

## FOI 0524/2025 Request

**Survey Title:** Leadership Practices in Artificial Intelligence (AI) Deployment within the NHS

### Introduction:

Thank you for participating in this survey. The purpose of this research is to understand leadership practices and challenges in deploying AI systems within the NHS. Your responses will help identify best practices, barriers, and opportunities for improvement. This survey will take approximately 10–15 minutes to complete. All responses are anonymous and will be used solely for research purposes.

### Section 1: Demographic Information

#### 1. What is your role within the NHS?

*Please select one option only*

- |                                |                                |
|--------------------------------|--------------------------------|
| a) Medical and Dental          | g) Directors and Policy Makers |
| b) Nursing and Midwifery       | h) Admin and Clerical          |
| c) Allied Health Professional  | i) Ancillary                   |
| d) Scientific and Professional | j) Ambulance                   |
| <b>e) Managers</b>             | k) IT/Technical Specialist     |
| f) Other:                      | <input type="text"/>           |

#### 2. What is your role in the deployment of AI systems? *Please*

*select one option only*

- a) Clinical Role (involved in clinical practice and use of AI in patient care)
- b) Technical Role (involved in the build, test or technical infrastructure etc.)
- c) Leadership and Management Role** (involved in strategic implementation, high-level support and resource allocation, etc.)
- d) Programme and Project Management Role (involved in coordinating deployment so that project is on time and within budget)
- e) Ethical and Regulatory Role (ensures compliance to standards)
- f) Clinical Safety Role (ensures systems do not harm patients)
- g) Not Applicable

#### 3. How long have you been in a leadership role within the NHS?

*Please select one option only*

- a) Less than 1 year
- b) 1–5 years
- c) 5–10 years
- d) More than 10 years**

#### 4. Which region do you work in?

*Please select one option only*

- a) East of England
- b) London
- c) Midlands
- d) North East and Yorkshire
- e) North West
- f) South East
- g) South West

## Section 2: Awareness and Understanding of AI in the NHS

### 5. How familiar are you with AI technologies and their potential applications in healthcare?

*Please select one option only*

- a) Very familiar
- b) Somewhat familiar
- c) Neutral
- d) Not very familiar
- e) Not familiar at all

### 6. In your opinion, what are the most promising applications of AI in the NHS?

*Select all that apply*

- a) Diagnostics and imaging
- b) Predictive analytics for patient outcomes
- c) Administrative task automation
- d) Personalised medicine
- e) Resource allocation and management
- f) Other (please specify)

### 7. What are the biggest challenges in adopting AI systems in the NHS?

*Select all that apply*

- a) Lack of funding
- b) Resistance to change among staW
- c) Data privacy and security concerns
- d) Lack of technical expertise
- e) Regulatory and ethical concerns
- f) Integration with existing systems
- g) Other (please specify)

## Section 3: Leadership Practices in AI Deployment

### 8. How involved are you in decision-making processes related to AI deployment in your organisation? *Please select one option only*

- a) Highly involved
- b) Moderately involved**
- c) Slightly involved
- d) Not involved

**9. What leadership strategies have you employed to facilitate AI adoption?**

*Select all that apply*

- a) Stakeholder engagement and communication
- b) Training and upskilling staW
- c) Collaborating with external AI experts or vendors
- d) Developing clear governance frameworks
- e) Piloting AI systems before full-scale deployment
- f) Other (please specify)

**10. How do you measure the success of AI deployment in your organisation?**

*Select all that apply*

- a) Improved patient outcomes
- b) Increased operational eWiciency**
- c) Cost savings
- d) StaW satisfaction and adoption rates
- e) Other (please specify)

**11. What barriers have you faced as a leader in implementing AI systems?**

*Select all that apply*

- a) **Technical Barriers** (e.g. Data quality; Infrastructure limitations; Integration challenges)
- b) **Organisational Barriers** (e.g. Funding constraints, Resistance to change; Leadership and governance)
- c) **Ethical and Regulatory Barriers** (e.g. Data privacy and security; Bias and fairness; Accountability and transparency)
- d) **Cultural and Human Factors** (e.g. StaW training and upskilling; Patient trust and acceptance; Workflow Disruption)
- e) **Systemic and Structural Barriers** (e.g. Fragmentation across the NHS; Short-term focus)
- f) **External Barriers** (e.g. Supplier Lock-in; Public perception; Media influence)

**Section 4: Ethical and Regulatory Considerations**

**12. How important do you think ethical considerations are in AI deployment within the NHS?**

*Please select one option only*

- a) Extremely important
- b) Very important
- c) Moderately important
- d) Slightly important
- e) Not important

**13. What ethical concerns do you think are most critical in AI deployment?**

*Select all that apply*

- a) Bias and fairness in AI algorithms
- b) Patient data privacy
- c) Transparency and explainability of AI decisions
- d) Accountability for AI-driven outcomes
- e) Other (please specify)

**14. How well do you think current regulatory frameworks support AI deployment in the NHS?**

*Please select one option only*

- a) Very well
- b) Somewhat well
- c) Neutral
- d) Not very well
- e) Not well at all

**15. To what extent does your organisation ensure compliance with ethical principles (e.g., fairness, transparency) in AI deployment?**

*Please select one option only*

- a) Very well
- b) Somewhat well
- c) Neutral
- d) Not very well
- e) Not well at all

## **Section 5: Future Outlook and Recommendations**

**16. What do you think is the most important step the NHS can take to improve AI deployment?**

*Please select one option only*

- a) Develop a clear national NHS AI strategy
- b) Invest in infrastructure and data standardisation
- c) Build technical and clinical expertise
- d) Establish robust governance and ethical frameworks
- e) Pilot and scale AI solutions effectively
- f) Secure funding and resources

- g) Engage stakeholders and build trust
- h) Address workforce concerns
- i) Foster innovation and research
- j) Monitor and evaluate AI systems
- k) Focus on equity and accessibility

**17. How confident are you in the NHS's ability to successfully integrate AI systems in the next 5 years?**

*Please select one option only*

- a) Very confident
- b) Somewhat confident
- c) **Neutral**
- d) Not very confident
- e) Not confident at all

**18. What additional support or resources would help you in your role in deploying AI systems?**

*Select all that apply*

- a) Training and upskilling
- b) Funding and financial support
- c) Technical resources and access to advanced IT infrastructure
- d) Expertise and personnel
- e) Data access and quality
- f) Ethical and regulatory guidance and support
- g) Collaboration opportunities
- h) Leadership and governance support
- i) Patient and public engagement

## Section 6: Final Comments

**19. What is your confidence level that the leadership in the NHS can successfully deploy AI in clinical practice?**

*Please select one option only*

- a) Extremely confident
- b) Moderately confident
- c) **Slightly confident**
- d) Not confident
- e) Unsure / No Opinion

### Closing Statement:

Thank you for taking the time to complete this survey. Your input is invaluable in shaping the future of AI deployment in the NHS. If you would like to receive a summary of the findings or participate in further research, please provide your email address below (optional):

--