

Inspection report

Mulberry Bush Montessori Day Care of Children

20 Teviot Street
Yorkhill
Glasgow
G3 8PQ
0141 337 6543

Inspected by: Christine Bartlett
(Care Commission officer)

Type of inspection: Unannounced

Inspection completed on: 18 November 2010

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Service provided by:
Mulberry Bush Montessori Limited

Service provider number:
SP2003001127

Care service number:
CS2003039173

Contact details for the Care Commission officer who inspected this service:

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Easy read summary of this inspection report

There is a six point grading scale. Each of the Quality Themes we inspected, is graded using the following scale:

We can choose from six grades:



We gave the service these grades

Quality of Care and Support	 5 Very Good
Quality of Environment	N/A
Quality of Staffing	N/A
Quality of Management and Leadership	N/A

This inspection report and grades are our assessment of the quality of how the service is performing in the areas we examined during this inspection.

Grades for this care service 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.

What the service does well

The service aims to provide a high quality service, promoting partnership working with families. The depute manager and Montessori manager were able to give us good examples where partnership working had been used to improve children's experience in the service.

The management and staff continue to maintain very good relationships with parents, carers and children. They have established effective ways to consult with service users about the quality of care and support they provide. They continue to use the outcomes of feedback to make improvements in any areas where improvement is needed.

Children are supported and encouraged to put forward their ideas and suggestions. Staff use a variety of ways to seek children's views about their time in the service. The methods used take account of children's ages and stages of development.

What the service could do better

The management and staff should review the format of the general parental questionnaires used with parents and carers to date. They should also review children's service questionnaires to ensure they continue to be effective and provide staff with valuable feedback. Service user feedback should continue to be audited and shared with service users (see Quality Theme 1, Quality Statement 1).

What the service has done since the last inspection

The last inspection of the service was undertaken by HMIE. The areas identified for improvement at that time were that there should be more focus on child led art and design and ICT equipment.

There has been review of the art and design activities within the nursery. The focus is now led by the children. They are able to express themselves creatively throughout the day.

The ways in which staff evaluated and monitored the outcomes of activities was to be improved. The manager and staff are continuing to review the ways in which staff observe and monitor children in the playrooms. Management told us that they intend to continue to review and improve their practice. This will be more evident at the next inspection.

Conclusion

Mulberry Bush Montessori continues to provide a very good standard of care and support to service users. Feedback given to the Care Commission and to management show that the service is valued by the families who use it. The manager and staff continue to promote partnership working with the parents, carers and children.

Who did this inspection

Lead Care Commission Officer

Christine Bartlett

Other Care Commission Officers

N/A

Lay Assessor

N/A

Please read all of this report so that you can understand the full findings of this inspection.

About the Care Commission

We were set up in April 2002 to regulate and improve care services in Scotland.

Regulation involves:

- registering new services
- inspecting services
- investigating complaints
- taking enforcement action, when necessary, to improve care services.

We regulate around 15,000 services each year. Many are childminders, children's daycare services such as nurseries, and care home services. We regulate many other kinds of services, ranging from nurse agencies to independent healthcare such as hospices and private hospitals.

We regulate services for the very young right through to those for the very old. Our work can, therefore, affect the lives of most people in Scotland.

All our work is about improving the quality of care services.

We produce thousands of inspection reports every year; all are published on our website: www.carecommission.com. Reports include any complaints we investigate and improvements that we ask services to make.

The "Care services" area of our website also:

- allows you to search for information, such as reports, about the services we regulate
- has information for the people and organisations who provide care services
- has guidance on looking for and using care services in Scotland.

You can also get in touch with us if you would like more detailed information.

About the National Care Standards

The National Care Standards (NCS) set out the standards that people who use care services in Scotland should expect. The aim is to make sure that you receive the same high quality of service no matter where you live.

Different types of service have different National Care Standards. When we inspect a care service we take into account the National Care Standards that the service should provide.

