care inspectorate

Care service inspection report

Full inspection

Momentum Care - Glasgow
Support Service

Room 203
The White Studios Templeton Business Centre
62 Templeton Street
Glasgow

HAPPY TO TRANSLATE

Inspection report for Momentum Care - Glasgow
Inspection completed on 21 September 2015

Service provided by: Momentum Scotland

Service provider number: SP2005007264

Care service number: CS2008168402

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

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Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

Quality of care and support	4	Good
Quality of staffing	5	Very Good
Quality of management and leadership	4	Good

What the service does well

The staff team at Momentum Scotland's Lets Go service have developed positive, trusting and productive working relationships with the people whom they support and their carers. Staff work flexibly and creatively with individuals to assist them to achieve positive outcomes.

What the service could do better

The service should plan how best to support staff to develop their knowledge of current legislation and best practice approaches and increase opportunities for peer learning.

The service should introduce more contemporary approaches to support planning and assessing risk that are asset based and outcome focused.

We found that some of the processes at the service were disjointed. For a more cohesive approach, the service should develop a service improvement plan to identify how activities are informed by best practice approaches and how inputs from all stakeholders drive improvements.

What the service has done since the last inspection

Since the last inspection the service office has moved premises and is now co-located with another Momentum Scotland service within the Templeton Business Centre.

There has been increased staff attendance at team meetings which are now taking place quarterly on Saturdays.

There has been on-going development of staff with training provided in areas to enhance practice including autism awareness.

Conclusion

This is a service that is highly regarded by the people whom it supports and their carers with a motivated workforce committed to promoting the best possible outcomes for people.

1 About the service we inspected

The Lets Go service is managed and operated by Momentum Scotland. The service provides respite, short breaks and day opportunities to people whom it supports. It provides a flexible support service designed to maximise social inclusion and promote ordinary living opportunities. The service operates in a person centred way with a commitment to continuous improvement.

At the time of our inspection 40 people were using this service.

Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

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

Quality of care and support - Grade 4 - Good
Quality of staffing - Grade 5 - Very Good
Quality of management and leadership - Grade 4 - Good

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0345 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

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 we did during the inspection

We wrote this report following an unannounced inspection by one inspector. The inspection visits took place Thursday 17 September between 9.30am and 4pm and concluded Friday 18 September between 10am and 5.15pm. We gave feedback to the service manager on the morning of Monday 21 September.

We considered feedback from all stakeholders during this inspection and took into account comments in the completed Care Standard Questionnaires (CSQ's) that we received from service users and staff. We sent 40 and received 12 CSQ's from service users, we also sent 20 questionnaires to staff and received six completed In addition we sampled the services own quality satisfaction questionnaires and considered the self-assessment that the service had completed and submitted to us.

We spoke with:

- Four service users
- Four relatives
- Registered manager
- Care contracts administrator
- Four support workers.

We looked at:

- Certificate of registration
- Certificate of insurance
- Incident reports
- Accident reports
- Minutes of service user meetings

- Minutes of carer meetings
- Quality assurance systems and audits
- Service user questionnaires
- Four service user support plans
- Risk assessments
- Staff meeting minutes
- Four staff supervision minutes
- Staff training records.

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firescotland.gov.uk

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

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The Care Inspectorate received a fully completed self-assessment document from the provider. We were satisfied with the way the provider completed this and with the relevant information included for each heading that we grade the service under.

The provider identified what it thought the service did well and some areas for development.

Taking the views of people using the care service into account

At the time of this inspection visit there were 40 people using this service. We met with four service users, either in their own home or at the service office and took account of the information in the 12 completed questionnaires that we received from service users and their carers. Their views are reflected in this report.

Taking carers' views into account

We spoke with four relatives of people using the service during this inspection. We have included their comments throughout this report.

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 4 - 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

A range of methods are used for participation work at this service that include service users, carers and their supporters in a meaningful way so that an equal part can be played. Having given consideration to the services own quality assurance systems, spoken with service users and their carers and spoken with staff we found that the service was performing to a very good standard against the areas of this statement.

The service has continued to maintain very good levels of client and relative involvement and participation. Views are canvassed and captured in a number of ways, for instance, through questionnaires, spot checks, monitoring reviews and service user reviews; this allows enough diversity of approaches to match individual preferences and abilities.

