

Jubilee Surgery: Enter and View



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

Visit Dates: 29th & 31st July 2025

Introduction

This report outlines our findings from two Enter and View visits to Jubilee Surgery in July 2025. 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:

- Jubilee 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 - Bethel Tezera, and Suzanne Kapelus.

We hope that this is a useful and insightful report that provides assurance about the service delivered by Jubilee 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 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 2025

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, 111 patients from Jubilee Surgery completed the survey.

The GPPS results in 2025 for Jubilee Surgery included the following:

- 78% of respondents found it easy to get through to this GP Practice by phone and 51% found it easy through the NHS website;
- 82% of respondents said that the reception and administrative team was helpful; and
- 79% of respondents described that overall experience of Jubilee 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 Jubilee Surgery, the June 2025 data shows:

- 5,845 patients were registered at Jubilee Surgery making it the 6th smallest practice in Richmond;
- 2,285 appointments took place in June 2025, ranking 10th in Richmond for appointments per 1,000 patients;
- 31% (720) of these were same day appointments; and
- 12% (288) 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 2,700 responses from individuals living within Richmond upon Thames; however we only received 42 responses from patients registered at Jubilee Surgery. This was one of the motivators for conducting Enter and View visits to this practice.

From the feedback we received, key findings included:

- Patients primarily contacted the GP practice by phone;
- Patients reported that the receptionists were friendly and professional but that there was a long phone waiting time; and
- Some patients reported having an excellent experience of an in-person appointment, others stated that it depended on the GP they were seeing.

Care Quality Commission Inspections

Jubilee Surgery was inspected in November 2017 and was rated as 'Good'. The CQC praised Jubilee Surgery for: having clear systems when managing risk and safety incidents; self-reviewing the effectiveness and appropriateness of the care they provided; and staff involving patients in decisions regarding their care. Notably, there were still a few areas of improvement such as: developing a system for all staff to receive a formal annual appraisal and assessment of development needs; setting up a system to review the newly introduced prescription sheet log; and to introduce a patient participation group. The practice has not been inspected since November 2017.

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 GP 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 29th July: 9:00am – 11:00am
- Thursday 31st July: 2:00pm – 4:00pm

Notably, authorised representatives had previously visited Crane Park Surgery on Tuesday 3rd and Tuesday 10th June 2025 to conduct Enter and View visits. Since the practices are co-located and share a waiting room, authorised representatives interviewed patients from both practices during all four visits. Feedback from these interviews is included below.

Data was gathered from semi-structured observations undertaken by the authorised representatives. We conducted semi-structured interviews with 31 patients and 2 members of staff. To the fullest possible extent, confidentiality of responders has been retained by removing identifiable details from quotes.

We concurrently ran an online survey asking patients about their GP practice. This online survey was advertised through posters put up in the GP practice, through our newsletter and on social media. We received 9 responses from patients registered at Jubilee Surgery. These responses have been incorporated into the report as quotes.

Limitations

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

Observations

Entering the Building

The practice is based in 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, Crane Park Surgery. Jubilee Surgery is co-located with Crane Park 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.

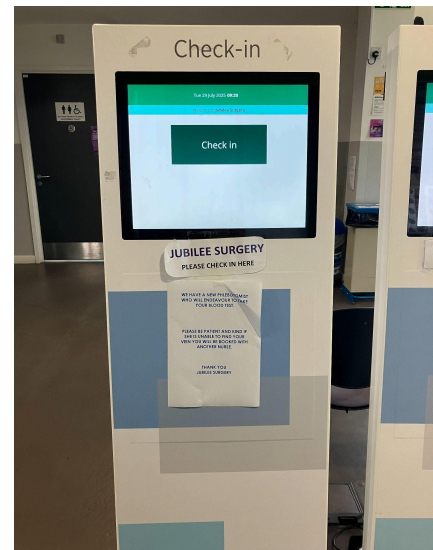


Reception and Waiting Area

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 were well signposted but the labels were bent round the corners.

Practice response: “This has been rectified.”

There was a piece of paper on the Jubilee self-check-in screen which read: “We have a new phlebotomist who will endeavour to take your blood test. Please be patient and kind if she is unable to find your vein you will be booked with another nurse. Thank you Jubilee Surgery.”



These screens do not have a translation function, which may prove challenging for patients who speak English as an additional language.

