Evidence

Improvement

Scrutiny

Support

Updated: 17th December 2013

See summary of changes (in Evidence part only) since last update
<table>
<thead>
<tr>
<th>Health Services Research Team</th>
<th>Knowledge Management Team</th>
<th>SIGN Information Officers</th>
<th>Standards &amp; Indicators Team</th>
</tr>
</thead>
</table>

**Knowledge & Information Unit**

**EVIDENCE**

**Evidence & Technologies Unit**

- Scottish Health Technologies Group
- Scottish Medicine Consortium
- SIGN
Scottish Health Technologies Group
Scottish Medicine Consortium
SIGN
European Antibiotic Day Awareness
Evaluation of impact of changes in antimicrobial use
Evaluation of unintended consequences of changes in antimicrobial use
National Antimicrobial Prescribing Guidance
Scottish Antimicrobial Prescribing Group (SAPG)
NICE Guidance
SMC Product Assessments
SMC Horizon Scanning
### Information Governance

#### HIS contact

<table>
<thead>
<tr>
<th>Alison Winning</th>
<th>Knowledge Management Team Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>0141 227 3281 (ext: 8619)</td>
<td><a href="mailto:Alison.winning@nhs.net">Alison.winning@nhs.net</a></td>
</tr>
</tbody>
</table>

#### HIS teams involved

- Knowledge Management
- IT

#### Stakeholders

All HIS units

#### Deliverable

- Policy and procedural guidance
- Reporting systems
- Awareness raising and support for application of legislation

#### Frequency

N/A

#### Start Date

N/A

#### Estimated completion date

N/A

---

The role of Information Governance within Healthcare Improvement Scotland and the wider NHS is to ensure that information is held securely, appropriately, maintained accurately and available when necessary.

Information governance describes a framework of legislation and regulations which govern our working practices, namely three key Acts, Freedom of Information, Data Protection Act and Copyright.
Freedom of Information (FOI)

HIS contact

Patrick Maitland-Cullen
FOI Officer
0131 623 4605 (ext: 8712)
Patrick.maitland-cullen@nhs.net

HIS teams involved

• Knowledge Management Team.
• All parts of the organisation are required to cooperate in retrieving and collating information where necessary

Stakeholders

• Any person in the UK or elsewhere
• The organisation under its obligation need to meet statutory requirements

Deliverable

The information requested, where held, subject to: (1) exemptions related to Data Protection Act and privacy obligations and other strictly defined areas such as commercial interest and prejudice to the conduct of public affairs, and (2) the public interest test where applicable.

Frequency

N/A

Start Date

N/A

Estimated completion date

N/A

Brief Description

Anybody, anywhere, can ask us for recorded information, and we must respond within 20 working days.

This is a legal right to information we hold, set out in the Freedom of Information (Scotland) Act 2002.

If a requester is unhappy with the response given, they have a right to internal review, and thereafter of appeal to the Scottish Information Commissioner, and the Court of Session.
The **Data Protection Act** places a number of **responsibilities** on us as an organisation and as individuals regarding how we process and store personal data.

The Information Governance Team **offer advice** on the processing, storing and sharing of personal identifiable data which may belong to members of the public, patients, employees and wider NHS staff.
Knowledge Management Team (KMT) is responsible for providing copyright advice and supporting compliance with copyright legislation within Healthcare Improvement Scotland.

Copyright is the automatic legal protection of original works. It limits what staff can copy and how much they can copy. NHS Scotland currently has a ‘no copying’ policy.

KMT are responsible for the organisation copyright policy and provide training and advice on copyright issues. Staff who are uncertain about how copyright affects their work should contact a member of the KMT.

Alison Winning – KM Team Lead
0141 227 3281 - Alison.winning@nhs.net

Jenny Harbour – Health Information Scientist
0141 227 3259 - jenny.harbour@nhs.net
Reference checks are carried out by the knowledge management team on materials which are being published by the organisation or by individuals who are affiliated to HIS.