The Scottish Government publishes copies of the National Care Standards online at:
www.scotland.gov.uk

You can get printed copies free from:

Booksource
50 Cambuslang Road
Cambuslang Investment Park
Glasgow
G32 8NB
Tel: 0845 370 0067
Fax: 0845 370 0068
Email: scottishgovernment@booksource.net

What is inspection?

Our inspectors, known as Care Commission Officers (CCOs), check care services regularly to make sure that they are meeting the needs of the people in their care.

One of the ways we check on services is to carry out inspections. We may turn up without telling the service's staff in advance. This is so we can see how good the care is on a normal day. We inspect some types of services more often than others.

When we inspect a service, typically we:

- talk to people who use the service, their carers and families, staff and managers
- talk to individuals and groups
- have a good look around and check what quality of care is being provided
- look at the activities happening on the day
- examine things like records and files, if we need to
- find out if people get choices, such as food, choosing a key worker and controlling their own spending money.

We also use lay assessors during some inspections. These are volunteers who have used care services or have helped to care for someone who has used care services.

We write out an inspection report after gathering the information. The report describes how things are and whether anything needs to change.

Our work must reflect the following laws and guidelines:

- the Regulation of Care (Scotland) Act 2001
- regulations made under this Act
- the National Care Standards, which set out standards of care that people should be able to expect to receive from a care service.

This means that when we register or inspect a service we make sure it meets the requirements of the 2001 Act. We also take into account the National Care Standards that apply to it.

If we find a service is not meeting these standards, the 2001 Act gives us powers that require the service to improve.

Recommendations, requirements and complaints

If we are concerned about some aspect of a service, or think it could do more to improve its service, we may make a requirement or recommendation.

- A recommendation is a statement that sets out actions the care service provider should take to improve or develop the quality of the service but where failure to do so will not directly result in enforcement.
- A requirement is a statement which sets out what is required of a care service to comply with the Act and Regulations or Orders made under the Act, or a condition of registration. Where there are breaches of the Regulations, Orders or conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Commission.

Complaints: We have a complaints procedure for dealing with any complaint about a registered care service (or about us). Anyone can raise a concern with us - people using the service, their family and friends, carers and staff.

We investigate all complaints. Depending on how complex it is, a complaint may be:

- upheld - where we agree there is a problem to be resolved
- not upheld - where we don't find a problem
- partially upheld - where we agree with some elements of the complaint but not all of them.

How we decided what to inspect

Why we have different levels of inspection

We target our inspections. This means we spend less time with services we are satisfied are working hard to provide consistently high standards of care. We call these low-intensity inspections. Services where there is more concern receive more intense inspections. We call these medium or high intensity inspections.

How we decide the level of inspection

When planning an inspection, our inspectors, or Care Commission Officers (CCOs) carefully assess how intensively each service needs to be inspected. They do this by considering issues such as:

- complaints
- changes to how the service provides care
- any notifications the service has given us, such as the absence of a manager
- what action the service has taken in response to requirements we have made.

The CCO will also consider how the service responded to situations and issues: for example how it deals with complaints, or notifies us about incidents such as the death of someone using the service.

Our inspections take account of:

- areas of care that we are particularly interested in (these are called Inspection Focus Areas)
- the National Care Standards that the service should be providing
- recommendations and requirements that we made in earlier inspections
- any complaints and other regulatory activity, such as enforcement actions we have taken to improve the service.

What is grading?

We grade each service under Quality Themes which for most services are:

- **Quality of Care and Support:** how the service meets the needs of each individual in its care
- **Quality of Environment:** the environment within the service (for example, is the service clean, is it set out well, is it easy to access by people who use wheelchairs?);
- **Quality of Staffing:** the quality of the care staff, including their qualifications and training
- **Quality of Management and Leadership:** how the service is managed and how it develops to meet the needs of the people it cares for
- **Quality of Information:** this is how the service looks after information and manages record keeping safely.

Each of the Quality Themes has a number of Quality Statements in it, which we grade.