Practice response: “Thank you for this observation. We are now looking into purchasing the software to enable this.”

The reception is located to the left of the lifts. There are separate reception



desks for Crane Park and Jubilee Surgery, which are labelled and demarcated with different colours. The reception desks were enclosed behind a plastic screen and there are gaps where patients could pass items and communicate through.

There were two hand sanitizers on Jubilee Surgery's side of the reception desk.

There were concerns around privacy at the reception as it was open and next to the waiting room. Privacy options, such as a quiet room for patients to share sensitive information, were not displayed or advertised.

Practice response: "Thank you for this observation, we do have a quiet room and have now added a poster to our reception desk to inform patients."



A hearing loop system was advertised on Crane Park Surgery's side of the reception desk but not Jubilee Surgery's. When asked, the Jubilee Surgery reception team said that they have a hearing loop system in place but the receptionist we spoke to said she had never used it. The lack of signage on Jubilee Surgery's side may cause confusion for patients.

Practice response: "This hearing loop is shared between both practices. It is always turned on. A sign has been added to our reception area and all receptionists reminded about this facility."

Next to the reception desk are a set of automatic doors leading to the consultation rooms. When we visited, we observed clinicians walking through the doors, stopping at reception and calling patients for their appointments. The seating area was located quite far away from where the clinician called patients. Authorised representatives found it difficult to hear what the clinician was saying, especially as the air conditioning was on.



Practice response: "Clinicians were spoken to in the practice meeting on 22/9/25 to be clear and speak loudly when calling patients."

The waiting area is located to the right of the lifts. It has floor to ceiling windows, letting in natural light. There were 25-30 seats. On our first visit, one seat was broken and there was

no signage to indicate it may be unsafe. On the second visit two days later, we observed that the seat was signposted and turned away from patients.

A large stack of magazines was seen on a table in the waiting room for patients to look through as they waited for their appointment. We did not see water and cups available in the waiting room.

Practice response: "A water dispenser in the waiting room is not mandatory. We do not have one due to Health and Safety compliance with spills; however we can and do provide water if requested by a patient."

A small selection of leaflets on relevant services was available in the waiting area next to a blood pressure measurement machine.

The Patient Participation Group was promoted, with sign up forms on a table at the back of the waiting room next to the chairs, and on a notice board.

We asked patients what they thought about the waiting area and reception. One patient said the following:

"The waiting area is ok. There could be something for children. You can see those children are getting bored."

A few patients commented that the seating arrangement in the waiting room had recently changed and that the space can become crowded:

"Change of seating plan. I prefer the old seating plan."

"Recently changed the seating in the waiting area but it feels there is less space now."

"It's good, the seats have changed for more space but as we are sharing with another GP, it can get quite crowded."

Practice Response: "We had to change the old seating plan as it was not compliant for patients with wheelchairs or prams."



Toilets

There are three accessible toilets for patients to use. These are clearly labelled. Two were located in the waiting room and one in the same corridor as the consultation rooms. Overall, the toilets were spacious. On the days that we visited, we found the toilets to be clean; however, a small layer of dust was found on a handrail in one of the toilets and a toilet seat had a soiled mark.

In the third bathroom, there was bluetack on the wall where posters had previously been placed. There was a poster for an event that took place in 2016.

There was also a baby changing room with a sink off the waiting area. This was clean and tidy when we visited.



Practice response: "The toilets are cleaned once a day. However if in need during the day then staff will arrange this."

"The poster has been removed from the shared space with Crane Park."

When asked about the practice environment, one patient reported:

"At the beginning of the day everything is clean, but later on in the day, the toilets can get a bit messy."

This was something that we noticed during our earlier Enter and View visits to Crane Park Surgery in June when the sanitary waste bin was overflowing in one of the toilets. When we spoke to the receptionist about this during the visit, 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. However, this was not something we observed during our visit to Jubilee Surgery July.



Practice Response: "We are obliged to clean the toilets once a day. All toilets are cleaned in the mornings before we open. If needed an extra clean during the day we contact the cleaner to attend if excessive mess is noted."

Consultations Rooms

The hallway leading to the consultation rooms was clearly labelled. Halfway down the corridor is a fire door. The practice manager says that they prop this door open because it is too heavy for frail patients or those with mobility challenges to open. There is a risk assessment attached to the door and staff know that if a fire alarm goes off the door needs to be closed.

