Reference Number:	FOI202526/022
From:	Private Individual
Date:	11 April 2025
Subject:	Digital transformation staffing and workload across th Trust

The purpose of this request is to support a benchmarking exercise on digital transformation staffing and workload across NHS organisations.

Q1   What is your current bed base?

A1   156 – General & Acute beds
30 – Critical Care beds

Q2   What is your annual organisational turnover?

A2   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 Annual Reports and Accounts:
https://www.lhch.nhs.uk/performance-plans-and-publications

Q3   What is your total substantive staff base in WTEs, at the time of writing?

A3   1333

Q4   What is your current HIMSS EMRAM rating and the date of your last assessment? If your organisation does not use HIMSS EMRAM, please state which digital maturity index you use, your current rating, and the date of last assessment.

A4   Seven

Q5   Which EPR does your Trust have in place, and in what month/ year did the system first go live?

A5   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 2023/24 Disclosure Log, please see FOI Request Ref: 439:
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.

Q6   Do any areas/ departments/ specialities in your organisation not currently use your core EPR system? If so, please:

    a.   List each area
    b.   State whether they remain fully on paper, partly on paper, or use an alternative system/systems (please name the system)
    c.   Indicate whether there are plans to migrate to the core EPR, and the anticipated timeline for this if a timeline is available.

A6   Community Services
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: 512:
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.

Q7   Which ePMA (electronic Prescribing and Medicine Administration) system do you use (listing your main Trust ePMA system), and in what month/ year did the system first go live?

A7   Altera Sunrise

Q8   Please outline your wider use of ePMA by completing the following table

A8   See attached – *022 FOI Response*

Q9   What PAS does your organisation use?

A9   Silverlink ICS

Q10   What electronic document management system does your organisation use?

A10   Hyland Onbase

Q11   Please outline your permanent staffing for digital transformation work by supplying an organogram of the digital team structure, if this document is something that already exists (this can provided as a link or as an attachment). This does not need to name individuals.

A11   Information not held – we currently do not have an organogram due to changes in service provision within digital/IT and additional planned changes of service provision locally.

Q12   If not already covered in the organogram: for each of the following staff groups within your Digital team, please provide the number of whole time equivalents in each group broken down by agenda for change banding (or for doctors, please indicate number of allocated PAs and their grade). If this breakdown is not available in a readily extractable format, please provide as much information as is feasible under the FOI Act. NB:
•   If some of these team members are not based directly in the digital team,but contribute to digital transformation work or clinical system/ EPR maintenance/ optimisation, please still include those roles (e.g. midwifery, AHP, pharmacy roles).
•   If some staff share roles or functions, please detail this as far as this is feasible (e.g.

if you don't have a dedicated testing lead, but another role holds this responsibility).
• If you do not have some of these roles, please specify this per group.
• If any of these roles are outsourced or supported by temporary/ agency staff, please indicate this, and what number of WTE is outsourced/ temporary.

• Project and Programme Managers
• Project and programme support roles
• Business change analysts, managers or similar roles
• Clinical systems development roles
• Clinical systems support/ maintenance/ BAU roles
• Data analysts/ BI roles embedded in the digital transformation/ EPR team
• Testing roles
• Training roles
• Configuration roles
• Integration/ API/ interoperability roles
• Automation/ AI roles
• Solutions architecture roles
• Procurement/ contracting roles
• Nursing team e.g. CNIO, digital nurse specialists
• Midwifery team e.g. digital midwife
• Medical team e.g. CCIO, CMIO
• Pharmacy team e.g. ePMA lead pharmacist, pharmacy technician
• Allied Health Professionals e.g. lead digital AHP
• Communications roles
• Benefits identification/ realisation roles
• Clinical Safety Officer role

A12
• Project and Programme Managers – currently provided by The Clatterbridge Cancer Centre NHS Foundation Trust
• Project and programme support roles - currently provided by The Clatterbridge Cancer Centre NHS Foundation Trust
• Business change analysts, managers or similar roles - See attached – 022 FOI Response
• Clinical systems development roles- within Systems roles
• Clinical systems support/ maintenance/ BAU roles - See attached – *022 FOI Response*
• Data analysts/ BI roles embedded in the digital transformation/ EPR team - See attached – 022 FOI Response
• Testing roles embedded within systems roles
• Training roles – See attached – 022 FOI Response
• Configuration roles - See attached – *022 FOI Response*
• Integration/ API/ interoperability roles – provided by a shared service via Informatics Merseyside
• Automation/ AI roles – provided via shared service Informatics Merseyside

