

# Inspection report

PLUS

Support Service Without Care at Home

Unit 12  
Back O'Hill Industrial Estate  
Back O'Hill Road  
Stirling  
FK8 1SH  
01786 450086

**Inspected by:**  
**(Care Commission officer)**

Mary Soutar

**Type of inspection:**

Announced

**Inspection completed on:**

18 August 2010

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**Service provided by:**

PLUS (Stirling) Ltd

**Service provider number:**

SP2003003326

**Care service number:**

CS2003035186

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## Easy read summary of this inspection report



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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		6	Excellent
Quality of Environment			N/A
Quality of Staffing			N/A
Quality of Management and Leadership		6	Excellent

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

Plus provides excellent opportunities for children and young people with additional support needs to enjoy a wide range of social activities. This allows parents to enjoy a natural break while their children enjoy activities of their choice. Activities are available throughout the year however during school summer holidays the range is extended to include activities such as sailing, archery and dance workshops.

The service is well managed by a Chief Executive Officer supported by a team of Project Managers. The work of the project is overseen by a Board of Directors which includes parents of children and young people using the service.

### **What the service could do better**

Plus should continue to review and develop their existing high quality service.

### **What the service has done since the last inspection**

The service continues to demonstrate a commitment to the involvement of people using the service and their carers at all levels.

Staff continue to promote opportunities for children and young people to be involved in main stream activities by working in partnership with other agencies such as Stirling Youth Partnership.

### **Conclusion**

Plus provides a high quality service to families assisting them to meet the social needs of their children. Parents, carers, children and young people are able to influence all aspects of the service including the range of activities provided.

## **Who did this inspection**

### **Lead Care Commission Officer**

Mary Soutar

### **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

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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](http://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

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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](http://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](mailto:scottishgovernment@booksource.net)

## What is inspection?

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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

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### **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?

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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:

<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
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

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PLUS is a registered charity offering a service to children and young adults from the age of 5 years to 25 years within Stirling Council area.

The service has a number of elements as detailed below:

Playplus - providing play opportunities for children 5 - 11 years.

Plus Youth Project - providing activities for young people 12 - 19 years.

The Bank Project - developing social networks with young adults aged 18 - 25 years.

Take Two - providing additional support to individual children and young people.

Youth Inclusion Project - supporting of young people with disabilities in main stream youth organisations.

The service previously provided Circles of Support a project which developed peer support groups within schools. Funding for this project is no longer available.

The service is managed by a Board of Directors which includes parents of children and young people using the service. The Chief Executive Officer has responsibility for overseeing the day to day operation of the project and the work of the Project Managers and Co-ordinators responsible for the above projects.

The main aim of the service is to overcome the obstacles that prevent children and young people with disabilities from having an ordinary social life. In doing so it provides family carers with a natural break.

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

<b>Quality of Care and Support</b>	<b>6 - Excellent</b>
<b>Quality of Environment</b>	<b>N/A</b>
<b>Quality of Staffing</b>	<b>N/A</b>
<b>Quality of Management and Leadership</b>	<b>6 - Excellent</b>

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](http://www.carecommission.com)) to find the most up-to-date grades for this service.

## How we inspected this service

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### **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**

This report was written following an announced inspection which took place over the course of one day 12 August 2010, with feedback provided on 18 August 2010. The inspection was carried out by Care Commission Officer, Mary Soutar.

The service sent us an annual return and self assessment as requested.

During the inspection we gathered information from various sources, including observation of an activity session and the relevant sections of policies, procedures, records and other documents including:

- Service user's records
- Plus company Plan
- Minutes of Quality and Development Group
- Core Team Meeting minutes
- Plus website
- Staff handbook
- Staff training records
- Complaint records
- Service questionnaires
- Newsletters
- Completed service questionnaires
- Self assessment

Discussion took place with a range of staff and service users including:

- The Chief Executive Officer
- Managers
- Co-ordinators
- Sessional staff
- Young people

All of the above information was used to inform this report.

### **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](http://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](http://www.infoscotland.com/firelaw)

### **Has the service had to take any actions as a result of or since our last inspection?**

SSI 2002/114 Regulation 9 2(c) Fitness of employees Regulation 19 (2)(d) Records  
SSSC - 1.2 Check criminal records & relevant registers Defined registration requirements to practice for identified titles of staff.

### **Action taken on the Requirement**

The recruitment procedure has been amended to include checking of professional registers.