We grade each heading as follows:

6	5	4	3	2	1
excellent	very good	good	adequate	weak	unsatisfactory

We do not give one overall grade.

How grading works.

Services assess themselves using guidance that we given them. Our inspectors take this into account when they inspect and grade the service. We have the final say on grading.

The Quality Themes for this service type are explained in section 2 The Inspection.

About the service we inspected

This service operates from premises located in the Yorkhill area of Glasgow City. We registered this service on the 10 August 2004. The registration allows the service to care for children within the following age ranges:-

0 to under 2 years - 12 children

2 to under 3 years - 60 children

3 years to under school age - 25 children.

The service aims and objectives state that they "believe that learning should be fun".

Based on the findings of this inspection this service has been awarded the following grades:

Quality of Care and Support	5 - Very Good
Quality of Environment	N/A
Quality of Staffing	N/A
Quality of Management and Leadership	N/A

This inspection report and grades are our assessment of the quality of how the service is performing in the areas we examined during this inspection.

Grades for this care service 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.

You can use the "Care services" area of our website (www.carecommission.com) to find the most up-to-date grades for this service.

How we inspected this service

What level of inspection did we make this service

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What activities did we undertake during the inspection

From October 2010 the Care Commission has temporarily introduced an additional, less intense inspection approach for services which have previously reached a good level of performance. This service qualified for this reduced inspection approach and was therefore inspected only against one quality theme at this inspection.

We completed the report following an unannounced inspection. The inspection was carried out by Care Commission Officer Christine Bartlett. The inspection process was carried out over 1 day. The inspection took place on the 18 November 2010.

We issued 30 care standard questionnaires to the service to give to parents/ carers. Fourteen were returned before the inspection. We were told that 107 families were registered to use the service at the time of the inspection.

In this inspection we gathered evidence from various sources, including the relevant sections of policies and procedures, records and other documents including:

- The service's most recent self assessment
- Confirmation of children's progress records
- Review of written daily notes/ information for parents
- Confirmation of parents evenings/ sessions/ social activities
- Confirmation of service information booklet
- Confirmation of welcome information for new service users
- Service questionnaires for parents and carers used since last inspection
- Service questionnaires for children
- Confirmation of audits of service questionnaires
- Confirmation of use of circle time
- Review of a sample of thank you cards and notes taken from suggestion box
- Confirmation of the complaints policy
- Confirmation of aims and objectives of the service
- Confirmation of service participation strategy
- Confirmation of children's enrolment information
- Review of notice boards and information displayed for service users information
- Review of sample of monthly newsletters
- Review of information displayed with regard to service inspections
- Review of reference material used in service
- Confirmation of use of attendance registers
- Review of displayed registration certificate

Confirmation of valid insurance Certificate
Discussion with the service depute manager and Montessori manager
Overview of the premises and how areas are used.

Inspection Focus Areas (IFAs)

Each year we identify an area, or areas, we want to focus on during our inspections. We still inspect all the normal areas of a care service; these are extra checks we make for a specific reason.

For 2010/11 we will focus on:

- Quality assurance for care at home and combined care at home and housing support services.

You can find out more about these from our website www.carecommission.com.

Fire safety issues

The Care Commission no longer reports on matters of fire safety as part of its regulatory function. Where significant fire safety issues become apparent, we will alert the relevant Fire and Rescue service to their existence in order that it may act as it considers appropriate. Care service providers can find more information about their legal responsibilities in this area at: www.infoscotland.com/firelaw

Actions Taken on Recommendations Outstanding

2 recommendations were made following the last inspection.

1. Continue to develop the curriculum with a focus on art and design and ICT.
The recommendation has been met and continues to be progressed.

2. Continue , as planned, to develop staff's skills in self-evaluation and ensure that monitoring activities lead to improvements in playroom practice.
The recommendation has been met and continues to be progressed.

The annual return

We use annual returns (ARs) to:

- make sure we have up-to-date, accurate information about care services; and
- decide how we will inspect services.

