the practice's performance.

Observations

Crane Park Surgery is located within Whitton Corner Health and Social Care Centre. The building houses several services including: community health services; a dental practice; physiotherapy services; podiatry services; and another GP practice, Jubilee Surgery.

Many of the patients we spoke to praised the location of the practice, describing it as accessible and conveniently located along bus routes.

"Good location with bus routes"

"I like the location and accessibility as I live nearby"

However, we heard more mixed experiences about parking at the practice. Due to the number of services within the building, there is a high volume of people attending the centre and the car park can become busy. Patients also commented that the Whitton Community Centre, which is next door, adds to the pressures on the limited car parking. Indeed, one patient we spoke to reported being late for their appointment as they could not find a car parking space.

"There's more seating than parking."

"Parking is not always easy."

"I walk. Parking is an issue if I come here after or before work. They only have three bays."

However, other patients anticipate the lack of parking and either arrange a lift to the practice or would park in neighbouring streets:

"I can park in the side streets quite easily."

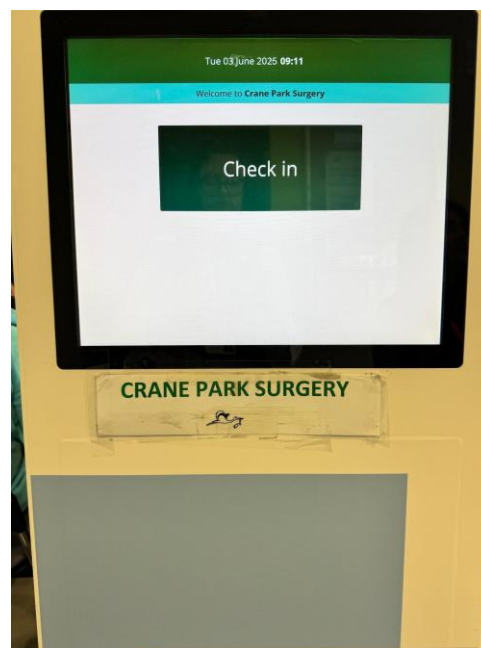
Crane Park is co-located with Jubilee Surgery on the first floor of the building. At the entrance of the building, there are automatic doors which open into a foyer. There are two lifts and a staircase to access services on the top floors. There is also a waiting area and receptionist located on the ground floor. There are signs displaying where services are located both next to the main entrance and the lifts.

The lifts open directly into the first floor reception and waiting area for both Crane Park and Jubilee Surgery. Opposite the lifts are two self-check-in screens: one for Jubilee Surgery and one for Crane Park. These are well-signposted although the label for Crane

Park Surgery appeared slightly discoloured and with bent edges. These screens do not have a translation function, which may prove challenging for patients who speak English as an additional language. However, the patients we spoke to found the check in screens to be functional and straight forward:

"Check in system works well."

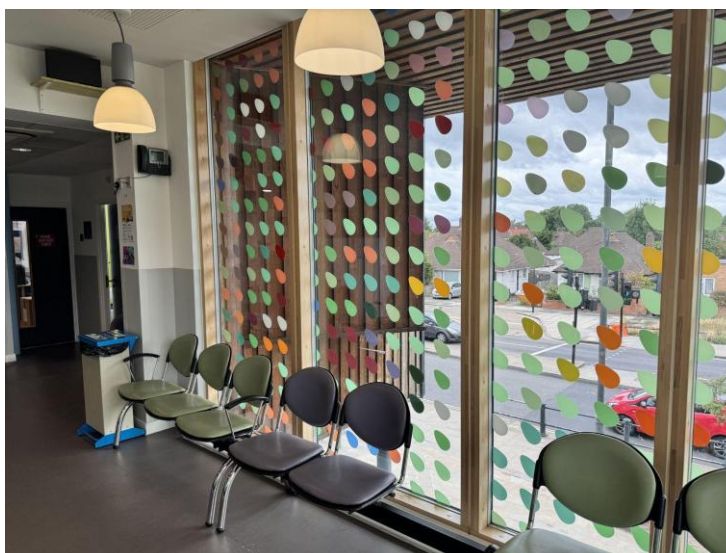
The reception desk is divided into 2 sections, one for each practice, which are colour coded. The reception desks are surrounded by floor to ceiling plastic screens. There were some concerns raised around the privacy offered at reception, with the desks being next to the waiting area. This was raised to the receptionist, who told us there is a baby changing room near the reception which can be used if a patient prefers to speak privately. However, this is not signposted anywhere.



