

Being Effective

**What NHS Non-Executive Directors
Need to Know**

Contents

Foreword	1
Introduction	2-8
Formulating Strategy	9-12
Ensuring Accountability	13-18
Shaping a Healthy Culture	19-22
Learning and Development	23-26
Keeping Informed	27-29
References	30

This resource is one strand of a wider induction and development programme led by the NHS Chairs Group and the Corporate Business Management Team at the Scottish Government.

It was written for Non-Executive Directors of NHS Boards in Scotland. However, the document and additional resources referred to within the document may also be of value to Executive Directors.

NHS Boards should consider how to use this resource in relation to their local Board development.

Foreword

Accountability of NHS Boards is clearly set out in legislation. NHS Boards are responsible through the Cabinet Secretary for Health, Wellbeing and Sport to the Scottish Parliament for the safe, effective and person-centred delivery of services. Appointed by Scottish Ministers, Non-Executive Directors of NHS Boards play an essential role in governing the quality and performance of the delivery of health and social care services to the people of Scotland.

Development of the Non-Executive Directors of NHS Boards supports good governance around all aspects of the organisations activities. This resource has been developed in recognition that our Non-Executive Directors all have different experiences, knowledge and skill sets, yet all need to be effective in their role. It provides an overview of the key functions of NHS Boards from a Non-Executive Directors' perspective and highlights good practice, suggested development activities and signposts how to find out more.

On behalf of the Chairs of NHS Boards, I hope you find this resource useful.



Jeane Freeman
Chair of Golden Jubilee Foundation Board



Introduction

Policy context

NHSScotland is driven by a wide range of policy initiatives, underpinned by *The Healthcare Quality Strategy for NHSScotland* (2010) and the *Route Map to the 2020 Vision*, published in 2013 (referred to as the 2020 Vision). The Healthcare Quality Strategy for NHSScotland was launched to continuously improve healthcare services for the population by delivering world-leading, safe, person-centred and effective care.

The 2020 Vision recognises the challenges and demands health and social care will face over the coming years and sets out how they will be addressed. It describes priority areas for action across three domains – quality of care experience, population health and equity, and value and financial sustainability. We refer to these as our 'Triple Aim' (Scottish Government, 2013), each domain of which has defined priority areas for action that often build on existing work. It is important that all Non-Executive Directors are clear on the triple aim approach that has been adopted and their role in ensuring delivery is within the remit of their Health Board and across NHSScotland. The Route Map is about retaining focus on improving quality and making measureable progress towards meeting the 2020 Vision aspirations.

Complementary to the 2020 Vision is *Everyone Matters, the 2020 workforce vision*. As the title suggests, this recognises the vital role each member of the NHS workforce plays in responding to the challenges the service faces. Everyone Matters sets out values that are shared across NHSScotland and asks all staff members to sign up to and reflect them in their everyday practice.

These key initiatives drive our quality, improvement and performance management structures.

The Scottish Government published a *Clinical and Care Governance Framework* for integrated health and social care services in December 2014. This framework outlines the roles, responsibilities and focus required by Integrated Joint Boards responsible for the delivery of integrated health and social care services in Scotland.

The NHS Board Chairs Quality Portfolio Group have agreed that it is essential to ensure that all NHS Boards have clear, transparent and robust local arrangements that demonstrate good governance. It is recognised and acknowledged that there are a wide range of existing resources and materials available to support the implementation of effective governance. This also requires effective oversight and integration of all governance strands.

The clinical and care governance sections of Integration Schemes for health and social care have been reviewed to identify areas where implementation support should be targeted. Further implementation support resources will be developed collaboratively with staff and be designed to take account of learning from reviews and reports from within NHSScotland (e.g. *Healthcare Improvement Scotland reviews of NHS Lanarkshire and NHS Grampian* and reports from other healthcare systems e.g. the *Morecambe Bay Inquiry Report*).

Purpose of NHS Boards

The overall purpose of the Board is to govern effectively and in doing so build patient, public and stakeholder confidence that their health and health care is in safe hands, accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services;
- that resources are invested in a way that delivers optimal health outcomes and value;
- in the accessibility and responsiveness of health services; and
- that patients and the public can help to shape health services to meet their needs.

