

Reference Number: FOIAH2425/550
From: Private Individual
Date: 08 January 2025
Subject: Technology, Staff Engagement, and Development

I would like to request the following information regarding your organisation's use of technology, innovation, and approach to staff development, culture, and engagement. Please provide information pertaining to the current and previous financial year.

- Q1** Technology Enablers
- a. What tools, software platforms, or systems are currently used to:
 - i. Govern and manage projects and improvement initiatives
 - ii Support organisational development
 - iii Govern risk and compliance (GRC)?
 - b. What is the annual budget/spend allocated to these software tools?
 - c. Are there any plans to implement new software or tools in these areas in the near future?

- A1** Technology Enablers
- a.
 - i. Excel, Word and Powerpoint
 - ii. Discovery Insights, NHS 360 Tool, 5 Pillars
 - iii. InPhase
 - b. Excel and Powerpoint are part of a wider Microsoft contract and unable to break the cost down.
InPhase - £58,830.78 per annum.
 - Information not held – no specific budget for Discovery Insights, NHS 360 Tool, 5 Pillars.
 - c. No

- Q2** Artificial Intelligence (AI), Machine Learning (ML), and Automation
- a. Is the organisation currently using AI, machine learning, or automation technologies?
 - i. If yes, in what capacity are they used (e.g., clinical applications, operational efficiencies, back-office automation)?
 - ii. Are there any active or planned projects involving these technologies?
 - iii. What are the primary focus areas or expected outcomes of these projects?

- A2** Artificial Intelligence (AI), Machine Learning (ML), and Automation
- a. Yes, we use AI and Automation Technologies
 - i. Our Automation Technologies focus on back-office tasks and supporting operational processes across the trust.
 - ii. Yes, we have automation teams within the innovation department who are focused on working on current projects and planning of new projects for 25/26.
 - iii There are no focus areas as we welcome projects across the trust. The overall outcome is to provide AI/Automation to the patient's journey to provide a better experience.

Q3 Staff Engagement

- a. How do you engage staff in your organisational strategy and improvement initiatives?
- b. What mechanisms are in place to capture and harness ideas from staff?

- A3**
- a. Staff have been engaged in the development and design of the strategy through clinical summits, clinical leader's forums, trust wide communications - emails-videos-blogs, ask the execs sessions, SharePoint site resources, surveys, direct conversations through quality rounds.
 - b. Staff voice is a central principle to improvement. Mechanisms in place to capture this include annual staff survey, quarterly pulse check, team temperature checks, surveys, go see, ask the execs weekly session, local surveys.

Q4 Patient Involvement

- a. How are patients involved in improvement initiatives within your organisation?
- b. Are there formal structures or programmes to facilitate this involvement?

- A4**
- a. Alder Hey collates feedback from children, young people and families consistently across all services through a number of mechanisms to take action to improve experience, satisfaction and outcomes for everyone who uses Alder Hey. We have a number of initiatives where children, young people and families are active participants in service review, audit, development and improvement. We have an active youth forum where young people routinely provide their views and input into improvement activity. We capture and listen to the stories and experiences from children, young people and families at many levels including Board, to help inform improvement through lived experiences.
 - b. Alder Hey has a skilled Patient Experience Team who carry out a large range of tasks to improve the experience of children, young people and families, including listening to their views on improvement and driving forward activity across the Trust to resolve issues or concerns. We use the Friends and Family Test across the organisation to gain feedback from young people and families on their experience of service provision. Numerous surveys are also developed by teams, services and divisions to understand listen to the views of children, young people and families on specific questions or topics. In addition to the youth forum, we have new volunteer Patient Safety Partners who will be bringing the voice of children, young people and families to our successful Patient Safety work across the Trust. We are also implementing the support children's rights standards in Alder Hey (ISUPPORT), which involves conducting audits to identify areas for celebration and improvement. Young volunteers and the youth forum also play an active part in ward accreditation and quality rounds. They have acted as assessors during this year's NHS PLACE assessment (patient led assessment of the care environment). There is also an active operational patient experience group with representation across Alder Hey services and a strategic experience programme to drive forward patient involvement at all levels and ensure that progress is made, and impact is measured.

Q5 Staff Development and Apprenticeships

- a. What programmes or methods does the organisation have in place to develop project and improvement skills?
 - i Are these programmes sponsored by executive leaders?
 - ii How long have these programmes been running, and what outcomes have they achieved?
- b. Are any staff within the organisation involved in improvement or degree

apprenticeships?

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

ii At what stage are they in the apprenticeship process (e.g., in progress or completed)?

ii For those in progress, when are they expected to complete?

- A5
- a. Brilliant Basics is the trust approach to improvement and all capability building is delivered in house. This is based on lean thinking and is delivered through a variety of routes - online, face to face, bitesize through Moodle a digital platform.
 - i. Yes. The Chief Nurse is the sponsor.
 - ii. The organisation has had several iterations of improvement programmes. Brilliant Basics has been running since 2020. The programme is designed to build capability for and facilitate the use of improvement methods. The outcomes are held within frontline teams and not the central improvement team.
 - b. Yes, Degree apprenticeships.
 - i. Level 6 (Degree) = 32 apprentices and Level 7 (Masters) = 22 apprentices
 - ii. In progress
 - iii. Between Jan 2025 - Oct 2028

- Q6 Organisational Development (OD) and Culture Change
- a. Does the organisation have any OD programmes aimed at culture change or workforce development?
 - i What are these programmes, and who is involved?
 - b. What is the total budget for the OD team?
 - i What percentage of this budget is spent on external agencies or consultancy

- A6
- a. Yes
 - i. Leadership Development, Quality Improvement and Safety Culture programmes, led by the Head of OD, Head of Improvement and Patient Safety Specialist
 - b. There is no dedicated / specific budget for the OD team.
 - i. N/A

- Q7 Strategy / PMO / Improvement / Transformation Team
- a. The headcount (by band) of each of these respective teams and annual budget
 - b. 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

- A7
- a. This is the staffing within the transformation and improvement teams 2 WTE 8B, 2 WTE 8A, 1 WTE B7, 3 WTE B6, 1 WTE B4
Nationally available Agenda for Change pay scales.
 - b. The transformation and improvement teams work collaboratively under the Director for Transformation and Change. Vision 2030 brings the teams to work together on strategic collaboratives.