The service hosts service user and carer forums at six monthly intervals and we saw that in an attempt to increase attendance at these, transport had been provided to all attendees who required it. Whilst this has not significantly increased numbers attending, it does demonstrate the services on-going commitment to trying new ways to increase participation. Carers we spoke with said that they found the forums useful. We saw that service users and carers

views were canvassed on a number of areas including what works well, are staff well enough trained and what could be improved. To promote impartiality, forums are facilitated by a Momentum staff member who is not attached to this service. We saw that there was potential to use this information to improve the service and that an action plan was generated from the forums to address areas for development.

Both carers and service users currently attend each of the forums. Through our discussion with the service manager we could see that there was greater potential within the new office base for the space to be utilised in a way that would allow each group to have more distinct meetings.

We looked at the annual questionnaire surveys that the service circulates to service users and their carers to review the quality of the support being delivered. This provides an opportunity for service users and carers to give comments about aspects of the service and the staff and we saw that in the main, responses were positive with the following comments noted from this year's questionnaires:

- "very happy with the support provided"
- "worker encourages him to be as independent as possible and they have built a good relationship"
- "worker motivates him to undertake new activities".

We saw that each service user has a care plan unique to them that outlines the support they will receive. Service users and their carers are involved in developing and reviewing the care plan with their comments documented. This provides an opportunity to review in partnership what is working well and establish future goals and aspirations.

There is a strong emphasis on developing positive working relationship between staff, service user and their carers. Whilst every effort is made to match staff appropriately, we saw occasions where the match had been incompatible. Where this was the case action was taken quickly to resolve this, from the carers forum minute we saw the following comment "if it doesn't work it's a quick change, just call Karen" This demonstrates that the service is responsive and that service users are able to make key decisions about who they receive

support from and are the drivers of that support.

Areas for improvement

We thought that the service could be more explicit about how feedback informs and influences improvements at the service. One suggestion we made was for the developmemt a service improvement plan that captures the contributions of all stakeholders. This could provide the rationale and framework for the major areas of the services improvement activities.

Although we noted that there was an action plan from the forum meetings, we couldn't see from the minutes of the meetings that we sampled how suggestions or comments from previous forums were followed through. Outcomes from discussions should be documented to show actions taken; this will strengthen confidence in this participation method. It is also worth including the names of attendees at the forums within the minutes provided to increase a sense of ownership. We suggested that there may be merit in having participation as a standard item on the agenda at team meetings.

We thought that the service should develop, evaluate and evolve a local participation strategy that outlines the variety of ways in which all stakeholders can get involved. This should be created in an easy read format.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 5

"We respond to service users' care and support needs using person centered values."

Service Strengths

"This year we are using an Inspection Focus Area (IFA) to identify excellence and to promote and support improvement in all learning disability services. We have asked providers to complete a self-assessment as well as answering a number of specific questions during the inspection which explore health outcomes for people with a learning disability. The IFA also provides a focus on Human Rights, Safety, Supporting communication and the wider recommendations from the Keys to Life and Winterbourne View findings. Information gathered from our inspection activity in 2015-2016 will provide valuable intelligence at all levels, including a national overview. These are our findings:"

The service is performing to a good standard against the areas of this statement. We concluded this from our discussions with service users, their carers and staff and from our sampling of service user files. There was good evidence that service user choice was always promoted and we saw examples of person centred values being used to make sure that the support was explicit to each person using the service.

The service adopts and promotes Momentums charter of rights and responsibilities for its service users, in addition, each service user is sent a copy of an adult support and protection booklet entitled act against harm. This is one example of how the service promotes people's rights. Staff receive adult support and protection training and we noted an occasion where staff had raised concerns that a service user may have been experiencing financial harm. The manager informed us that adaptations had been made to the Adult Support and Protection training that staff receive to be able to provide this to service users, we could see how this would contribute to empowering people. The service manager will be facilitating this later this year.

We looked at a sample of service user support plans and saw that one page profiles had been introduced. These were person centred and informative providing the reader with a clear sense of the person, including information about what people said that they appreciate and admire about the individual and the things that the individual regards as important to them. We saw some very good examples of support being provided with the emphasis being on the preferences of the individual.