Roles of NHS Boards

Three main roles of NHS Boards as a Board of governance are:

- formulating strategy;
- ensuring accountability (including financial stewardship); and
- shaping a healthy culture for the Board and the organisation.

Adapted from *On Board: a guide for board members of public bodies in Scotland, 2015*, Scottish Government

NHS Boards are responsible for ensuring that the body delivers its functions in accordance with Scottish Ministers' policies and priorities. This involves formulating strategy and setting out the strategic vision and purpose of the organisation. They hold the Executive to account for the delivery of strategy and ensure value for money. NHS Boards are also responsible for assuring that risks are managed and mitigated effectively. They are composed of a mixture of both Executive and Non-Executive Directors and have a collective responsibility for the performance of the organisation.

Roles of Board members

The table below illustrates the different roles of members of the Board.

	Chair	Chief Executive	Non-Executive	Executive
Formulate Strategy	Ensures Board develops vision, strategies and clear objectives to deliver organisational purpose	Leads strategy development process	Brings independent oversight, external perspectives, skills, and challenge to strategy development	Takes lead role in developing strategic proposals – drawing on professional and clinical expertise (where relevant)
Ensure Accountability	<ul style="list-style-type: none"> • Makes sure the Board understands its own accountability for governing the organisation • Ensures Board committees that support accountability are properly constituted • Holds CE to account for delivery of strategy • Leads the Board in being accountable to Scottish Ministers 	<ul style="list-style-type: none"> • Leads in the delivery of strategy • Establishes effective performance management arrangements and controls • Acts as Accountable Officer 	<ul style="list-style-type: none"> • Holds the Executive to account for the delivery of strategy • Offers purposeful, constructive scrutiny and challenge • Chairs or participates as a member of key committees that support accountability • Account individually and collectively for the effectiveness of the Board 	<ul style="list-style-type: none"> • Leads implementation of strategy within functional areas • Manages performance within their area and deals effectively with poor performance

Shape Culture	Provides visible leadership in developing a health culture for the organisation, and ensures that this is reflected and modelled in their own and in the Board's behaviour and decision-making	Provides visible leadership in developing a health culture for the organisation, and ensures that this is reflected in their own and in the Executive's behaviour and decision-making	<ul style="list-style-type: none"> • Actively supports and promotes a healthy culture for the organisation and reflects this in their own behaviour • Provides visible leadership in developing a health culture so that staff believe Non-Executives provide a safe point of access to the Board for raising concerns 	<ul style="list-style-type: none"> • Actively supports and promotes a positive culture of the organisation and reflects this in their own behaviour • Nurtures good leadership at all levels, actively addressing problems impacting staff's ability to do a good job
Intelligence	Ensures requirements for accurate, timely and clear information to Board are clear to the Executive	Ensures provision of accurate, timely and clear information to the Board	Satisfies themselves of the integrity of financial and quality intelligence including getting out and about, observing and talking to staff and patients	Takes principal responsibility for providing accurate timely and clear information to the Board
Engagement	Plays key role as ambassador and building strong partnerships with patients and public, staff, other stakeholders	Plays key leadership role in effective communication and building strong partnerships with patients, public, staff, stakeholders	Ensures Board acts in best interests of patients and public	Leads on engagement with specific internal or external stakeholder groups

Adapted from 'The Healthy NHS Board', 2013, NHS Leadership Academy

Knowledge and skills

Appointed by Scottish Ministers, all Non-Executive Directors play an integral role in the governance of the delivery of healthcare services to the people of Scotland. As such, in order to carry out their role effectively, all Non-Executive Directors need to have good understanding of:

- Scottish Ministers, Scottish Government and NHS policies and priorities;
- good governance;
- quality; and
- data measurement and improvement science.

They should also be able to:

- analyse and review complex information;
- weigh up conflicting issues, make decisions;
- question and challenge information constructively;
- participate and chair committees of the Health Board; and
- communicate confidently with stakeholders.

Being effective

This resource looks at the role of the Non-Executive Director and sets out some key questions that Non-Executive Directors of NHS Boards can ask to reassure themselves that they are 'being effective' in their role.

Each section contains 'further information' which contains links to a range of additional resources for those who wish to further develop their knowledge and skills. A complete table of resources can be found on page 25.