These checks ensure the **validity of the references used** and are then transferred into the [Vancouver standard](http://www.thinglink.com/thinglink/651624794510575936) used by HIS in all published material.
Knowledge Management (KM) Tools & Techniques

**HIS contact**

Amaia Ibanez de Opacua
Knowledge & Information Skills Specialist
0141 225 6998 (ext: 2246)
amai.ibanezdeopacua@nhs.net

**HIS teams involved**

- Knowledge Management team

**Stakeholders**

- All teams within Healthcare Improvement Scotland

**Deliverable**

N/A

**Frequency**

N/A

**Start Date**

N/A

**Estimated completion date**

N/A

There are different techniques and tools that can assist in different stages of the knowledge management cycle (eg. generate, capture, share and apply knowledge).

These tools and techniques include:
- After Action Reviews
- Knowledge Fairs
- Knowledge Cafes
- Journal Clubs
- Peer Assists
- Communities of Practice
- Exit interviews
- Social Network Analysis
- Etc.

There are online knowledge management toolkits available. See [example of a knowledge management toolkit](#).
‘A journal club is a group of individuals who meet regularly to critically evaluate recent articles in scientific literature’ (Wikipedia).

Jointly they evaluate the validity of the study, its usefulness and the implications for the future.

This technique is especially important in an organisation like Healthcare Improvement Scotland, which draws on evidence to provide advice.

The HSR team has a journal club every 6 weeks. Other areas of the organisation are starting to hold journal clubs as well.
Knowledge Fairs

Brief Description

‘A knowledge fair is an event designed to showcase information about an organization or a topic. It can be organized in many ways using speakers, demonstrations, or more commonly, booths displaying information of interest to the attendees.’ (New York State – Work Force and Succession Planning)

The key aims of the knowledge fairs organised within Healthcare Improvement Scotland are:

- They consist of giving presentations and displaying reports and other relevant materials in stands.

So far the knowledge fairs within Healthcare Improvement Scotland have been organised around the improvement cycle (evidence, improvement and scrutiny).
After Actions Reviews (AAR)

**HIS contact**

Amaia Ibanez de Opacua  
Knowledge & Information Skills Specialist  
0141 225 6998 (ext: 8620)  
Amaia.ibanezdeopacua@nhs.net

**HIS teams involved**

- KM team  
- Internal AAR facilitators

**Stakeholders**

- All teams within Healthcare Improvement Scotland

**Deliverable**

AAR report or list of lessons learnt & recommendations

**Frequency**

As required

**Start Date**

N/A

**Estimated completion date**

N/A

---

After Actions Reviews is a technique that facilitates **group reflection** around an event. The reflection focuses on:

- **What** happened  
- **Why** it happened  
- **How** to sustain strengths and improve weaknesses

The 3 **key stages** of an after action review are:

1) Having a **common understanding** of the experience  
2) Asking the following questions:  
   - what **went well** and **why**?  
   - what **did not go well** and **why**?  
3) Making **recommendations** for the future

It is a useful technique to **capture lessons learned** and drive **improvement**.
Clinical Enquiry and Response Service (CLEAR)

HIS contact

Paul Cannon
Health Information Scientist
0141 225 6999 (ext: 8972)
paul.cannon1@nhs.net

HIS teams involved

• KM team (Information scientists)
• SIGN information team
• Health services researcher
• NES Knowledge Services Group
• NHS Greater Glasgow & Clyde subject specialists
• Medicines Information service
• Health Management Library
• NHS 24
• NHS Clinicians

Stakeholders

• Stakeholders involved

Deliverable

Short evidence digests in response to clinical questions

Frequency

In response to NHS clinical questions

Start Date

Project started in November 2009

Estimated completion date

Ongoing

Brief Description

CLEAR is an online clinical enquiry service, which aims to provide clinicians with summarised evidence in response to aetiology, diagnosis, prognosis and treatment queries about patient care.

The CLEAR service is delivered online in partnership with NES, NHS GGC, Medicines Information Service, Health Management Library and NHS24.

The website is available at: www.clear.scot.nhs.uk
The Scottish Health Libraries Catalogue (Shelcat) provides access to the collections of around 50 library sites across NHS Scotland.