### **The requirement is:**

Met

### **Actions Taken on Recommendations Outstanding**

There are no outstanding recommendations.

### **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 - Electronic

### **Comments on Self Assessment**

We received a fully completed self assessment document from the 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.

### **Taking the views of people using the care service into account**

Children and young people provided limited direct feedback on this occasion however there was evidence of the younger children being fully involved in a play session while the teenagers made the most of the end of summer event.

### **Taking carers' views into account**

Parents and carers indicated they were very happy overall with the service provided by Plus. They welcomed the natural break it provided and felt their children benefited from the social interaction it offered.

Comments included:

'Staff are great.'

'My child loves the activities.'

'We always get great feedback.'

'Glad we have Plus.'

## Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 6 - Excellent

### 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

Families receive a high quality service from Plus. Children and young people choose from a wide range of both indoor and outdoor activities to reflect their individual interests. This includes sailing, archery, craft, dance workshops and media. Parents are confident their children are well supported and having fun, enabling them to enjoy a natural break.

Young people are supported to express their views about the service they receive and about issues which affect them. They can do this during or after sessions, through questionnaires and by email or phone. One group of young people produced a DVD about bullying while another group produced a DVD sharing their experience of having Aspergers Syndrome. This experience helped boost their confidence, enabling them to present their DVDs at events attended by parents, carers, staff and other stakeholders.

Through the Bank Project young people get the support they need to arrange their own programme of activities either with a few close friends or a larger group. The Bank Committee members very effectively obtain and share feedback from events or activities through their regular newsletter. They also plan events and consider ideas for fund raising. Recognising that some of their members are unable to share their views, committee members decided to invite their parents to participate. Committee members are displaying increased confidence in their own abilities and they are now considering how they can assist others both within the project and on a wider scale.

Families can influence the service at all levels through involvement in the Board, participating in committees, annual questionnaires, informal feedback and complaints process. They are fully informed about the work of the service through regular newsletters, Plus website, DVDs, events and routine telephone calls.

The service recognised annual questionnaires provide useful but limited feedback. They are therefore inviting parents and carers to participate in a group discussion about the impact the service has on the lives of their children and the family as a whole.

Parents highlighted the feelings of isolation they often experience therefore Plus supported a small group in a successful application for a grant. This allows them to meet regularly and provide crèche facilities for the children. Through this group, Family Plus, they are able to offer support to one another and also arrange speakers to inform them on relevant topics such as Sports Development Officer (Disability). A secure online forum is being piloted which will allow parents the opportunity to discuss issues in another forum.

**Areas for Improvement**

Although Plus Youth have a committee, staff recognised it could be further developed. Members of the Bank committee are considering how they can offer support.

Parents from Family Plus are being supported in seeking funding for a part time development worker.

**Grade awarded for this statement**

6 - Excellent

**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**

Children and young people use their preferred method of communication including communication passports and behaviours or facial expressions.

Staff know the children and young people well. Records are up to date and reflect individual needs, likes and dislikes and any significant risks. This allows managers to ensure staff with the relevant skills and training are available during each session. It also enables them to plan the appropriate level of support to enable each child or young person to participate in the activities planned. Sessional staff provide feedback following each activity and this information is used to update records.

As part of the induction process staff receive training in communication and a few members of the team are trained in Makaton.

Children, young people and their parents or carers have a range of ways they can communicate with the service such as email, text, phone or through the secure web page. Staff are familiar with easy read guidance and make information accessible to all.

Staff from Plus Youth Inclusion Project work with Stirling Youth Partnership to enable young people with additional support needs to access mainstream youth groups and activities.

Over the summer holiday period Plus worked with Create in the Community (a partnership project including Stirling Youth Services and The Rock) to offer a range of local activities. This culminated with an end of summer barbecue attended by the Scottish Commissioner for Children and Young People. The entertainment provided by local bands was popular and the young people clearly enjoyed the range of activities on offer which included an assault course and pamper station. Young people could provide feedback on the event and their experience of activities provided over the summer in the 'diary room'.

### **Areas for Improvement**

The service intend further developing the Family Plus area of the website.

The service plan to review the success of their methods of communication and promotion on an ongoing basis using PQASSO (a quality assurance system designed for small organisations within the voluntary and community sector).