Further information

The Scottish Government website

<http://www.gov.scot> and the health and social care section is found at

<http://www.gov.scot/Topics/Health>

Other useful reading materials include:

Governance for Quality Healthcare in Scotland: An Agreement, NHSScotland

On Board, a guide for board members of public bodies in Scotland, 2015, Scottish Government,

7 Principles of public life, 1995

The Good Governance Standard for Public Services, 2004

The Independent Commission on Good Governance in Public Services.

The Healthy NHS Board 2013 Principles for Good Governance, NHS Leadership Academy

Formulating Strategy

The first of the three roles of the Board is formulating strategy. This incorporates:

- the process of strategy development,
- having an effective strategy; and
- strategic leadership and decision-making.

Strategy development

Strategy development should provide for active involvement of staff and engagement with patients and the wider community. An effective strategy should:

- be underpinned by a clear vision, purpose and be outcomes focused;
- take account of external context and drivers;
- be based on well-informed data; and
- take a long term view.

Whilst the NHS Board Chair sets the vision, the NHS Chief Executive leads strategy development and the Executive Team develop strategic proposals on how to implement government policy, a Non-Executive Director's role is:

to provide independent oversight, external perspectives, skills, and challenge to strategy development.

Knowledge and skills

To challenge effectively, Non-Executive Directors need to have a good understanding of the Scottish Government priorities as well as the operational environment in which the organisation operates. They will also need to have the ability to:

- analyse and review complex information;
- weigh up conflicting issues, make decisions;
- question and challenge information constructively; and
- seek out further information and engage with stakeholders.

Further information

There are a lot of resources available which describe the role of the Non-Executive Director and the process of strategy development. The challenge lies in finding resources to support new Non-Executive Directors to develop their skills.

Tips for new Non-Executive Directors for developing practical skills:

- do your background reading, be familiar with Scottish Government policies and priorities;
- get as much exposure as you can, by attending committees, and meetings of other NHS Boards;
- sign up for a mentor or ask to be 'buddied' with more experienced Non-Executive Directors; and
- get out and about, speak to staff, patients and members of the community.

What Non-Executive Directors can do to assist effective strategy development:

- scrutinise the strategic plan to make sure that there is a clear link between the vision, purpose and objectives, and that it is focused on achieving outcomes;
- check that the strategic plan takes account of the external context and drivers of the NHS Board;
- ask the leaders of the NHS Board to explain what evidence/information has been used to underpin the strategy;
- check that the strategic plan takes a longer term view;
- satisfy yourself that there has been regular discussion in the NHS Board meetings to update and review the strategic plan;
- scrutinise the strategic plan for evidence that staff have been involved, ask staff if they have been actively involved in development; and
- ensure that there been open, transparent, accountable consultation and involvement with patients and the community.

Further Information

Health Management Library provides a national library and knowledge service for management and leadership topics. There is a physical library in Edinburgh and an online library <http://www.healthmanagementonline.scot.nhs.uk>. You can borrow books, sign up for their current awareness bulletins or request a literature search.

The National Leadership Unit provide information and resources to support leadership development
<http://www.knowledge.scot.nhs.uk/home/portals-and-topics/leadership--management.aspx>

Other useful reading materials:

[Effective behaviour in the boardroom, 2013, The Kings Fund \(online\)](#)

[What makes a board effective, 2013, The Kings Fund \(online\)](#)

Ensuring Accountability

The second role of the Board is to ensure accountability by:

- holding the Executive to account for delivery of strategy and performance of the organisation;
- being accountable for ensuring the NHS Board operates effectively and with openness, transparency and candour; and
- seeking assurance that systems of control are robust and reliable (including financial stewardship).

Specifically, Non-Executive Directors are expected to:

- hold the Executive to account for the delivery of strategy;
- offer purposeful, constructive scrutiny and challenge; and
- chair or participate as a member of key committees that support accountability.

Holding the Executive to account for the delivery of strategy

Holding the Executive to account is a fundamental part of the Board's role in pursuing high performance. It is important that Boards ensure that the highest standards of governance are complied with, that the organisation complies with all Ministerial guidance and legislation and that a framework of prudent and effective controls is in place to enable risks to be assessed and managed.