By joining the library HIS staff are eligible to borrow items from libraries participating in Shelcat by requesting interlibrary loans from the knowledge management team. This also applies to articles which are unavailable electronically.

The KM team is also able to order books on behalf of departments at a discounted rate.

The Scottish Health Libraries Catalogue can be viewed at - [www.shelcat.org](http://www.shelcat.org)
Knowledge into Action

Healthcare Improvement Scotland and NHS Education for Scotland led a **strategic review of getting knowledge into action** to support quality improvement during 2011/12.

The project is now **entering implementation phase** and will support NHS boards to develop a network of knowledge brokers with the skills and competencies to enable them to collaborate with clinicians and improvement practitioners to implement these changes by:

- Co-ordinated methods and processes for evidence search and synthesis across the NHS Boards
- Actionable knowledge products - for example care bundles, decision aids, pathways, decision support
- Communities of practice which support person to person exchange and dissemination of knowledge
- Increased organisational capacity and culture for use of knowledge through strategic, clinical and operational leadership, building knowledge management roles and skills
- A network of knowledge brokers integrated with clinical and improvement teams to deliver knowledge into practice approaches to support improvements in clinical practice and the quality outcomes,
- Transformed physical library space supporting collaboration, innovation and reflection
- Palliative Care Clinical Practice Guideline development – national project across acute and primary care
- Practice Based Small Group Learning module development in collaboration with primary care staff.

Alison Winning
Knowledge Management Team Lead
0141 227 3281 (ext: 8619)
Alison.winning@nhs.net
All **electronic surveys** issued within or by Healthcare Improvement Scotland must be created using the corporate Survey Monkey account.

The role of the Survey Monkey Team is to ensure visibility and control over the production of Healthcare Improvement Scotland badged surveys.

At present the **procedure** is that:

- all Healthcare Improvement Scotland surveys must be created on the corporate account.
- a **survey request form** must be filled in before a survey is created in the system
- survey request forms must be sent to the Survey Monkey Team in the Knowledge Management Team ([HCIS.SurveyMonkeyTeam@nhs.net](mailto:HCIS.SurveyMonkeyTeam@nhs.net)), and
- survey requests should be approved by a Unit Head and occasionally by the Research Governance Team or Information Governance Lead prior to creating in the system.

Our Survey Monkey Representatives are:

- Vicky Rigley
- Edel Sheridan
- Pamela Campbell
- Mike Gurajek
- Leanne Marshall
- Dawn Robb
- Louise Bruce
- Nicola Aitken
- Moray Baylis
- Holly Thomson
- Paul Watson
Process of **systematically identifying and retrieving evidence** to support projects or programmes within Healthcare Improvement Scotland. A wide range of websites and databases suited to the topic of the literature search are checked for relevant information.

Literature searches can be **requested to support a wide range of projects/purposes** within the organisation including:

- Project scoping
- Rapid/systematic review development (including guidelines)
- Horizon scanning for new health technologies
- Identifying improvement programmes
- Supporting the CLEAR enquiry service
- Development of quality performance indicators
- 90 day process projects
- Supporting development of new processes for Healthcare Improvement Scotland

See examples below:

<table>
<thead>
<tr>
<th>Team</th>
<th>Literature search purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSR</td>
<td>Scoping Notes</td>
</tr>
<tr>
<td></td>
<td>Evidence Notes</td>
</tr>
<tr>
<td></td>
<td>Health Technology Assessment/ Systematic review</td>
</tr>
<tr>
<td>Standards &amp; Indicators</td>
<td>Quality performance indicators</td>
</tr>
<tr>
<td></td>
<td>Standards</td>
</tr>
<tr>
<td></td>
<td>EQIA</td>
</tr>
<tr>
<td>HEI</td>
<td>Older people’s acute care</td>
</tr>
<tr>
<td></td>
<td>HEI thresholds</td>
</tr>
<tr>
<td>I&amp;IS</td>
<td>Reproductive, maternal and early years programme</td>
</tr>
<tr>
<td></td>
<td>Identifying improvement programmes</td>
</tr>
<tr>
<td></td>
<td>Mental health programme</td>
</tr>
<tr>
<td>Healthcare Improvement Scotland</td>
<td>Person centred care</td>
</tr>
<tr>
<td></td>
<td>Risk matrices</td>
</tr>
<tr>
<td></td>
<td>Work programme development</td>
</tr>
<tr>
<td></td>
<td>Clinical engagement</td>
</tr>
<tr>
<td>SIGN</td>
<td>Guidelines</td>
</tr>
</tbody>
</table>
Following the specification of a topic of interest, a literature search will be undertaken by the Knowledge Management Team.