By law every registered care service must send us an annual return and provide us with the information we have requested. The relevant law is the Regulation of Care (Scotland) Act 2001, Section 25(1). These forms must be returned to us between 6 January and 15 February.

Annual Return Received

Yes

Comments on Self Assessment

We received a fully completed self assessment document from the service provider. We were satisfied with the way the service provider had completed this and with the relevant information they had given us for each of the headings that we grade them under.

The service provider identified what they thought they did well, some areas for development and any changes they planned. The service provider told us how the people who used the care service had taken part in the self assessment process.

Taking the views of people using the care service into account

Sixty four children were using the service on the morning of the inspection. The Officer did not spend time with them in their play in this less intense inspection. However it was evident that from an overview of the premises that they were comfortable, content and able to make choices about their play. Some of the younger children were observed to be sleeping comfortably on sleep mats with blankets.

Feedback from children's service questionnaires are used by staff to inform them about their views, ideas and interests. Very good examples were given about how feedback had been sought and then used by staff to take forward in the service.

Taking carers' views into account

We sent out 30 questionnaires for the service to distribute to parents and carers. We were told 107 families used the service at the time of the inspection. Fourteen questionnaires were returned before the date of the inspection. When we asked the question 'overall I am happy with the quality of care my child receives in this service', 12 strongly agree and 2 agreed.

The depute manager was asked to give parents the Officer's contact information should they wish to make any comment about the service by telephone or e mail. No other comments were made about the service other than those given to use in our care standard questionnaires.

The comments we received included:

'The only comment I have is that there is not usually alternative times for parent / carer team meetings, normally early evening, I have rarely been able to take up this opportunity. Irrespective of this I am fully confident to ask questions or exchange information at any time with the staff throughout the year, but do miss the formal events'.

'Staff should wear visible name badge's. (This was discussed with the depute manager and it had been decided badges posed a safety risk. They now have staff photographs/ names displayed outside each playroom for parent and carer information).

'Fantastic place for children to learn. Very impressed with the standard of education given. Saw a massive difference in my child'.

'We have 2 children at the nursery, we have found both children enjoy their time and learn a lot'.

'Mulberry Bush provides high quality care for my child'.

'I honestly feel that this nursery is amazing and I am sad that I sent my child to another nursery before'.

'The staff are amazing and my child is very happy there, thank you'.

Comments taken from service thank you cards and notes:

"Thank you for looking after me, I have had lots of fun".

"I just wanted to say thank you for all your help with my child's transition to life in Scotland".

"My child has loved her time at Nursery".

A sample of the comments taken from feedback to the service was as follows;

'Thank you so much for all your help and care over the last 4 years'

'We have found it an excellent experience for both our children'.

'Thank you so much for all the care, all the cuddles and all the fun our child had'.

'We can't thank you all enough for the care, attention and encouragement you've given'.

'Thank you for looking after me so well'.

Comment taken from the suggestion box;

'I would like to learn more about sewing'.

Feedback given to the Officer by e-mail following the inspection;

I received a letter from my son's nursery informing me that you had visited to carry out an inspection and asking if I wished to make any comments. I would like to take this opportunity to praise the staff at Mulberry Bush for providing what I consider to be first class childcare. My son has been attending this nursery for almost 18 months and has experienced two of the 'rooms' (TodPod and currently MiniMonts). In both, staff have been warm, efficient, articulate and friendly. Having used a different nursery previously, I am struck by the differences in the care provided at Mulberry Bush where the activities undertaken with the children and the attitude and demeanour of staff is wonderful.

As a parent it is extremely important that I feel that staff 'know' my child and at Mulberry Bush, the intuitive comments made by staff about behaviour or progress demonstrates that they do know him well. The consistency of staff is also extremely helpful and it is very rare to not recognise a member of staff when picking up or dropping off.

The real proof is how much my child enjoys going to nursery and the visible bond you see developing between him and staff. I should also comment about how well run the nursery is and parents are kept very well informed about any unforeseen changes to staffing or care.