Guidance on how to hold the Executive to account is readily available. The challenge for Boards and Non-Executive Directors is translating the theory into an approach that works for the NHS Board.

Being accountable for ensuring the NHS Board operates effectively and with openness, transparency and candour

The NHS Board has an overarching responsibility, through its leadership and oversight to ensure and be assured that the Board and organisation operates with openness, transparency and candour, particularly in relation to patients and public.

The Scottish Government and NHSScotland have a number of policies which support this and Non-Executive Directors should be familiar with the following processes and procedures:

- NHS Board policy on patient feedback/complaints system;
- NHS Board guidance on publishing information including performance data;
- NHS Board policy on whistle-blowing; and
- Statutory duty of candour.

Seeking assurance that systems of control are robust and reliable

NHS Boards are required to have in place structures and systems which manage performance across their organisation, and which provide assurance to Board members of the quality of participation in services. There are a number of ways in which the Board can seek assurance that systems of control are robust and reliable, including:

- quality governance;
- financial stewardship;
- information governance; and
- the committees that support the Board.

There are fundamental differences between being assured and being reassured. Typically, Non-Executive Directors should aim to be assured more often than being reassured. Non-Executive Directors should scrutinise all information and seek clarification from the Executive.

Assurance	Reassurance
being assured because the Board has reviewed reliable sources of information and is satisfied with the course of action	being told by the Executive or staff that performance or actions are satisfactory

There is a separate resource booklet on ‘governance’ for Non-Executive Directors, which explains this in more detail.

Knowledge and skills

In practice this also means:

- analysing and reviewing complex information;
- monitoring information;
- understanding the principles of data measurement and quality improvement;
- understanding good governance principles; and
- providing constructive challenge and questioning the Executive Team.

Tips for new Non-Executive Directors for developing practical skills:

- practice, these skills will develop over time;
- find out about local training opportunities, visit the QI Hub; and
- visit other NHS Boards to find out about other governance processes.

What Non-Executive Directors can do to ensure accountability:

- make sure that you are clear about how the Board monitors performance;
- determine whether leaders of the Board have a focus on quality and continuous improvement;
- satisfy yourself that systems are in place to ensure appropriate action is taken to remedy problems as they arise;
- question how the Board seeks information from patients and staff to understand and make data meaningful;
- ask what strategies are in place to ensure that staff are clear about their responsibilities and accountabilities;
- consider whether the Board actively seeks to test information against other sources – including direct engagement with services;
- seek assurance from the Board of sustained improvements, where remedial action has been required to address performance concern; and
- ask the Board how it takes account of independent scrutiny.

Further information

The NHSScotland knowledge network <http://www.knowledge.scot.nhs.uk> has a range of resources that can help Non-Executive Directors develop their knowledge and skills:

- [Appreciating the Problem – The Role of Appreciative Inquiry in Problem-Solving– Goodpractice.net \(requires and NHSScotland Athens username\)](#)
- [Negotiating and Influencing – Goodpractice.net \(requires and NHSScotland Athens username\)](#)
- [Credibility and Professionalism – Goodpractice.net \(requires and NHSScotland Athens username\)](#)

The Quality Improvement Hub provides learning resources, case studies, information about tools and programmes. There are also **eLearning modules**: <http://www.qihub.scot.nhs.uk>

- [Introduction to Measurement for Improvement eLearning](#)

Healthcare Improvement Scotland <http://www.healthcareimprovementscotland.org/> website contains **further reading materials** including:

Board Level Measurement of Quality: Findings of a 90 day process, 2013, Healthcare Improvement Scotland

Quality Improvement: Sustainable in any culture?, 2013, Healthcare Improvement Scotland

The Institute for Healthcare Improvement <http://www.ihl.org> also has a range of resources that may be useful, including:

Institute for Healthcare Improvement, How-to Guide: Governance Leadership (Get Boards on Boards), 2012

Institute for Healthcare Improvement – Power of Having Boards on Board

Shaping a Healthy Culture

The quality of care patients and service users experience is affected by leaders and managers at all levels of organisations. Effective leaders and managers impact on how organisations perform, how staff feel about their work and their motivation to deliver high-quality care, and how services are developed, delivered and improved. Delivering high-quality services depends on an organisational culture and values that puts patients and service users first and encourages and celebrates innovation, improvement and learning. Non-Executive Directors have a key role in promoting and nurturing such a culture and values.

