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21st January 2025

Request under Freedom of Information Act 2000

Thank you for your request for information which we received on Monday 6th January 2025.
I am pleased to confirm the following.

Technology Enablers

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

Govern and manage projects and improvement initiatives

Microsoft Office suite

Support organisational development

Microsoft Office suite

Govern risk and compliance (GRC)?

RADAR, Microsoft Office suite

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

Data unavailable

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

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No

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

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

Yes

If yes, in what capacity are they used (e.g., clinical applications, operational efficiencies, back-office automation)?

There is some use of AI in Clinical Application – specifically Imaging. Machine learning is only part of an investigative piece of work with several suppliers across multiple different back-office functions e.g. clinical coding. Automation being used in the EPR, and across several back-office functions (Finance, HR, IT Service Management, Cyber security)

Are there any active or planned projects involving these technologies?

Yes

What are the primary focus areas or expected outcomes of these projects?

Improved productivity in management of Imaging/diagnostics. Improved efficiency in use of clinical space capacity, improved speed of process across back-office functions.

Staff Engagement

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

Staff voice is a very important part of our planning process, and their ideas and opinions shape our decisions. Staff have the opportunity to feed into strategy and shape improvements in a number of ways. We proactively seek qualitative and quantitative data to inform our decisions via surveys, meetings, focus groups, and year-round direct feedback mechanisms. Surveys include the National Staff Survey, quarterly People Pulse survey, and local surveys that are specific to workstreams such as Cost Improvements, or the development of our estate. Feedback mechanisms include: a channel that enables staff to directly pose any question to our CEO; a biweekly Town Hall; cascades from Leadership meetings; staff consultations on major projects and developments; appraisals; and a weekly newsletter that provides information, updates, and calls for feedback. Our intranet is also well-used as a place to encourage feedback with a Quality Improvement Hub where staff can submit their ideas.

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

Please see above

Patient Involvement

How are patients involved in improvement initiatives within your organisation?

Yes

Are there formal structures or programmes to facilitate this involvement?

No

Staff Development and Apprenticeships

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

Development is specific to the department or subject matter. Internal formal training courses, and on-the-job learning are the starting point, but this can also include funded training from recognised/registered providers, and wide use of apprentices across several focuses. The NHS Graduate Management Scheme is leveraged, as is the range of formal HE courses offered by NHS England

Are these programmes sponsored by executive leaders?

Depending on the scale of the programme, some are.

How long have these programmes been running, and what outcomes have they achieved?

Outcomes are specific to the people engaging in the development course, they are not tracked or baselined centrally.

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

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

We support a range of levels, from 2 to 7. We currently have 137 live apprentices on programme.

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

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As above, 137 in motion. We have completions and new starts occurring each month.

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

On average, we have 30% due to complete in the next 3 months, 40% in the next 7 months and the remainder in the next 18 months.

Organisational Development (OD) and Culture Change

Does the organisation have any OD programmes aimed at culture change or workforce development?

Not full programmes but we offer some workshops

What are these programmes, and who is involved?

Cultural awareness course (aimed at all staff), MK Managers Way (foundation course for managers),team building (all staff)

What is the total budget for the OD team?

£343,405.00

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

Strategy / PMO / Improvement / Transformation Team

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

Annual budget £800k . Headcount. 1.0wte band 8d, 2.0wte band 8a (one vacant), x5.0wte band 7 –(two vacancies) x1wte band 6 apprentice PM = £680,000 budget .   This is for the Transformation / PMO team – reporting to the Chief Finance Officer

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

There is a Quality Improvement team

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If you need any further assistance, please do not hesitate to contact us at the address above.

Yours sincerely

Information Governance Administrator
For and on behalf of Milton Keynes Hospital NHS Foundation Trust

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