There is one waiting area for patients from both practices. Unlike the reception desk, there are no distinct sections for patients from each practice. We did not hear any comments from patients that would suggest any issues with two GP practices sharing the space.

On the reception desk, there was a stack of 'practice leaflets' containing information about Crane Park Surgery. We thought that this contained helpful information for patients including opening times, how to order repeat prescriptions, and how to make appointments via phone and in person; however, it also contained out of date information, including contact details.

The waiting area is large, bright and open, with floor to ceiling windows across two of the walls. There are four rows of chairs. There were times during our visits where most chairs were occupied and one patient told us that the waiting area can be busy at times. Interestingly one patient noted that the layout of the waiting area had recently changed, with a new



row of chairs in the centre of the waiting area. This patient did not like the change but recognised it was the preference of the practice.

One patient told us that on a previous visit their child had sat in a broken chair and fallen down. They raised this to the receptionist who put up a sign. During our visits, we did not observe any broken chairs however the 'broken chair' sign remained.

Most of the patients that we spoke to spoke positively of the environment of the practice:

"A modern purpose built health centre with excellent facilities."

"All nice and comfortable."

Many of the comments from patients focused on the cleanliness of the practice, both the waiting area and consultation rooms.

"It's pretty clean."

"It's very nice, it's clean."

Our observations reflected this and it was felt the waiting area in particular had a high standard of cleanliness.

There are two accessible toilets located off the reception and waiting area. In one of the toilets, the sanitary waste bin was overflowing on one of our visits. When we spoke to the receptionist about this, they told us that patients would use the sanitary bin to dispose of paper hand towels and the cleanliness of the toilet was the responsibility of the building rather than the practice.

The waiting area also contained other facilities such as a blood pressure testing machine. This is a useful feature and we observed patients using this before their appointments. We also observed a selection of magazines available for patients in the waiting areas. The selection was slightly unusual, with many copies of The Spectator magazine, which is often quite political.



We also questioned if the shared magazines would pose an infection risk, particularly as we did not observe hand sanitiser facilities in the waiting area.

The waiting area did not contain any drinking water facilities for patients. However, downstairs near the main entrance to the building there is a water dispenser, but this did not have any cups available during our visit.

Patient Feedback

We conducted semi-structured interviews with 27 patients and 5 members of staff. In addition, we collected patient feedback through an online survey which was promoted through posters at the practice and through Healthwatch Richmond's email bulletins. This received 2 responses.

Overall, patients were very positive about Crane Park Surgery. Patients struggled to suggest any changes they would make to Crane Park Surgery, expressing they were satisfied with the service and care they receive.

"Brilliant, can't fault it, haven't got a bad word to say."

"Can't fault them, they deserve good reviews."

"I am always praising them to my friends and family."

Phone Access

We asked patients how they usually book appointments. Almost all of the patients we spoke to had booked their appointment over the phone. Generally patients felt this was a straightforward system and reported short waits:

"I typically phone. This is easy."

"I usually wait 5 minutes on hold. It's quite quick."

"When I call up the practice I am usually 2-3 on the line and that's okay."

However, three patients reported long waits in the morning:

"I try to call early in the morning to avoid waiting in a long queue."

"If you call in the morning, it can be a bit of time."

"Mornings can typically be busy on the phone, so I try to call after 4:30pm."

Four patients told us they were not happy with the waiting times they experienced on the phone. This included a patient who told us they waited on the phone for 90 minutes before they were able to make their appointment.

"It's not always easiest to get through."

"I can be on the phone for hours."

This patient feedback was recognised by the admin staff at Crane Park Surgery. Normally, there are two admin staff working at a time, with one managing the reception and answering the phone. However, the second admin staff member can also jump onto the phones for support. This is helpful on Monday mornings, which the receptionist said *"tends to be bad, very busy"*.

One patient highlighted a specific issue about the phone system. They told us that they had had an appointment at 8:30am, however were unable to attend. They tried to call the practice to inform them; however, the phone lines did not open properly until 9am. This patient was then labelled as 'did not attend' and were told if they missed their appointment again they would need to seek care at the hospital. The patient found the situation quite frustrating as they had tried to contact the practice.

In Person Appointment Booking

Three patients told us they would make appointments by coming into the practice. This included one patient who spoke English as an additional language, who lives locally and told us that *"it's hard to speak and understand on the phone"*.

