

# Wrightington, Wigan and Leigh Teaching Hospitals

NHS Foundation Trust

## Information Governance Department

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Ref: FOI/2025/10405

Date Received: 8<sup>th</sup> January 2025

Response Due: 10<sup>th</sup> February 2025

Date: 10<sup>th</sup> February 2025

Dear Sir/Madam

With reference to your request for information received on 8<sup>th</sup> January 2025, I can confirm in accordance with Section 1 (1) of the Freedom of Information Act 2000 that we do hold the information you have requested. A response to each part of your request is provided below.

In your request you asked:

**Under the Freedom of Information Act, 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.**

### Technology Enablers

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

- **Govern and manage projects and improvement initiatives**  
MS Office packages and the software package Amat, which captures improvement initiatives/projects.
- **Support organisational development**  
MS Office package, including MS Forms and Teams channels, to communicate with staff, capture feedback and analyse data; SmartSurvey platform to administer our team engagement survey; Nvivo for analysing themes from focus groups/survey comments etc.; Dynamic Learning Hub as a booking and recording system for our learning/training events.
- **Govern risk and compliance (GRC)?**  
Datix.

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

MS Office Products = this product is paid centrally for the Trust by Digital Services therefore, we are unable to isolate this cost alone.

Amat = £24,000 including VAT.

Dynamic Learning Hub = £13,500 plus VAT.

Nvivo = £995 plus VAT.

Smartsurvey = £2,916 plus VAT.

Datix = £46,032.57 plus VAT.

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

No.

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

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

Yes, AI.

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

Clinical applications.

- **Are there any active or planned projects involving these technologies?**

Yes.

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

Clinical pathway re-design and improved diagnostic accuracy.

**Staff Engagement**

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

Staff are engaged in multiple ways such as direct workshops, team brief and associated blogs, focus sessions and the monthly continuous improvement group. Staff can also undertake Quality Champions training and QIA's. Staff also actively engage in transformation programmes linked to their work areas.

We invite staff to inform and shape our organisational strategies and improvement initiatives by running engagement events, such as All Staff Team Briefs, Leaders' forums, focus groups and listening events. We also invite staff to have their say and share their experience at WWL by completing the National Staff Survey and National Quarterly Pulse Survey.

Our diversity staff networks also play a key role in informing our strategic direction for staff engagement by amplifying the voices of those who often are underrepresented, such as our LGBTQIA+ community, Global majority staff or staff with long-term health conditions or disabilities. We hold regular staff network forums in which key initiatives and changes are discussed and we gather feedback from our diverse staff communities.

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

Project initiation documentation is always developed by the teams working on Transformation programmes. We also use the D&F programme to discuss ideas and where in the pipeline they could fit. Ward managers and Matrons also have their team forums where they work together on improving things ie. Patient harm, falls etc. My Q boards are available to wards and teams to structure small scale improvement pieces. National Staff Survey and Pulse Survey results and comments, analysis of themes from focus groups/listening events, idea boards, staff network forums, conferences, monthly Trust-wide virtual forums in which staff can ask questions or give real-time feedback

## **Patient Involvement -**

### **7. How are patients involved in improvement initiatives within your organisation?**

The Trust have recently appointed a panel of Lived Experienced Partners (LEP) who are now becoming involved in a number of different quality improvement projects.

### **8. Are there formal structures or programmes to facilitate this involvement?**

As the LEP group are relatively new, the process is not underpinned by a formal process. However, this will be included in a LEP strategy in the future.

## **Staff Development and Apprenticeships**

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

Internal capability building through a range of training programmes including Quality Champions, Digital Champions and Preceptorship as well as training through multiple providers including Aqua.

- **Are these programmes sponsored by executive leaders?**

Yes, all development is supported by Executive Teams as part of the PDR process.

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

The internal training programme has been running since 2012 and has delivered over 200 projects in that time. The outcomes achieved are diverse as would be expected with so many projects, but include the reduction in LOS, cost of bed days, reduction in falls and pressure ulcers as well as a multitude of process improvements.

### **10. Are any staff within the organisation involved in improvement or degree apprenticeships?**

Not for improvement apprenticeships no.