**Grade awarded for this statement**

6 - Excellent

**Number of Requirements**

0

**No of Recommendations**

0

## Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 6 - Excellent

### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

#### Service Strengths

Parents and carers are in a position to influence all aspects of the service including management and leadership. They are represented at all levels within the organisation, from sessional staff through to Chief Executive Officer and the Board. Family carers are encouraged to participate in the way most comfortable for them.

This includes involvement in a range of groups such as the Staffing Group offering opportunities to be involved in recruitment and the Quality and Development Group. Parents, carers and staff attend the Annual General Meeting and have the opportunity to participate in formulating the service development plan.

Both through service questionnaires and feedback during the inspection parents confirmed their satisfaction with the management of the service. Comments included: 'We are delighted to have this service.'

'I know that when he is with the Bank he is well looked after, and has fun.'

'Indispensable!'

Parents and carers are able to approach any member of the management team with queries or concerns and are confident their views would be heard.

#### Areas for Improvement

The service plan to review the effectiveness of management and leadership using PQASSO.

The service recognises there may be potential for increased links between Family Plus and the Plus Board to provide additional opportunities for families to influence the ongoing development of the service.

#### Grade awarded for this statement

6 - Excellent

#### Number of Requirements

0

#### Number of Recommendations

0

## **Statement 4**

We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide

### **Service Strengths**

Quality assurance systems support the involvement of all stakeholders in the process. They can contribute to evaluation and planning in the wide range of ways previously highlighted. Through the Quality and Development group the effectiveness of quality assurance measures are monitored.

The agency provides regular reports to all funding bodies providing evidence of the work they are completing. This includes Stirling Council, The Fairer Scotland Fund, the Lottery and Lloyds TSB Foundation. Some of the funding agencies have commented very favourably on the quality of reports submitted.

The organisation has evidenced their commitment to ongoing improvement by acting on both recommendations and suggestions made by the Care Commission in previous reports.

### **Areas for Improvement**

Through using the PQASSO system Plus have recognised the need to further promote their service. They have therefore successfully identified an agency willing to offer free consultancy to support them in improving this area.

The Quality and Development Group intend looking at planning within the organisation using PQASSO to assist them in identifying areas for improvement.

### **Grade awarded for this statement**

6 - Excellent

### **Number of Requirements**

0

### **Number of Recommendations**

0

## Other Information

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### **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**

N/A

### **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

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<b>Quality of Care and Support - 6 - Excellent</b>	
Statement 1	6 - Excellent
Statement 4	6 - Excellent
<b>Quality of Environment - Not Assessed</b>	
<b>Quality of Staffing - Not Assessed</b>	
<b>Quality of Management and Leadership - 6 - Excellent</b>	
Statement 1	6 - Excellent
Statement 4	6 - Excellent

## Inspection and Grading History

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Date	Type	Gradings								
7 Aug 2009	Announced	<table> <tr> <td>Care and support</td> <td>5 - Very Good</td> </tr> <tr> <td>Environment</td> <td>5 - Very Good</td> </tr> <tr> <td>Staffing</td> <td>5 - Very Good</td> </tr> <tr> <td>Management and Leadership</td> <td>5 - Very Good</td> </tr> </table>	Care and support	5 - Very Good	Environment	5 - Very Good	Staffing	5 - Very Good	Management and Leadership	5 - Very Good
Care and support	5 - Very Good									
Environment	5 - Very Good									
Staffing	5 - Very Good									
Management and Leadership	5 - Very Good									
21 Aug 2008	Announced	<table> <tr> <td>Care and support</td> <td>5 - Very Good</td> </tr> <tr> <td>Environment</td> <td>4 - Good</td> </tr> <tr> <td>Staffing</td> <td>5 - Very Good</td> </tr> <tr> <td>Management and Leadership</td> <td>5 - Very Good</td> </tr> </table>	Care and support	5 - Very Good	Environment	4 - Good	Staffing	5 - Very Good	Management and Leadership	5 - Very Good
Care and support	5 - Very Good									
Environment	4 - Good									
Staffing	5 - Very Good									
Management and Leadership	5 - Very Good									

## Terms we use in our report and what they mean

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**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

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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

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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](http://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।

هذه بایتسد یم وونابز رگید روا رولکش رگید رپ شرازگ تعاشا هی

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

ی.ر.خ.أ تاغلبو تاقيسينتت بلطلا دن ع رفاوتم روشنملا اذه.

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

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Improving care in Scotland