

Reference Number: FOI202425/436
From: Private Individual
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Subject: Technology, Staff Engagement, and Development

Technology Enablers

Q1 What tools, software platforms, or systems are currently used to:

- Govern and manage projects and improvement initiatives
- Support organisational development
- Govern risk and compliance (GRC)?

A1 Govern risk and compliance (GRC): InPhase

IT: Excel, Word and PowerPoint

Q2 What is the annual budget/spend allocated to these software tools?

A2 Govern risk and compliance (GRC): InPhase, £25,246.40 per annum

IT: Information not held - Excel and Powerpoint are part of a wider Microsoft contract and we are unable to break the cost down.

Q3 Are there any plans to implement new software or tools in these areas in the near future?

A3 No

Artificial Intelligence (AI), Machine Learning (ML), and Automation

Q4 Is the organisation currently using AI, machine learning, or automation technologies?

- If yes, in what capacity are they used (e.g., clinical applications, operational efficiencies, back-office automation)?
- Are there any active or planned projects involving these technologies?
- What are the primary focus areas or expected outcomes of these projects?

A4 IT/ Radiology: Information exempt under Section 21 of the Freedom of Information Act 2000 - 'Information reasonably accessible to the applicant by other means'.

This information is available on our website, it can be found in our 2024/25 Disclosure Log, please see FOI Request Ref: 257:
<https://www.lhch.nhs.uk/resources/disclosurelogs>

Enter the year into the **Year field** and reference number into the **Search field** then click Search. Select Download to open.

RPA is used at LHCH and for Operational Efficiencies. No more planned activity. Main outcome was to reduce administrative burden.

Staff Engagement

Q5 How do you engage staff in your organisational strategy and improvement initiatives?

A5 LHCH actively engages employees at all levels to contribute to organisational strategy through:-

- Regular Corporate Comms
- Monthly Team Brief
- Strategy planning meetings –
- Workshops and focus groups, e.g. World Café's
- Leadership Forums
- Engagement Surveys, including NHS Staff Survey
- Rapid Insights Sessions
- Staff Networks
- Sharing and Learning
- Informal Walkarounds

Q6 What mechanisms are in place to capture and harness ideas from staff?

A6 By fostering a culture of open communication, LHCH captures feedback, data and intelligence through all of the above ways, so employees feel that they can contribute to continuous improvement and strategy

Patient Involvement

Q7 How are patients involved in improvement initiatives within your organisation?

A7 Patient Experience - We undertake PLACE assessments (Patient Led Assessments of the care environment) which are annual appraisals aiming to improve standards across hospitals directly from patients about how the environment of services might be enhanced. These are set o the quality priorities.
We also have patient engagement days including quality priorities setting, undertake patient follow up calls and actions

Q8 Are there formal structures or programmes to facilitate this involvement?

A8 Patient Experience - PLACE is a formal structure it is a national programme that involves patient assessors

Staff Development and Apprenticeships

Q9 What programmes or methods does the organisation have in place to develop project and improvement skills?

- Are these programmes sponsored by executive leaders?
- How long have these programmes been running, and what outcomes have they achieved?

A9 Quality improvement modules are available as part of wider Development Programmes. There is a Quality Improvement Team to support any internal requests. There are no specific programmes in place.

Q10 Are any staff within the organisation involved in improvement or degree apprenticeships?

- If so, how many staff are involved, and to what level?

- At what stage are they in the apprenticeship process (e.g., in progress or completed)?
- For those in progress, when are they expected to complete?

A10 The trust does not have any apprentices in improvement-related standards, such as Improvement leaders, specialists, technicians or practitioners. However, there are currently 30 apprentices in various degree apprenticeships at both Level 6 and Level 7. All are progressing as expected within the timeframe for the relevant standards.

Organisational Development (OD) and Culture Change

Q11 Does the organisation have any Organisational Development (OD) programmes aimed at culture change or workforce development?

- What are these programmes, and who is involved?

A11 An online learning package on Civility and Kindness supports our cultural strategy. Various tools are used to support cultural change. Those are designed and delivered primarily by the OD team to address particular challenges. Learning and development programmes for workforce development are available at all levels. Where specific/ individual development needs need to be addressed, there is a formal application process for support for further education. The programmes are led by the OD team and designed and delivered in collaboration with key organisational stakeholders.

Q12 What is the total budget for the OD team?

- What percentage of this budget is spent on external agencies or consultancy?

A12 There is no separate budget for OD. The OD team is part of a wider Learning and Development team.

Strategy / PMO / Improvement / Transformation Team

Q13 The headcount (by band) of each of these respective teams and annual budget

A13 Budget: £560k

Band	WTE
8D	1
8C	2.8
8A	0.6
7	1
6	2.6
5	1
4	0.6

Q14 Are these teams separate or integrated in any way? i.e. joint reporting lines through to a member of the executive team / joint programmes of work

A14 These teams will be integrated and all report to the Associate Director of Transformation, who reports to the Director of Strategy