Governance and culture

A healthy organisational culture is not about what we do, but about how we do it. By developing and sustaining a healthy organisational culture, NHS Boards will create the conditions for high-quality health and care services. Considerable work has been carried out in recent years to develop values and drive behaviours that support a healthy culture.

Good governance flows from a shared ethos or culture, as well as from systems and structures. Non-Executive Directors play a lead role in establishing, modelling and promoting values and standards of conduct for the organisation and its staff.

NHS Boards are responsible for ensuring that their organisation meets the statutory duties in relation to participation and equalities and for promoting good practice by providing leadership as well as challenge.

The actions of NHS Boards are open to public scrutiny. Demonstrating a culture in which participation is encouraged, supported, and valued can be a positive way of developing or reinforcing public confidence in the NHS Boards' staff and services.

Non-Executive Directors are expected to:

- actively support and promote a healthy culture for the organisation and reflect this in their own behaviour; and
- provide visible leadership in developing a health culture so that staff believe they are a safe point of access to the Board for raising concerns.

Knowledge and skills

In practice this means:

- promoting a positive culture which includes upholding and promoting NHS values as set out in the NHS Board Code of Positive Behaviour;
- be an ambassador of the Board representing it honestly and positively, engaging with a wide range of organisations;
- leading by example, behaviour at Board meetings;
- being visible to staff and patients; and
- commitment to **openness, transparency and candour**.

Openness	Enabling concerns to be raised and disclosed freely without fear and for questions to be answered
Transparency	Allowing true information about performance and outcomes to be shared with staff, patients and public
Candour	Ensuring that patients harmed by a healthcare service are informed of the fact that an appropriate remedy is offered, whether or not a complaint has been made or a question asked about it

Tips for new Non-Executive Directors to develop practical skills:

- These skills will develop with experience. Get out and about as much as possible; speak to other Board members, staff, patients and members of the public.

What Non-Executive Directors can do to help shape culture within the Board and organisation:

- ensure that Board business is conducted in an open, transparent manner;
- think about whether Board members encourage constructive debate and discussion;
- ensure that the Board actively publishes information;
- make sure you know what the Board does to encourage staff to follow NHS Board principles;
- consider how the Board monitors feedback from patients and what actions are then taken; and
- make yourself visible and approachable to staff and members of the public.

Further information

The NHSScotland knowledge network <http://www.knowledge.scot.nhs.uk> has a range of resources that can help Non-Executive Directors develop their knowledge and skills:

- [Communication skills – Goodpractice.net](#) (requires an NHS Scotland Athens username)
- [Corporate Needs Analysis Project Checklist – Goodpractice.net](#) (requires an NHSScotland Athens username)

Other useful reading materials

[NHS Leadership Academy, 2013, Healthcare Leadership Model: The nine dimensions of leadership behaviour, \(online\)](#)

[Nolan Principles of Public Life](#)

[Scottish Government. Delivering quality through leadership: NHSScotland leadership development strategy \[online\]. 2012](#)

Learning and Development

Whilst all Non-Executive Directors of NHS Boards will meet the essential criteria for the role, they will all join with different levels of knowledge, understanding and experience of what the role actually entails. It is therefore important that, following induction, Non-Executive Directors think about their skill set and what they might still need to develop.

Development plan and appraisal

All Non-Executive Directors should have an annual performance appraisal with the Chair of the NHS Board. In addition to this, it is good practice for Non-Executives to have regular discussions with their NHS Board Chair to discuss development and skills gaps throughout the year.

It is important to remember that development comes in different forms. Not all development opportunities will be formal courses. There is much to be gained from 'learning on the job', setting up informal shadowing opportunities and practical experience. Development activities can be tailored by individual NHS Boards in accordance to individual needs.

Networking and events

There are opportunities for Non-Executive Directors to network and share experiences. There is an established network for those who are involved in clinical governance, facilitated by NHS Healthcare Improvement Scotland. Providing networking opportunities has been made a priority for future work of the NHS Board Chair's Quality Portfolio Group.

