

**National Health Service in Scotland  
Management Executive**St. Andrew's House  
Edinburgh EH1 3DG

Dear Colleague

**FRAMEWORK FOR ACTION: WHAT THOSE WHO  
WORK WITHIN THE NHS THINK 1993****Summary**

1. The full report of the repeat survey carried out by System Three Scotland in July/August is to be published on 30 November. Copies are being sent under separate cover to Health Boards and NHS Trusts together with copies of a one page summary sheet, for dissemination to and discussion with NHS staff in Scotland.

2. The findings of the report highlight the need for further action to be taken in 3 key areas:

- . clarification of how Framework for Action applies to staff
- . improvements in communications at all levels throughout the NHS in Scotland
- . staff empowerment.

I describe below the steps I wish taken to secure improvements in all of these.

**Action**

3. General Managers, Health Boards and Chief Executives and Chief Executives designate, NHS Trusts are asked to

3.1 distribute the report widely to all employed staff. Similarly Health Boards should ensure distribution to primary care contractors. More copies are available on request;

3.2 review the findings of the report taking into account your local circumstances;

3.3 develop an action plan to tackle those issues which are identified as requiring action locally;

3.4 report back to me by end February 1994 on your plans;

3.5 implement the agreed action plan;

22 November 1993

**For action:**General Managers,  
Health BoardsGeneral Manager,  
Common Services AgencyGeneral Manager, State  
HospitalChief Executives and  
Chief Executives  
Designate, NHS Trusts**To be copied to:**

Unit General Managers

**Enquiries to:**Sandy Murray  
Directorate of  
Manpower  
Room 73  
St Andrew's House  
EDINBURGH  
EH1 3DHTel: 031 244 2474  
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obtained from:Sandra Gillespie  
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Care  
Room 52  
St Andrew's House  
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Fax: 031-244 2326

3.6 monitor progress towards improvements; and

3.7 report back to me by end February 1995 on the outcome.

4. I do not intend to undertake further national staff surveys. Instead, for future years from 1995 onwards, I will be looking to you to undertake local staff surveys on the same general basis as the previous national ones.

Yours sincerely



GEOFF SCAIFE  
Chief Executive