The consultation rooms were clearly labelled and there was a notice board with a "Meet the Team" poster. This detailed the different clinician's names and qualifications.

Parking space

Patients raised some concerns in regards to parking:

"There are only two disabled parking spaces for the entire building and not many other spots so parking can be difficult."

"Parking can be a problem. There are not enough spaces as the car park is shared with the community centre."

"Either walk or drive to the practice, but often struggle with parking because of the community centre next door."

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. We recognise that Jubilee Surgery isn't in control of the parking availability around the practice.

Patient Feedback

We spoke to 6 patients on Tuesday 29th July and 6 patients on Thursday 31st July. Healthwatch Richmond had previously conducted Enter and View visits to Crane Park Surgery on 3rd and 10th June 2025 during which visitors spoke with 19 Jubilee Surgery patients. Feedback from all four visits is included below.

We also received 9 online survey responses from patients at the practice, which is included below.

Overall, patients were positive about their experience of Jubilee Surgery:

"It's a really good practice. The practice is excellent."

"There is nothing that I don't like about the practice."

"My time so far has been great. I've been here for 12 years. In general, the practice does meet my expectations."

Many of the patients we spoke to said they had been a patient at Jubilee Surgery for more than 10 years, demonstrating their long term satisfaction with the service.

Phone Access

We asked patients how they usually book appointments at Jubilee Surgery. All patients said that they usually call the practice. Some patients reported positive experiences of phoning the Jubilee Surgery:

"I phone. It's very good. The receptionists are helpful and I got an appointment quickly. There was a 5 minute wait on the hold."

"I normally phone for an appointment. I like that the phone system tells you where you are in the queue."

One common theme raised by patients is that phone wait times fluctuate:

"I phone. It's variable. It depends on the time of day."

"We phone first thing in the morning. I wouldn't bother phoning at any other time."

"I usually book appointments by calling up the surgery. Mornings are a bit busy but I usually call after 4:40 pm and the wait time is not bad."

This feedback is particularly interesting as we have not heard similar comments at other practices. This system would pose challenges for those who do not know or are unable to call at quieter times of day. Indeed, we heard from one patient who reported waiting on the phone for over an hour before speaking to a receptionist.

Notably absent from our conversations with patients was mention of a call back system. When we asked, the practice said that they have had a call back system in place since February 2025 in line with NHS guidance.

Online Appointment Booking

None of the patients we spoke to described making appointments through the website or NHS app. Jubilee Surgery do not use a Total Triage model to manage patient requests and appointment booking. We were told by the practice manager that patients can request routine appointments online but may be directed to phone reception to make the appointment.

Notably, on the practice website there is a link to book routine appointments via Patient Access; however, the appointment webpage says the following:

"Appointments may be made by phoning 020 3405 0840. If the problem is urgent please telephone between 08.00-10.15am if able."

This is interesting in light of the push from “analogue to digital” described in the 10 Year Health Plan and other national guidance. Indeed, the push to digital routes is intended to: “end the 8am scramble for appointments, which so many patients currently endure every day – in turn improving access to GPs for everyone” (DHSC, 2025). As described above, we see that patients do currently face challenges getting in contact with Jubilee Surgery to make appointments.

Practice response: “We thank you for these points. Patients are able to make nursing appointments through Patient Access. We are currently speaking with our PPG to see if, with their knowledge and guidance, we can make suitable changes. We will be updating our website to reflect the online consultation options available from 1st October 2025 in line with NHS guidance.”

Appointment Wait 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:

“The appointment wait time is not bad. In emergency cases, I get the appointment on the same day.”

“If it’s an emergency, there’s no time at all for an appointment. For a routine appointment, it’s 2–3 weeks.”

“Generally have to wait a bit for an appointment – about a week. But if you have an urgent issue they go out of their way to see you quickly. No complaints.”

However, some patients expressed dissatisfaction with appointment wait times:

“There is a long wait time for appointments. Usually between 2–3 weeks.”

“A bit of a struggle [to get appointments]. We ring in and have to wait for an appointment – usually 4 or 5 days.”

“It’s ok. I called up this morning and got an appointment today. But in the past, it’s been hard to get an appointment.... I usually wait weeks for an appointment. Today they’ve been really helpful but in the past it’s been very difficult.”