Social directory

Everyone with an Athens username is encouraged to complete their profile on the Knowledge Network's social directory People Connect, www.peopleconnect.scot.nhs.uk. Use this service to make connections with people, exchange information and share knowledge. The NHSScotland **mentoring system** also uses this platform.

Further information

Other resource booklets available or in development for Non-Executive Directors in this series are:

- Good Governance
- Data Measurement and Improvement Science
- Quality, Efficiency and Value
- Innovation
- Health Inequalities

What Non-Executive Directors can do to support their own learning and development

- Be pro-active and consider your own learning and development needs.
- Make sure you have regular discussions with the NHS Board Chair about your performance, not just at appraisal.
- Seek out development opportunities – if you want to shadow a more experienced Non-Executive Director or visit another NHS Board, ask for this to be arranged.

Summary table of resources

Purple	Governance for Quality Healthcare in Scotland: An Agreement, NHSScotland
	NHS Trust Development Authority, role description and competency framework
	On Board, a guide for board members of public bodies in Scotland, 2015, Scottish Government
	7 Principles of public life, 1995
	The Healthy NHS Board 2013 Principles for Good Governance, NHS Leadership Academy
	The Good Governance Standard for Public Services, 2004, The Independent Commission on Good Governance in Public Services
Green	Effective behaviour in the boardroom, 2013, The Kings Fund (online)
	What makes a board effective, 2013, The Kings Fund (online)
	The Health Management Library
	The National Leadership Unit
Orange	Appreciating the Problem – The Role of Appreciative Inquiry in Problem-Solving– Goodpractice.net (requires and NHSScotland Athens username)
	The Intelligent Board 2010: patient experience, 2010, Cornwell, Jocelyn
	Credibility and Professionalism – Goodpractice.net (requires and NHSScotland Athens username)
	Healthcare Environment Inspection Reports – Healthcare Improvement Scotland

Board Level Measurement of Quality: Findings of a 90 day process, 2013, Healthcare Improvement Scotland

Quality Improvement: Sustainable in any culture?, 2013, Healthcare Improvement Scotland

Introduction to Measurement for Improvement eLearning

Negotiating and Influencing – Goodpractice.net (requires and NHSScotland Athens username)

Communication skills – Goodpractice.net (requires and NHSScotland Athens username)

Corporate Needs Analysis Project Checklist – Goodpractice.net (requires and NHSScotland Athens username)

How-to Guide: Governance Leadership (Get Boards on Boards) [online], 2012 [cited 2012 Oct 19], Institute for Healthcare Improvement

Power of Having Boards on Board (online), Institute for Healthcare Improvement

Healthcare Leadership Model: The nine dimensions of leadership behaviour, (online), 2013, NHS Leadership Academy

Nolan Principles of Public Life

Delivering quality through leadership: NHSScotland leadership development strategy [online], 2012 [cited 2012 Oct 19], Scottish Government

Keeping Informed

Useful sources of information and how to stay up to date

There are many websites providing information about and for the NHSScotland, most of these can be accessed from Scotland's Health on the Web (SHOW) www.show.scot.nhs.uk. You can find links to information about Diversity and Inclusion, Public involvement and participation, Managed Clinical Networks and much more.

Getting started

The Knowledge Network www.knowledge.scot.nhs.uk is a useful place to start as it provides a search of a wide range of sources.

This family of websites, developed and maintained by NHS Education for Scotland provides free access to quality-assured information and learning resources to support delivery of health and social care including:

- 1000s of subscription electronic full text journals
- 1000s of ebooks
- Databases of articles and evidence e.g. Medline, Cochrane Library
- A catalogue of the majority of NHSScotland Health Body library collections
- Services to help you find, use and share knowledge and to keep up to date

Many resources are free to use while others require an NHSScotland Athens username to identify you as working in health and social care.

To apply for a username go to www.knowledge.scot.nhs.uk/login.aspx and complete the short form. Everyone who works in health and social care in the NHS, local authority, third and independent sector is eligible to apply for a username ensuring equity of access for all staff.

The Knowledge Network provides a range of portals for specific topics or staff groups. You can find key websites on the home page of the Knowledge Network e.g. for social services – Social Services Knowledge Scotland (SSKS) www.sks.org.uk staff; for Admin and Support staff there are a number of websites for staff groups e.g. Estates and Facilities, Healthcare support workers these can be accessed from the Knowledge Network homepage.