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

N/A.

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

N/A.

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

N/A.

## **Organisational Development (OD) and Culture Change**

### **11. Does the organisation have any OD programmes aimed at culture change or workforce development?**

Yes.

- **What are these programmes, and who is involved?**

Yes, we have a Culture and Engagement Programme in place which consists of three pillars:

1) Self-service OD toolkit on the intranet which lists helpful tools and team development initiatives which staff can use to engage their team around a number of key enablers for engagement, such as communication, teamwork, compassionate leadership, health and wellbeing etc

2) Structured 6-month teams programme which invites team representatives and their team leader to engage in a number of structured learning events on engagement and culture change and provides them with the support and tools to improve their team culture

3) Bespoke OD support for teams who have some more complex OD needs and may benefit from more bespoke interventions. The Culture and Engagement Programme is run by our OD team and supported by the wider Staff Experience Department to ensure teams receive holistic engagement support from our OD, Learning and Development and Wellbeing services.

**12. What is the total budget for the OD team?**

The staff engagement budget is £749,138.

**Clarification:** Please can you clarify what you are wanting to fall under the remit of "Organisation Development" for question 12?

**Answer:** In response to your request for clarity regarding organisational development, this is the team responsible for skills development within the workforce - having seen your annual report I can see this is an area that is being shaped by your chief people officer and is in your structure chart so should be straightforward to identify.

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

The department has no agency staffing.

**Strategy / PMO / Improvement / Transformation Team**

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

| Cost Centre           | Role               | Headcount    | WTE          | Budget            |
|-----------------------|--------------------|--------------|--------------|-------------------|
| Strategy              | Executive Director | 1.00         | 1.00         | £190,122          |
|                       | Band 8c            | 1.00         | 1.00         | £108,468          |
|                       | Band 8b            | 1.00         | 1.00         | £81,111           |
|                       | Band 7             | 2.00         | 2.00         | £125,150          |
|                       | Band 5             | 1.00         | 1.00         | £45,509           |
|                       | Non-Pay            |              |              | £113,315          |
|                       | Income             |              |              | -£19,479          |
| <b>Strategy Total</b> |                    | <b>6.00</b>  | <b>6.00</b>  | <b>£644,196</b>   |
| Transformation        | Band 9             | 1.00         | 1.00         | £139,296          |
|                       | Band 8c            | 1.00         | 1.00         | £94,907           |
|                       | Band 8b            | 3.00         | 3.00         | £246,877          |
|                       | Band 7             | 2.00         | 2.00         | £119,846          |
|                       | Band 6             | 1.00         | 0.60         | £29,050           |
|                       | Band 4             | 2.00         | 2.00         | £72,126           |
|                       | Non-Pay            |              |              | £33,553           |
| <b>Strategy Total</b> |                    | <b>10.00</b> | <b>9.60</b>  | <b>£735,655</b>   |
| <b>Grand Total</b>    |                    | <b>16.00</b> | <b>15.60</b> | <b>£1,379,851</b> |

**14. 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**

The strategy / transformation and improvement function of WWL is overseen by the Exec Director of Strategy and Director of Strategic Transformation. The Strategy team has an associate director and 4 further team members. The transformation and improvement team has an associate director and 6 further team members. Both teams share a business analyst and small (3) admin function. WWL does not have a PMO team.

If you are not entirely satisfied with this response, please do not hesitate to contact the Information Governance Department via the email address provided. If we do not hear from you within 40 days, we will assume that we have been able to accommodate your request under the Freedom of Information Act 2000.

Yours sincerely,



Juliette Tait  
Chief People Officer

PLEASE NOTE:

If you are unhappy with the service you have received in relation to your request and wish to make a complaint or request a review of our decision, you should write to: Information Governance Department, Wrightington, Wigan and Leigh NHS Foundation Trust, Suite 9, Buckingham Row, Brick Kiln Lane, Wigan, WN1 1XX.

If you are not content with the outcome of your complaint, you may apply directly to the Information Commissioner for a decision at:

The Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow  
Cheshire, SK9 5AF

Helpline number: 0303 123 111