Online Appointment Booking

None of the patients we spoke to described making appointments through the website or NHS app. One patient said the practice website was unhelpful and that: *"you just go round and round"*.

We visited the practice website on 5th August to see if online appointments were available. On the home page there is a large section advertising an online contact route for non-urgent medical or admin requests; however when we clicked on this link the page was not available. It is unclear if the link is broken or if the online system has been switched off by the practice. The lack of online booking may change imminently as the GP contract agreed in February 2025 requires GP surgeries to allow patients to request appointments online throughout working hours from October 2025 (DHSC et al, 2025). The

practice manager reported that the changing guidance from NHS England around computer and IT systems can be challenging.

Appointment Waiting Times

Generally patients were happy with the wait times for appointments. It was particularly reassuring to hear that urgent appointments are well served, with patients describing the ease of booking same-day or next-day appointments in an emergency:

"In emergency cases, I get the appointment on the same day."

"For my [child] I have been able to get a same day appointment"

The majority of patients described waiting 1-2 weeks for a non-urgent appointment with a GP. Most patients felt this was appropriate and were happy with this waiting time.

"Usually wait 1 or 2 weeks for an appointment."

"Maybe takes around a week to make an appointment, normally don't need to wait too long for a doctor."

This reflects the GP appointment data from May, with 79% of appointments taking place within 14 days of a patient requesting one. However, a minority of patients expressed the following:

- One can make timely appointments with a GP but sometimes experience long wait times for blood test appointments.
- There have been longer waiting times in the past when one of the GPs was on leave.
- One patient said they would like to see the waiting times reduced, but they recognised this may not be easy.

When we spoke to one of the admin staff they told us that it can be *"disheartening"* when they are unable to give a patient an appointment. However, they reported sending patients to GP Hubs when the practice has no availability. We spoke to one patient who had appeared to have been sent to a GP Hub and spoke positively of the experience, as they were able to have a same-day appointment.

Appointments Running To Time

We asked patients if appointments usually run on time. Some patients said that they do not normally experience late running appointments:

"My appointments usually do run on time."

"Appointments are on time."

Eight patients told us that they often experience late running appointments:

"Appointments are always late unless you are seeing the nurse. I expect my appointment to be 30 minutes late."

"My current appointment is running 20 minutes late"

"Appointments don't always run to time"

Patient Views of Clinical Staff

We asked patients for their views and experiences of clinical staff at Crane Park Surgery. Patients spoke highly of the GPs, who were praised for their listening skills and patience. Patients described their appointments as being unrushed, with GPs taking the time to support patients.

"The doctors are very good and personable. I never feel rushed"

"The doctors are generous with their time"

"Doctors listen to you and find the best possible solution"

Though this generosity is clearly appreciated by patients, as previously mentioned, we did hear from a number of patients who had late running appointments. There is clearly a trade-off between appointments running to time and patients feeling unrushed. Overall, it appears that patients are largely happy with the decisions clinicians are making around timing.

Patients spoke of a high level of professionalism from clinical staff. GPs were described as knowledgeable and helpful in addressing patients' medical concerns. In particular, patients praised Dr. Sinha, the principal GP at Crane Park Surgery. One patient told us that he saved their child's life, and another told us that *"Dr. Sinha exceeds my expectations in every way"*. Indeed, when we spoke to patients about their preferences for seeing specific clinical staff, several preferred to be seen by Dr. Sinha.

Patients also praised other clinical staff at the practice, focusing on their friendliness and professionalism:

"They are professional, gentle. I also had a blood test with a nurse. This was really good."

"I'm having treatment from the nurse twice a week. It's how they talk to you – they always look into it."

We asked patients if they can request to be seen by a specific member of staff. Several patients expressed a preference to see a particular GP:

"There is a specific doctor I usually see – the receptionist just automatically books me in with them."

"There is a specific doctor I see and I only want to see them, so I always get them when I book my appointment."

Continuity of staff is clearly an important factor for some patients. However, seven patients reported that although they would prefer to see a specific clinician, this often leads to a longer waiting time for their appointment.

"Can't choose who you see if you want to be seen quickly."

"When I ask for a specific doctor, the wait times are usually longer (2-3 weeks)."

Patients who did not have a preference cited the following reasons: prioritising sooner appointments; happiness with all staff at the practice; and not attending regularly enough to have a preference.

Several patients we spoke to reported being long-term patients of the practice:

"Been coming 30 years and there is nothing I don't like."