Consistency of worker is a key attribute of the service and one valued by service users and their carers. This provides an opportunity for staff to get to know the individual, their likes and dislikes and to build relationships with their family over the course of time and people seemed to have benefit from this. This continuity of approach means that service users are supported by people who they are familiar with and who have a knowledge and understanding of how to meet their needs including their health needs. We saw from service user forum minutes that having the same worker was one of the things that service users and carers valued most. From the Care Standard Questionnaires that we received one relative commented:

"we have been very fortunate to have the same support worker who is fabulous with my son and is classed as a family friend and top class at his job"

We noted examples of positive outcomes for people including expanding their social opportunities and having the chance to try new things. For instance, one service user had enjoyed supported holidays where he'd had the chance to visit several football stadiums, a particular area of interest. We saw that another individual was supported to experience a diverse range of activity that included going to libraries and museums to swimming and walking to promote exercise and wellbeing. We heard of one individual who had been supported to take part in adapted rowing, removing the barriers to participation and had won awards from taking part in this. Service users seemed to genuinely enjoy, benefit from and look forward to the their supported time. One relative told us:

"he has his bag packed in advance in preparation for the activity"

A positive value base was very much evident in the practices of the staff team

and we could see that the training that staff had received contributed to them being able to support people in a way that was person centred and kept them safe from harm. Staff told us that there was opportunity within team meetings to identify and request training that would enhance their practice.

Areas for improvement

Although this service supports individuals who have learning disabilities, the staff who we spoke with were not familiar with the Keys to Life. This is the Scottish Governments ten year strategy to improve the lives of people with learning disabilities, promote their rights and address health inequalities. We did however see practices that supported the recommendations of the strategy. It is important for staff to have a working knowledge of current legislation and associated best practice documents as this will impact on how people are supported. We thought that staff practice could be enhanced by a shared understanding of the mental welfare commission guidance, including for example Rights Risks and Limits to Freedom.

Although completed at induction, we thought that there was value in staff revisiting training that is relevant to protecting individuals and promoting their rights, for example human rights and equality and diversity training. The service might promote practice discussions in this regard at team meetings.

Whilst there was enough detailed information within support plans to be able to provide effective support to individuals, we found that it was repetitive, with different styles of documents used, which with the exception of one page profiles, were not particularly asset based, outcome focused or indeed service user friendly. The service should introduce contemporary approaches to support planning and risk assessment that are person centred and better reflect peoples assets, aspirations and outcomes. We thought that the one page profiles were a good foundation from which to develop this. Easy read pictorial format might be worth considering for some of the people supported. The service manager might explore best practice approaches by creating opportunities to engage with peers and expanding her network of support.

Grade

4 - Good

Number of requirements - 0

Number of recommendations - 0

Quality Theme 3: Quality of Staffing

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 staffing in the service."

Service Strengths

We found that the service was performing to a very good standard in respect of this statement. We came to this conclusion having looked at the ways in which the service promotes participation and spoken with service users and their carers.

The participation approaches that we described in Quality Theme 1 - Statement 1 illustrate that there are a range of opportunities to give comment on the quality of staffing at the service. This includes through regular spot checks, service users and service reviews and through the forums that the service hosts.

At the previous inspection we made a recommendation that the service explore strategies to involve service users and families in staff recruitment processes. We could see that recruitment had been a discussion item at the carers and service user forums and questions for prospective staff had been developed for interview. We also saw that service users who wished to be involved in the recruitment of staff had been identified; however there has not been opportunity for involvement in this regard as there have not been any recent staff vacancies.

We saw that within the one page profiles for service users, the qualities and attributes that they looked for in a worker had been documented, this assisted in the matching process. Shadow shifts were provided to give service users an opportunity to decide if they wanted a worker to support them. We saw occasions where this matching process had not worked and that service users wishes had been taken into account. We thought that the approach by the

service to ensure that service users were always supported by people who knew them in times of staff absence was good practice.

We saw that one page profiles were also completed for staff, these highlighted their interests and gave a flavour of their values. These were given to service users and provide a personal insight into the staff who support them, this contributes to service users being able to make more informed choices.

Areas for improvement

We have suggested that feedback from service users and carers should contribute to the supervision and appraisal of staff, these perceptions are valuable and should inform workforce development.

We thought that the service should look at refreshing training that would assist staff to promote the principles of equality and diversity.

We made a suggestion that the training that staff have received is included in the one page profiles for staff that are given to service users. This is an opportunity to identify any gaps in knowledge and skills and provide reassurance for service users and their carers that staff are suitably qualified and skilled.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 4

"We ensure that everyone working in the service has an ethos of respect towards service users and each other."

Service Strengths

We thought that the service was working to a very good standard against the areas covered in this statement, we came to this conclusion through our discussions with service users, their relatives and staff and by sampling relevant paperwork and policies.