• Solutions architecture roles – provided by joint Chief Technology Officer role provided by the Clatterbridge Cancer centre
• Procurement/ contracting roles - Procurement services are provided by Health Procurement Liverpool, a shared procurement service across four specialist organisations in Liverpool, which is led by The Walton Centre. Please contact them directly via wcftr.healthprocurementliverpool@nhs.net

- Nursing team e.g. CNIO, digital nurse specialists – provision from the Clatterbridge Cancer centre in a joint role
- Midwifery team e.g. digital midwife - Information is not held in relation to any of the above questions. Liverpool Heart and Chest Hospital NHS Foundation Trust is a specialist cardiothoracic centre and therefore does not have a maternity ward or provide any maternity related services.
- Medical team e.g. CCIO, CMIO – CCIO x1 plus 3 associate CCIOs Pas under review
- Pharmacy team e.g. ePMA lead pharmacist, pharmacy technician - role does not fall within the Digital team
- Allied Health Professionals e.g. lead digital AHP – no such role
- Communications roles – role does not fall within the Digital team
- Benefits identification/ realisation roles – falls within Programme and project provision
- Clinical Safety Officer role – 1x CSO

Q13   Are there any other roles within your digital transformation team that have not been covered in the above list? If so, please could you list those roles, banding, and WTE.

A13   No

Q8	Emergency Department/ Emergency Medicine	Adult inpatient areas	Maternity services	Paediatrics	Neonates	Intensive care unit	Outpatient services	Cancer services (for systemic anti-cancer therapy)
Name of electronic prescribing system	Information not held - Liverpool Heart and Chest Hospital is a specialist adult cardiothoracic centre and does not have an Emergency department	Altera Sunrise	Information is not held in relation to any of the above questions. Liverpool Heart and Chest Hospital NHS Foundation Trust is a specialist cardiothoracic centre and therefore does not have a maternity ward or provide any maternity related services.	Information not held - Liverpool Heart and Chest Hospital is a specialist adult cardiothoracic centre and does not provide Paediatric or Neonatal services		Altera Sunrise	Altera Sunrise	Information not held - Liverpool Heart and Chest Hospital (LHCH) is a specialist adult cardiothoracic centre. We do not offer any oncology treatment at LHCH. Patients requiring Oncology treatment are often referred to Clatterbridge Centre for Oncology.
Month/ year the system went live in this area		Jun-13				Jun-13	Jun-13	
Are there any readily known exceptions in this area to use of ePMA e.g. prescribing workflows or speciality areas that remain on paper-based prescribing						Observations and infusion rates are still recorded on paper (prescriptions on EPR, but only sign for bag up etc)		

Position Title	FTE	Band
Business Systems Analyst	1	Band 8
Clinical Systems Configuration Analyst	1	Band 5
Senior Information Analyst	1	Band 7
Application Developer	1	Band 6
IT Systems Support Analyst	1	Band 4
PAS Manager	1	Band 7
Business Intelligence Analyst	1	Band 6
Digital Service Delivery Manager	1	Band 8
IT Systems Support Analyst	1	Band 4
Digital Learning Facilitator	1	Band 5
Senior Clinical Systems Configuration Analyst	0.8	Band 6
Head of Data	1	Band 8
Business Intelligence Analyst	1	Band 6
Digital System Manager	1	Band 8
MLM Report Writer	1	Band 6
Head of Analytics	1	Band 8
Senior Information Business Partner	1	Band 7
Senior Data Warehouse Developer	1	Band 7
IT Systems Support Analyst	1	Band 4
PACS Administrator (LHCH)	1	Band 4
Senior Business Intelligence Developer	1	Band 6
Head of Clinical Imaging Systems	0.89333	Band 8
Business Intelligence Analyst	1	Band 6
IT Systems Support Analyst	1	Band 4
Senior PAS Configuration Analyst	0.90667	Band 6
Clinical Systems Configuration Analyst	1	Band 5
Technical Infrastructure Engineer	1	Band 6
Information and Performance Manager	1	Band 8
Senior Information Business Partner	1	Band 7
Senior Clinical Systems Configuration Analyst	1	Band 6
Senior Information Analyst	1	Band 7
Associate Data Engineer	1	Band 5
Lead Desktop Engineer	1	Band 6
Technical Infrastructure Engineer	1	Band 6
Senior Insight Analyst	1	Band 7
Technical Infrastructure Engineer	1	Band 6
Deputy EPR Manager	1	Band 7
Senior Clinical Systems Configuration Analyst	0.5	Band 6
Business Intelligence Analyst	1	Band 6
Senior Clinical Systems Configuration Analyst	1	Band 6