Feedback given to the Officer by telephone;

'I have 2 children at the nursery, I would praise the great environment which is educational and loving'.

'My children are very happy there'.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service Strengths

Management and staff have very good methods in place to communicate and work in partnership with parents, carers, children.

We found this service was performing to a very good standard in the areas covered by this statement. We concluded this after we:

- confirmed that the strengths of the service noted following the last inspection are being maintained
- confirmed the strengths as recorded in the service self assessment for this inspection year
- reviewed how parents and children are included and informed about planning and activity programmes
- reviewed observing, monitoring and evaluation procedures
- reviewed samples of completed service questionnaires and evaluation forms
- reviewed a sample of thank you cards given to staff
- discussed examples of how feedback was used to develop and improve the service
- confirmed service policies, procedures and aims and objectives
- reviewed sample of service newsletters
- reviewed use of suggestion boxes
- reviewed and discussed the range of information displayed on notice boards
- confirmed the information given to parents about inspection and grading
- confirmed use of agency staff / staff consistency
- reviewed the responses made in the 14 care standard questionnaires returned to us.

The parents who completed care standard questionnaires confirmed that:

I receive clear information about the service before my child started using it - 14 stated - yes.

My child and I were able to visit the service before starting to use it - 14 stated - yes.

The service has involved me and my child in developing the service, for example asking for ideas and feedback - 9 strongly agree and 5 agreed.

The management and staff are committed to working in partnership with service users to continue to develop and improve the service. The methods used to communicate and consult with parents, carers and children are varied and effective. Feedback is evaluated by management and the outcome is shared with parents and carers.

Service questionnaires continue to be used regularly in the service. Feedback is encouraged and valued by the staff team. The depute manager told us about the importance of keeping parents up to date about all aspects of the service. She was able to give very good examples of where observations and feedback had been used to make improvements within the service. She confirmed that good use is made of monthly newsletters and noticeboards to keep families up to date about plans and events for the service. They are increasingly using e mail with parents to promote contact and communication. Parents are also kept informed about the service inspection, grading and about the outcome of the inspection process.

The parents who completed a care standard questionnaire confirmed that:
I am kept well informed about what is happening in the service, for example through newsletters and information boards - 11 strongly agree, 1 agreed, 1 did not know and 1 stated this was not applicable to them.

Areas for Improvement

The use of service questionnaires for parents, carers and children should continue to be reviewed. Management need to think about what kind of feedback they are looking for from service users and about how long the service has been used. Questions should continue to be linked to grading used in service inspections. However review should also take account of how the Quality Themes and Quality Statements could be reflected in service questionnaires.

The methods used to get feedback from children should continue to be reviewed. Children's service questionnaires should continue to be able to be completed with the limited assistance of adults. Staff should continue to take account of children's ages and stages of development when seeking feedback from them.

Management should continue to share the audit of service questionnaires with parents, carers, staff and children.

The provider, management and staff should maintain the very good standard that they have achieved in relation to this Quality Theme and Quality Statement.

Grade awarded for this statement

5 - Very Good

Number of requirements

0

Number of recommendations

0

Statement 4

We use a range of communication methods to ensure we meet the needs of service users.

Service Strengths

We found this service was performing to a very good standard in the areas covered by this statement. We concluded this after we:

- confirmed strengths as recorded in the self assessment for this Quality Statement
- confirmed the service strengths as highlighted under Quality Theme1, Quality Statement 1
- confirmed the methods used to consult children about activities and events
- confirmed the service policies in relation to confidentiality, equal opportunities and complaints
- confirmed the open door policy for the service
- confirmed the service welcome pack and information.

The management and staff have established and maintained very good relationships with service users. They ensure staff take time to talk to parents and carers daily about their child's time in the service.

The management provide staff with appropriate information about each child to support their individual needs. Staff continue to encourage children to put forward their ideas, opinions and suggestions about play equipment, activities, special interests and planned events.

The service is in partnership with Glasgow City Council. They continue to work in partnership with this Local Authority when maintaining children's progress and development records.