Help and support to use the Knowledge Network services is available via:

- Help pages <http://www.knowledge.scot.nhs.uk/helpandtraining/help-and-training>
- Regular WebEx (using the phone and Internet) email knowledge@nes.scot.nhs.uk for information and to arrange a time
- Local NHS library and knowledge services
- Email knowledge@nes.scot.nhs.uk with any questions relating to accessing information

Other useful websites

Statistics

Information Services Division www.isdscotland.org. The Information Services Division (ISD) is a division of National Services Scotland, part of NHSScotland. ISD provides health information, health intelligence, statistical services and advice that support the NHS in progressing quality improvement in health care and facilitates robust planning and decision-making.

Copyright, Information Governance, Freedom of Information requests

A brief guide to Information Governance <http://www.elib.scot.nhs.uk/Upload/Brief-guide-to-information-governance-guide-pdfV1.4.pdf>. More information about Information governance <http://www.knowledge.scot.nhs.uk/ig>

Information Commissioners Office <https://ico.org.uk/for-organisations/health/> provides the relevant guidance for people who handle information about people's health and medical affairs
Scottish Information Commissioner <http://www.itspublicknowledge.info/home/ScottishInformationCommissioner>
Audit Scotland <http://www.audit-scotland.gov.uk/>

News

Current news and keeping up-to-date, NHSScotland in the media <http://www.media.scot.nhs.uk/>
You can sign up to receive daily email alerts.
You may like to identify key people on Twitter as a useful way of keeping up-to-date. For help to get started see information and an animation about developing personal learning networks using social media at <http://www.knowledge.scot.nhs.uk/pln>

Support and help

Getting Help to find and use knowledge:

NHSScotland NHS Boards have local library and knowledge services and the librarians in each area are happy to help you source the information that you need. If you would like to arrange a training session on finding, sharing or using knowledge please contact knowledge@nes.scot.nhs.uk or your local NHS Librarian.



The Knowledge Network

Knowledge into Action for Health and Care



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- Knowledge into Action article published in the Scottish medical journal
- Evidence Summaries face to face training

What is here for me?

Edit

Key Databases - use Edit to see resources for audiences and topics

ASSIA
 Barbour Index (click on 'OpenAthens' to login)
 CINAHL
 Cochrane Library
 EMBASE
 Emerald

Health Business Fulltext Elite
 OVID databases (e.g. Medline)
 RefWorks
 Transfusion Evidence Library
 TRIP: Turning research into practice
 Web of Science (use Institutional (Shibboleth) sign in and select OpenAthens Federation)

Point of Care resources

References

Clinical and Care Governance Framework, 2014, Scottish Government, Edinburgh

<http://www.gov.scot/Resource/0046/00465077.pdf>

Everyone Matters: 2020 Workforce Vision, 2013, Scottish Government, Edinburgh

<http://www.gov.scot/Publications/2013/06/5943/downloads#res424225>

Kirkup, Dr B, 2015 Morecambe Bay Inquiry Report

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/408480/47487_MBI_Accessible_v0.1.pdf

Rapid Review into the Safety and Quality of Care of Acute Adult Patients in NHS Lanarkshire, 2013, Healthcare Improvement Scotland

http://www.healthcareimprovementscotland.org/our_work/governance_and_assurance/programme_resources/nhs_lanarkshire_review.aspx

Report on the Quality of Care of Patients at Aberdeen Royal Infirmary, NHS Grampian, 2014, Healthcare Improvement Scotland

http://www.healthcareimprovementscotland.org/our_work/governance_and_assurance/programme_resources/ari_review.aspx

The Healthcare Quality Strategy, 2010, Scottish Government, Edinburgh

<http://www.gov.scot/Resource/Doc/311667/0098354.pdf>

The Healthy NHS Board: Principles for Good Governance, 2013, NHS Leadership Academy

<http://www.ntda.nhs.uk/wp-content/uploads/2013/04/NHSLeadership-HealthyNHSBoard-20131.pdf>

The Route Map to the 2020 Vision, 2013, Scottish Government, Edinburgh

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