The Health Services Research team will define criteria to select relevant literature from the results of the search and then critically appraise this literature. They will extract information from the literature and then synthesise this information to produce a literature review either using a systematic or narrative review approach depending on the nature of the question to be answered.
### Research Governance

#### HIS contact

<table>
<thead>
<tr>
<th>Lynsey Robertson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Officer</td>
</tr>
<tr>
<td>0141 227 3276</td>
</tr>
<tr>
<td><a href="mailto:lynsey.robertson1@nhs.net">lynsey.robertson1@nhs.net</a></td>
</tr>
</tbody>
</table>

#### HIS teams involved

- Research Management Group
- Research Governance Team
- Employees within Healthcare Improvement Scot.
- Anyone wishing to conduct research within Healthcare Improvement Scotland.

#### Stakeholders

- Reports to the Evidence, Improvement and Scrutiny committee twice annually (tbc)
- Research register detailing all research, evaluation and audit projects undertaken by the organisation

#### Deliverable

- Research design
- Methods, analysis
- Evaluation
- Research governance framework

#### Frequency

Reports are conducted **twice a year** – next report will taken to EIS Committee in February 2014.

#### Start Date

N/A

#### Estimated completion date

N/A
The knowledge management team does three types of horizon scanning:

1. The **external awareness summary** aims to highlight key news items, documents and publications to the Chair, members of the Executive Team and other interested staff members.

2. The **Healthcare Improvement Scotland bulletin** collates publications from international quality improvement organisations and summaries key developments in quality improvement methodologies.

3. The **mental health patient safety alerts** highlight new publications and articles published in relation to one of the strands of the mental health patient safety programme.

The **purpose** of the horizon scanning is to ensure that Healthcare Improvement Scotland is aware of external developments, trends and changes to ensure our work is line with them.

“It is not the strongest of the species who survive, nor the most intelligent; rather it is those most responsive to change.”

*Charles Darwin*
**Project Support**

**Lynsey Robertson**
Project Officer
lyness.robertson1@nhs.net
0141 227 3275 Ext 9625
- Research governance
- Research register
- Secretariat support to research management group & to research governance team
- Research strategy
- External awareness summary reports
- Survey monkey
- Internal databases (work log, KM strategy tracker, etc.)

**Paul Watson**
Administrative Officer
paul.watson13@nhs.net
0141 226 6870 Ext 9625
- Administrative support to information governance procedures
- Book orders and library administration
- Knowledge management team support
- Management of the knowledge management laptops
- Publications register
- Survey monkey

**Eleanor Brownlee**
Coordinator NICE Guidance
eleanor.brownlee@chns.net
0141 226 6873 Ext 2221
- Diary and support to Karen Ritchie
- Team support
  - Proof reading
  - General admin
  - Training logs
  - Assistance with events

**Team Management / Information Governance**

**Alison Winning**
KM Team Lead
alison.winning@nhs.net
0141 227 3281 Ext 9619
- Team management and development
- Information governance
- Data protection
- Policy and procedure
- Copyright
- Records management
- Knowledge management strategy

**Knowledge Management techniques**

**Amaia Ibanez de Opaca**
Knowledge & Information Skills Specialist
amaia.ibanezdeque@chns.net
0141 226 6889 Ext 8820
- Knowledge management tools and techniques (e.g. after action reviews, knowledge fairs)
- Information literacy training programme management
- Collaborative working and knowledge sharing promotion
- Knowledge Broker for Scrutiny & Assurance