The provider, management and staff should continue to maintain the very good standard they have achieved in relation to this Quality Statement.

Areas for Improvement

The provider, management and staff team should continue to review and assess the ways in which they communicate with service users. They should progress any areas for improvement identified following this process.

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Other Information

Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

Enforcements

We have taken no enforcement action against this care service since the last inspection.

Additional Information

None.

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Commission re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

Summary of Grades

Quality of Care and Support - 5 - Very Good	
Statement 1	5 - Very Good
Statement 4	5 - Very Good
Quality of Environment - Not Assessed	
Quality of Staffing - Not Assessed	
Quality of Management and Leadership - Not Assessed	

Inspection and Grading History

Date	Type	Gradings
26 Jan 2009	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 4 - Good Management and Leadership 4 - Good

Terms we use in our report and what they mean

Action Plan - When we inspect a service, or investigate a complaint and the inspection report highlights an area for improvement; either through recommendations or requirements, the action plan sets out the actions the service will take in response.

Best practice statements/guidelines - This describes practices that have been shown to work best and to be achievable in specific areas of care. They are intended to guide practice and promote a consistent and cohesive approach to care.

Care Service - A service that provides care and is registered with us.

Complaints - We have a complaints procedure for dealing with any complaint about a registered care service or about us. Anyone can raise a concern with us - people using the service, their family and friends, carers and staff.

We investigate all complaints which can have more than one outcome. Depending on how complex the complaint is, the outcomes can be:

- upheld - where we agree there is a problem to be resolved
- not upheld - where we don't find a problem
- partially upheld - where we agree with some elements of the complaint but not all of them.

Enforcement - To protect people who use care services, the Regulation of Care (Scotland) Act 2001 gives the Care Commission powers to enforce the law. This means we can vary or impose new conditions of registration, which may restrict how a service operates. We can also serve an improvement notice on a service provider to make them improve their service within a set timescale. If they do not make these improvements we could issue a cancellation notice and cancel their registration.

Disclosure Scotland- Disclosure Scotland provides an accurate and responsive disclosure service to enhance security, public safety and protect the vulnerable in society. There are three types or levels of disclosure (i.e. criminal record check) available from Disclosure Scotland; basic, standard and enhanced. An enhanced check is required for people whose work regularly involves caring for, training, supervising or being in sole charge of children or adults at risk; or to register for child minding, day care and to act as foster parents or carers.

Participation - This describes processes that allow individuals and groups to develop and agree programmes, policy and procedures.

Personal Plan - This is a plan of how support and care will be provided. The plan is agreed between the person using the service (or their representative, or both of them) and the service provider. It is sometimes called a care plan mostly by local authorities or health boards when they commission care for people.

How you can use this report

Our inspection reports give care services detailed information about what they are doing well and not so well. We want them to use our reports to improve the services they provide if they need to.

Care services should share our inspection reports with the people who use their service, their families and carers. They can do this in many ways, for example by discussing with them what they plan to do next or by making sure our report is easily available.

People who use care services, their relatives and carers

We encourage you to read this report and hope that you find the information helpful when making a decision on whether or not to use the care service we have inspected. If you, or a family member or friend, are already using a care service, it is important that you know we have inspected that service and what we found. You may find it helpful to read previous inspection reports about his service.

The Care Commission

We use the information we gather from all our inspections to report to Scottish Ministers on how well Scotland's care services are performing. This information helps us to influence important changes they may make about how care services are provided.

Reader Information

This inspection report is published by the Care Commission. It is for use by the general public. You can get more copies of this report and others by downloading it from our website www.carecommission.com or by telephoning 0845 603 0890.

Translations and alternative formats

This publication is available in other formats and other languages on request.

Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iarrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

ہے بایتسد یم وونابز رگید روا دولکش رگید رپ شرازگ تعاشا ہی

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

ی.رخأ تاغل بو تاقي سينتب بلطلا دن ع رفاوتم روشنملا اذه.

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

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Web: www.carecommission.com

Improving care in Scotland