The staff at the practice also spoke of this, noting that they are a *"small practice so patients are mostly families which is nice"*. Staff also described seeing families grow up at the practice. This is clearly something which the staff appreciate and this familiarity with the patients creates an environment where staff appear to be genuinely connected to the people they care for.

Other patients positively compared Crane Park to other practices. One patient told us that this was because *"here you can talk more with the GPs"* and another patient told us that Crane Park is *"way better"* than their previous GP surgery.

Negative Experiences of Care

We heard from only one patient who felt they had a poor experience of care. Their child had an infection and was seen by a GP. Despite this patient describing their child had severe symptoms, the GP said it was okay and did not prescribe any antibiotics. The patient then took their child to the Urgent Treatment Centre at Teddington Memorial Hospital where they were prescribed antibiotics.

Patient Views of Non-Clinical Staff at Crane Park

Patient comments about the staff at Crane Park surgery were overwhelmingly positive. Patients spoke of the warmth and friendliness they encounter from staff.

"All the staff are friendly, understanding, caring and keen to support me with my health in any way they can."

"All staff are nice and reception staff very friendly"

Praise was given in particular to the reception staff and their proactive and helpful approach to patients:

"The reception are keen to help and find appointments for you"

"I do not need to answer unnecessary questions from reception staff or justify my appointment request."

This feedback is reflected within the GPPS results from this year with 96% of patients reporting that the reception team are helpful. This is a very impressive statistic and a reflection of the positive attitude from the admin team.

We did hear from two patients who were unhappy with the reception staff. One patient described the receptionists as *"so-so"*, telling us that they *"do too much by the book"*. The second patient told us that in the past they have faced *"dismissive"* behaviour from the reception staff, but noted this was the only negative experience they had had whilst at Crane Park.

Referrals

We asked patients if they had ever been referred to another service from the practice and, if so, what was that experience like. Generally, patients spoke of referrals positively and we heard no examples from patients about issues or delays with the practice sending referrals.

"Referrals have always been fine, no problems."

"Referrals are straightforward."

One patient told us that if there are any delays with referrals the practice can chase up the referral on the patient's behalf. Indeed, we heard from a small number of patients who spoke of long wait times for appointments following referrals.

"Referrals are fine. There's a long wait. I was referred to dermatology and waited 6 months."

A member of the admin team reported that the GPs do the initial e-referral, but the admin team then chases it up. They told us that if a patient is waiting too long they can refer them to a different service or hospital. The admin staff also spoke of challenges when referring patients aged 16-18, as there are disagreements around whether the patient should be referred to paediatric or adult clinics. Though these issues are external to Crane Park Surgery, it is important to recognise that the practice is proactive enough to help mitigate these issues for patients by monitoring referral waiting times.

There were also several patients who spoke of quick appointments following referrals, often with much surprise.

"One was to CAMHS which was urgent and I was able to be seen quickly."

"I was referred. I got an appointment quite quickly. I was impressed."

We also heard from patients who had been referred to other services whilst trying to book an appointment at the practice. This included:

- A patient who had an allergic reaction and was booked an appointment at another surgery as they needed to be seen urgently.
- A patient was told to attend A&E when they called for an appointment.
- A patient was directed to a pharmacy, but felt uncomfortable and so instead attended the urgent treatment centre at Teddington Memorial Hospital.

Prescriptions

Patients reported positive experiences with prescriptions, describing a reliable and fast process.

"It's straightforward. It's processed quickly."

"Everything is done perfectly."

Some patients positively described using the NHS App to make prescription requests.

"The NHS app is easy for prescriptions."

"They order repeat prescriptions on the NHS App, incredibly responsive."

We heard from the unpaid carer of one patient who struggled with digital systems. In the past the patient was able to fill out the prescription forms and hand them into the practice in person, but now their unpaid carer does this on their behalf on the NHS App. They described this as *"super easy"*, but it was not something the patient was able to do themselves.



We also observed a box on the reception desk for patients to hand in repeat prescription forms. We heard from one patient who regularly used this.

"Just fill out the form at reception and put it in the box. Nice and easy"

We heard one experience from a parent of a patient who was unhappy with a prescription. Their child's prescription had been sent to a pharmacy in Hounslow, despite them living near to the practice. The practice would then not provide the patient with a copy of the prescription to take to a more convenient local pharmacy. They felt this process should have been more straightforward.