The interactions that we observed between service users and staff demonstrated a positive regard for the individual. We saw that staff worked hard to promote service user choice and this was apparent from our discussion with service users and from sampling documented evidence. We liked for example that daily entries in the file for one individual always started with the phrase "we discussed what the person would like to do today" this communicated an emphasis on respect, empowerment and choice. We heard how staff support people to take risks to achieve their aspirations.

We could see that there was an open culture promoted within this service and from our sampling we sensed that service users and their carers felt well enough supported to be able to comment candidly about the service provided, with problems resolved quickly and agreeably. This suggests that this is a service that listens and responds. Service users and carers were positive in their comments about the attributes of the staff team and the service manager, whom they regarded as very approachable and empathic. We thought that the one page profiles that staff complete exemplified their positive values, for instance, when asked what's important to them their comments included:

- "I want them to have as much fun as possible and feel safe and secure and enjoy time out"
- "Having respect for clients rights to confidentiality"
- "Maintaining a non-judgemental attitude"

Staff have developed effective and trusting relationships with service users and

their families over time and we felt that this has contributed to positive outcomes. An example of this was that service users and their carers felt comfortable for staff to accompany individuals on holiday. We found that staff were flexible and adaptable, one carer commented:

- "worker changed holiday to suit client, this was a huge part, you won't get this in other services"

Staff we spoke with were complementary about each other and about the quality of management at the service, they said that they felt very supported by a manager who is always accessible. We got the impression from what staff told us that they enjoyed their work and found it rewarding in many ways.

Areas for improvement

The training that we have suggested that will further develop staff in this area is commented on in Quality Theme 1 - Statement 5.

We thought that better evidence that reflection on practice and discussion around values was taking place within the supervision process was needed.

Grade

5 - Very Good
Number of requirements - 0
Number of recommendations - 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 4 - Good

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

We thought that the service was performing to a good standard against the areas of this statement. We concluded this having looked at how the service promotes participation and spoken with service users and carers. The service has a diverse range of participation opportunities, we have made reference to some of these in Quality Theme 1 - Statement 1 and throughout this report.

The service manager is accessible to service users and their carers in a number of ways. For example she carries out regular spot checks to assess how individuals are experiencing the service. She will also accompany and introduce staff who are new to service users to initial meeting with them.

In addition to spot checks we heard from the carers we spoke with that the service manager has regular telephone contact with them to check that they are satisfied with the service that they receive. We could see that all interactions with relatives and service users were well documented on the services database. These approaches helped to foster a culture of openness and provided the conditions for people to express themselves easily and we saw and heard examples of this.

We looked at the complaints procedure and the way that the service manages complaints. We heard that the service manager demonstrates understanding and is empathic in her approach to handling these. This service receives very

few complaints and those sampled had been resolved to the satisfaction of all involved.

One of the positive outcomes of the level of participation promoted is that service users and carers are able to direct changes to the support provided. For example making changes to support times and requesting changes of staff.

Areas for improvement

We thought that the service could be more explicit about obtaining information on the quality of management and leadership.

We would like to see how the service includes the views of service users and carers in the self-assessment for the Care Inspectorate, this will ensure that stakeholders are consulted and allow for a fuller and more considered response to how the service is performing and areas for improvement.

We would like to see how the development of a service improvement plan drives progress in all the areas that we and the service have identified as areas for improvement. This should include areas for improvement identified by staff and stakeholders.

Grade

4 - Good

Number of requirements - 0

Number of recommendations - 0

Statement 3

"To encourage good quality care, we promote leadership values throughout the workforce."

Service Strengths

We looked at the ways in which this service promotes leadership values and found that it was performing to a good standard in relation to the areas of this statement. For example we could see, further to our recommendation at the previous inspection, that the service had taken steps to increase attendance at team meetings. This meant that there was an opportunity for increased staff engagement and contribution and a forum to facilitate peer learning. Team meetings are now taking place on a quarterly basis on a Saturday and we could see that these were now very well attended.

By the very nature of their lone working role, staff acknowledged that they are responsible for decision making on a day to day basis. Staff told us that they were comfortable making decisions commensurate with that role and felt that the manager was very supportive and accessible to them should they require guidance. We thought that this was good modelling of leadership that could be mirrored by the people being supported. We thought that the training that staff received contributed to them being able to do their job competently and in a manner that promotes choice and self direction.