**Information Governance**

**Patrick Maitland-Cullen**
Information Scientist
patrick.maitland-cullen@nhs.net
0731 523 4806 Ext 8712
- Information governance
- Freedom of information lead
- Glossaries
- Corporate archive

**Literature searches**

**Jenny Harbour**
Information Scientist
jenny.harbour@nhs.net
0141 227 3299 Ext 8821
- Literature searching
- Reference checking
- Copyright guidance
- Current awareness services
- Methodologies for the development and use of the evidence base
- Training around information literacy topics
- CLEAR enquires service
- Knowledge Broker for Evidence

**Paul Herbert**
Information Scientist
paul.herbert@nhs.net
0141 241 6318 Ext 8822
- Literature searching
- Reference checking
- Reference management lead
- Athens administration
- CLEAR
- Library and collection management
- Training around information literacy topics

**Paul Cannon**
Information Scientist
paul.cannon@nhs.net
0141 226 6899 Ext 8972
- Literature searching
- Reference checking
- Copyright guidance
- CLEAR enquires service
- Current awareness services
- Knowledge management
- Training around information literacy topics
- Knowledge Broker for Improvement

**Andrew Connor**
Information Governance Officer
Andrew.connor3@nhs.net
Ext. 8770
- Information governance
- Records management
- Freedom of information
Scottish Patient Safety Programme (SPSP)

Topics

- Scottish Patient Safety Programme (SPSP)
- Mental Health
- Mother & Child (McQIC)
- Primary Care
- Acute Adults

Projects / Groups

- SPSP Fellows
- Data, Measurement & Business Intelligence
- Quality Improvement Hub
- Prisoner Healthcare
- Improvement Group

Improvement

Safety in Healthcare

Improvement & Implementation

Data, Measurement & Business Intelligence
Scrubtiry & Assurrance

Quality of Care

Healthcare Environment Inspectorate & Independent Healthcare

Service Reviews

Supporting Good Clinical Practice
Joint Inspections of Children / Adult Services

Older People in Acute Hospitals

Quality of Care

Healthcare Environment Inspectorate & Independent Healthcare

Scrutiny & Assurance

Service Reviews

Supporting Good Clinical Practice
Inspection of Prisoner Healthcare

Regulation of Independent Healthcare

Healthcare Associated Infection

Quality of Care

Healthcare Environment Inspectorate & Independent Healthcare

Service Reviews

Supporting Good Clinical Practice

Scrutiny & Assurance

Scrutiny
Adverse Events – Review visits

Suicide Reporting

National Screening Programmes

Reproductive Health

ENDORSE Programme

Adverse Events – National framework

Quality of Care

Healthcare Environment Inspectorate & Independent Healthcare

Scrutiny & Assurance

Service Reviews

Supporting Good Clinical Practice

Confidential Alert Line

Human Tissue Bank Accreditation

Support Good Governance
Death Certification

Medical Revalidation

Controlled Drugs

Scrutiny & Assurance

Quality of Care

Healthcare Environment Inspectorate & Independent Healthcare

Service Reviews

Supporting Good Clinical Practice
Scottish Health Council

Service Change
Community Engagement & Improvement Support

Participation Network
Participation
Public Involvement Unit
Changes

In Work

Completed projects:

In Standards & Indicators
- Pregnancy & Newborn Screening Indicators (link)

In SIGN
- Ovarian Cancer SIGN Guideline (link)
- Chronic Pain SIGN Guideline (link)

New projects:

In Standards & Indicators
- Healthcare Associated Infections (HAI) standards
- Standards for the Care of Older People
- Food, Fluid and Nutrition standards

In SIGN (guidelines starting in January)
- Risk Estimation and Prevention of Coronary Heart Disease
- Heart Failure
- Cardiac Arrhythmias
- Cardiac Rehabilitation
- Acute Coronary Syndromes (revision)
- Autism Spectrum Disorder

In Teams

New starter

Andy Connor (Information Governance Officer – Knowledge Management Team)
Press the buttons below to return to the relevant slide