Communication

Patients spoke positively of the communication from the practice, noting that communication was useful and regular.

"They are excellent in communication"

"I like regular communication and reminders"

The main route of communication from the practice is through text messages and emails, although most patients spoke of receiving communication via email. This includes appointment reminders, prescription information as well as invitations for screening and vaccination programmes. The appointment reminders, normally sent a day prior to the appointment, were particularly valued by patients who have regular appointments which are booked in advance.

"I like that they are sending reminders. I find it very helpful as I am forgetful."

"I find the reminders useful."

Patients also spoke of receiving appointment reminders on the NHS App, although in general use of the NHS App was mixed and patients appeared to prefer communication via text message.

"Got a reminder by NHS App for the appointment which was useful."

One patient told us they had not received any reminders for their appointments. Another patient told us they did not like using emails for communication, but recognised they needed to adapt to the system.

Staff Conversations

Staff spoke of working in a small but supportive team. The admin staff in particular praised the clinical staff, saying *"the doctors are all lovely"*. The practice manager reported that they can have a morning meeting with all staff members because it is such a small team. Any incidents which occur are also discussed at whole team meetings and recorded in the incident log book.

We were interested to hear from staff about how they deal with incidents, in particular challenging patients. We were told by one of the admin staff that the lead GP, Dr Sinha, is *"very good at dealing with difficult patients,"* although this staff member also manages difficult patients by ensuring they are listened to and things are fully explained.

Staff described a positive culture at the practice and clearly felt pride in their work. One of the admin staff members told us that it is *"great to work here"*. This pride in the practice was keenly embodied by the practice manager, who alongside the lead GP, set up the practice and have run it ever since. They emphasised their focus on patients and operation as a family GP practice. This included running the patient participation group (PPG), which they operate as an open forum for patient discussion.

There also appeared to be a good relationship with the co-located GP practice, Jubilee Surgery. The practice manager described both practices as knowing each other and there is a *"good feeling"* between the two.

Conclusion

Overall we found our visits to Crane Park Surgery reassuring. Though small, the practice is able to ensure patients receive care in a timely manner. Patients gave extensive praise for the practice, both for clinical and admin activity.

There were some challenges raised around appointment booking, notably that phone lines can become busy and there did not appear to be online appointment booking routes. We also heard some issues around late running appointments.

Below we make a number of recommendations to Crane Park Surgery. According to statutory guidelines in the Health and Social Care Act 2012, providers have 20 working days to provide a response.

We sent the report to the practice manager at Crane Park Surgery on Tuesday 26th August 2025 asking for any factual corrections and a response to our recommendations.

We received the following response on Thursday 4th September:

“Thank you for your recent report regarding your visit that took place on 03/06/2025 and 10/06/2025. We would like to thank Katie Rogers, Lynda Crellin and Rachana Mane for putting the report together and for working around the practice for minimum disruption on the days. Overall, we are very pleased with the report and appreciated all the feedback from all that were involved. Based on the report we have created an action plan to address all the issues raised. We will also discuss the report and action plan at our next staff and PPG meeting.”

After seeking further clarification, Crane Park Surgery said that the next practice staff meeting will take place on Wednesday 12th November 2025 and the next PPG meeting will take place on Wednesday 10th December 2025. Crane Park has committed to sending the full action plan and response to our recommendations in December after the PPG meeting. Due to the delayed timeframe, we will publish this separately.

Recommendations

1. Patients did not describe using online methods to book appointments and some patients described long wait times on the phone when booking appointments. **An online appointment booking system should be enabled and this should be promoted to patients through the website, text messages and posters at the practice.**

2. Patients said that appointments can often run late. **Reassurance should be provided to Healthwatch Richmond that appointment lengths are monitored and processes are in place to mitigate knock-on effects of late running appointments.**
3. Patients described issues around parking at the practice. Although we recognise the car park is not the responsibility of the practice, **the practice should send communications to patients which either promote public transport or remind patients to factor in additional time when coming for their appointment.**
4. We heard an example of a patient who had issues collecting their prescription from their preferred pharmacy. **Reassurance should be sent to Healthwatch Richmond around how patients can specify their preferred pharmacy and how this is adhered to.**
5. There were concerns around the cleanliness of the bathroom. **Reassurance should be sent to Healthwatch Richmond around how this cleanliness is monitored and how issues of cleanliness are dealt with.**
6. The practice leaflet contained out of date information. **The leaflet should be updated and re-printed with the correct contact details for local services.**

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