Regular formal supervision is provided to staff and is a forum to identify learning and development needs, work practice and to discuss the progress made towards outcomes for service users. Informal support is also available from the service manager, this is important as staff may not have regular contact with their peers.

The service has robust information recording systems and processes and the manager reports to her line manager on a monthly basis on areas including complaints, staff absence, staff training and reviews completed. These are the key performance indicators that the service uses and this allows the service to measure how well it is performing in achieving strategic and operational goals.

Areas for improvement

We discussed the ways in which the service manager has opportunities for peer learning to inform practice and found that these were quite limited. We felt that to drive forward an improvement agenda at this service the manager should look to expand her network of support. We have signposted to the Social Care Ideas Factory who regularly put on events and gatherings to share best practice.

http://socialcareideasfactory.com/

We are also including the details of the Social Services Knowledge Scotland website, this provides information and learning materials to support practitioners in their day to day work and in learning.

http://www.ssks.org.uk/

When we spoke with staff they told us that team meetings were an opportunity to raise agenda items and the agenda was emailed in advance for them to add items to it. However when we sampled the minutes of team meetings we felt that they did not fully reflect the contribution of staff in the discussions that had taken place and it could have appeared to the reader that the manager was driving the agenda. The manager acknowledged this and commented that this could be easily remedied.

We felt that team meetings and supervision could be better utilised to discuss best practice approaches, signpost to associated best practice resources and to reflect on practice. We thought that the opportunity for peer learning was being missed at team meetings.

We have suggested some areas of training and self directed learning where staff could develop their knowledge to enhance leadership values, including the Adults With Incapacity Act (Scotland) 2000, Rights Risks and limits to freedom and human rights training.

The manager may wish to signpost staff to the SSSC Step into Leadership resource, this website provides information to help staff at all levels develop their leadership skills. Employers will also find resources to help create an organisational culture where leadership development is supported at all levels.

The service might consider the introduction of champion roles, this would be an opportunity for staff to develop in areas that would benefit not only the individual but the entire service. These roles would be specific to the service and make best use of existing skills and areas of interest.

Grade

4 - Good

Number of requirements - 0

Number of recommendations - 0

4 What the service has done to meet any requirements we made at our last inspection

Previous requirements

There are no outstanding requirements.

5 What the service has done to meet any recommendations we made at our last inspection

Previous recommendations

1. The service should explore strategies to involve service users and families in staff recruitment processes.

National Care Standards; Support Services, Care Standard Number 12 - Expressing your views.

This recommendation was made on 17 September 2014

The service has given consideration to the ways in which service users and carers could be involved in recruitment processes. In response it has identified individuals who wish to be involved in the recruitment of staff in a number of ways and has developed questions for interview through the service user and carer forums.

2. The service should explore strategies to involve service users and families in staff induction and training processes.

National Care Standards: Support Services, Care Standard 12 - Expressing your views.

This recommendation was made on 17 September 2014

The service plans to deliver training to service users on protection of vulnerable adults, this could create opportunities for service users to be involved in training to staff in the future. There are opportunities for carers to inform workforce development through the various feedback mechanisms in operation at the service.

3. There should be a focused system to record and retain the views of care managers, health professionals and other relevant stakeholders on service quality issues.

National Care Standards: Support Servicers, Care Standard Number 12 - Expressing your views.

This recommendation was made on 17 September 2014

The service now records feedback from stakeholders within the database.

6 Complaints

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

7 Enforcements

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

8 Additional Information

There is no additional information.

9 Inspection and grading history

Date	Type	Gradings	
17 Sep 2014	Unannounced	Care and support Environment Staffing Management and Leadership	4 - Good Not Assessed 4 - Good 4 - Good
4 Oct 2013	Unannounced	Care and support Environment Staffing Management and Leadership	4 - Good Not Assessed 4 - Good 4 - Good
4 Oct 2012	Unannounced	Care and support Environment Staffing Management and Leadership	4 - Good Not Assessed 4 - Good 4 - Good
30 Jun 2011	Announced (Short Notice)	Care and support Environment Staffing Management and Leadership	3 - Adequate Not Assessed 3 - Adequate 3 - Adequate
6 Sep 2010	Announced	Care and support Environment Staffing Management and Leadership	2 - Weak Not Assessed 3 - Adequate 2 - Weak
24 Mar 2010	Announced	Care and support Environment Staffing Management and Leadership	2 - Weak Not Assessed 2 - Weak 2 - Weak

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is c?nain eile ma nithear iarrtas.

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یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

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

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