It’s disappointing to hear patients dissatisfied with appointment wait times. One patient raised a particular issue about difficulties booking appointment with nurses at the practice:

“It’s difficult to get an appointment with a nurse. There should be more nurses. It’s impossible to get an appointment. I called this week to get an appointment with a nurse. I was told there were no more nurse appointments but they made an exception and have squeezed us in today.”

In response to this patient feedback, the practice noted that the NHS guidelines for a routine appointment is 2 weeks and that patients may have a longer wait if they want to see a particular doctor. They also said that unfortunately they had all three members of their nursing team unexpectedly away due to illness and annual leave. They did employ a locum phlebotomist during this time to cover some of the workload.

Appointment Delays

We asked patients if their appointment that day was running to time. Patients reported that their appointment was running late and that this is normal at Jubilee Surgery:

“My current appointment is running 20 minutes late.”

“Appointment is running about 20 minutes late, which is usual.”

“My appointment doesn’t run on time, it’s generally late. My appointment now is 10 mins late.”

The following comment further demonstrates the typicality of this situation:

“My appointments do tend to over-run, that’s why I try to come early because usually the later appointments are the backlogs which means I would have to wait 15-20 mins.”

The fact that we see a patient planning for appointments not to run to time demonstrates that this is a frequent occurrence. This is particularly notable in light of patients’ feedback that the waiting room can become busy and crowded.

In response to this patient feedback, the practice noted that if a patient presents with an acute mental or physical illness they will require a longer appointment. They also said that: “We never run late deliberately and appreciate patients understanding in these circumstances.”

Patient Views of Clinical Staff

Patients were very positive about clinical staff:

“They are very good. They are all pleasant. They know what they are doing. They are very knowledgeable. They look after us.”

“Yes, every time me and my wife visit, they’ve taken us seriously and they do what they can to help.”

We can see that patients feel reassured and comfortable sharing their concerns with the clinicians. However, we also heard from 10 patients that it is difficult to see the same clinician:

“All staff are good – no problem. I would prefer to see the same doctor who knows me but I would have to wait longer.”

“I usually go with whatever doctor that I find, because if I specify the doctor then the appointment wait time is longer.”

“It is very difficult to see the same doctor and have continuity of care for long-term conditions.”

Two patients noted that continuity is difficult because of staff turnover:

“Lots of turnover, so hard to see the same person. I want to build a relationship with my doctor.”

“They always seem to see doctors/ staff that leave after 3 years, so it is often different and there isn't staff consistency.”

This data reflects the 2025 GPPS survey results which found that only 27% of patients are able to see or speak to their preferred healthcare professional when they would like to. This is a disappointing statistic as familiarity in staff can be a key aspect of patients' overall experience with their practice. This may change due to national policy through which GPs are now incentivised to identify patients who would benefit most from seeing the same GP at every appointment (DHSC, 2025).

In response to this patient feedback, **the practice said** that most of their doctors were longstanding with two having worked there for more than 15 years. They noted that they recently had maternity cover which may be why patients made a comment about staff turnover. The practice also said: “Patients may have a longer wait if they want to see a particular doctor. Our GPs hold sessions on different days which are not always agreeable with patients wishes.”

Interestingly, two separate patients recalled being ‘told off’ by a doctor in the past for seeing the wrong clinician:

“The doctors give you a hard time and tell you that you should have been seen by another doctor (even though you were assigned the doctor for that appointment). It means you can't get an appointment to talk about any ongoing chronic issues.”

“Don't always get to see the same doctor. Was once ‘told off’ by a doctor who told them they should have seen a different doctor, despite the fact they were allocated a doctor for their appointment.”

This is specific feedback from two patients. It is disappointing to hear patients being spoken to in this manner.

In response to this patient feedback, **the practice said:** “We do encourage patients to see the same GP for continuity of care. Therefore whilst we are sorry that the patient felt “told off” it is in the best interest for patient care.”

Patient Views of Non-Clinical Staff

Patients were positive about non-clinical staff:

“They are polite and they do the best that they can.

“Reception are ok, generally sort everything out. Helpful.”

“Reception staff always very good. Reception ask sensible questions and allocate a proportionate appointment.”

This is reassuring to hear and certainly reflect our own observations of patient/staff interactions. It also reflects the 2025 GPPS results in which 82% of patients reported that reception staff are helpful.

However, we did also receive the following comment suggesting variability in reception staff attitudes. Notably, however, this was a minority opinion.

“The reception are very efficient. Today, I booked an appointment for my husband. They were fine with this. Once before I called reception to book and the reception said no. They clearly didn’t know how to do it and so just said no. But the reception today was really efficient and helpful.”

Communication

We asked patients about their experience of receiving communication from the practice, including appointment reminders and screening invites. Patients overall were positive:

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

“Reminders sent by text are useful.”

Other patients remarked that they are sent appointment reminders but don’t need them because they are “organised”. Nonetheless, it is positive to see patients being reminded of their appointments through their preferred communication route.

We did receive one negative comment from a patient about communication with the practice:

“The surgery has made communicating with them a real challenge. They have recently removed the possibility to communicate with them via email; the messages get bumped back. It is no longer possible to email, send medical reports, referral requests and keep track of communications; documents can only be dropped by the surgery in person or

you can send short messages using a third party via a link on the surgery website, but without the ability to keep records of the correspondence.”

For this patient, the transition from communicating via email to communicating via the online form has clearly been challenging and frustrating.

In response to this feedback, the practice said that they enabled email communication during the pandemic but now use Accurx as it's a safer method. They reported that Accurx is checked regularly throughout the day and automatically saves to their records ensuring a digital trail.

Prescriptions

We asked patients about their experience of receiving one-off and repeat prescriptions from the practice. Notably, we received a lot of feedback about local pharmacies which is not relevant to this report. We have recorded those experiences elsewhere.

Patients reported positive experiences of getting prescriptions from Jubilee Surgery:

“I use the website for prescriptions. They get back to you quickly.”

“Yes. This is very good. The prescriptions are ready pretty much straight away.”

“I use the website to order my husband's medications. This is really good. It's efficient. I get the prescription within 24 hours.”

We also spoke to one patient who had seen the practice pharmacist and reported having a positive experience.

Referrals

We asked patients about their experience of being referred to another service by the practice. Similar to above, we received feedback about local hospitals and other services which is not relevant to this report. We have recorded those experiences elsewhere. Otherwise, we received minimal feedback about referrals made by the GP practice but what we received was broadly positive.

Conclusions and Recommendations

Overall we found our visits to Jubilee Surgery reassuring and positive. Patients were positive about the practice, highlighting the ease of getting an urgent appointment and how reassuring the clinical team were.

The location of the practice alongside Jubilee Surgery and the sharing of a waiting area also did not cause any issues or concerns for patients and the separation of the two practices was clear. Indeed, we were impressed by the clear demarcation of the two practices and the minimal confusion caused.

We made a number of recommendations to Jubilee Surgery. The responses from the practice are shown below in blue and highlighted in bold in the main body of this report.

Recommendations and the Practice's Responses

1. Review phone wait times and suggest quieter times for patients to call with non-urgent queries.

Thank you for this information. We are aware that our waiting times are currently longer than we would anticipate due to staffing sickness. We are trying to cover the telephones as much as possible with back office staff also answering the calls to prevent long waits. We have an automatic call back system in place as required by NHS England.

2. Better promote online appointment booking to patients as a method to reduce pressure on phone lines. This could be done via an email or NHS app message to patients.

Thank you. This is something planned for 1st October 2025 as per government directive.

3. Review the cleaning log to ensure that toilets remain clean and tidy throughout the day.

The toilets are cleaned once a day as required by National Specification for cleanliness in the NHS 2023.

4. Ensure that patients can clearly and easily hear clinicians calling them into their appointment. We would recommend clinicians stand in front of the reception desk.

Clinicians were spoken to in the practice meeting on 22/9/25 to be clear and speak loudly when calling patients.

5. Ensure all posters and leaflets are up to date with relevant contact details. This includes posters in the toilets.

Feedback accepted and actioned. Out of date poster removed.

Suggestions

Below, we have made **suggestions** to the practice. While not essential, we do feel like these would improve patient experience:

1. Advertise an option for patients to speak to reception staff privately. This could be done via a poster affixed to the plastic screen.

Feedback accepted and actioned.

2. Highlight that there is limited parking in communications with patients and suggest appropriate bus routes as alternatives.

Our website already informs patients of local public transport due to limited on-site parking at the surgery.

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