

Berkshire Healthcare Intelligent Automation Programme.

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1. Summary

This blueprint outlines Berkshire Healthcare's strategic journey to implement Intelligent Automation (IA), also known as Robotic Process Automation (RPA), across the organisation. IA uses software to automate repetitive tasks, enabling staff to focus on higher-value work and improving efficiency and job satisfaction. The programme began in December 2021 as part of a five-year digital strategy, with a dedicated team initially formed through fixed-term appointments and secondments. By early 2022, governance frameworks, operating policies, technical infrastructure, and several proof-of-concept automations were in place.

The document highlights a value driven approach, prioritising initiatives that align with organisational goals and deliver measurable benefits in cost-effectiveness, efficiency, and quality of care. Collaboration across finance, IT, and clinical services is key to identifying opportunities. The programme leverages Microsoft 365 and Power Platform for secure, scalable automation. Governance and compliance follow ISO 27001, GDPR, and NHS standards. Continuous improvement is supported through peer review, feedback, and training. Since inception, the programme has delivered over 30 automations, released thousands of staff hours back to patient care, and shifted towards large-scale projects that streamline operations and enhance service delivery.

2. In-House vs. Outsourcing & Return on Investment

The objective was to create an internal team capable of identifying high-value automation opportunities, prioritising them against the Trust's strategic goals, and delivering solutions in collaboration with clinical services, with a clear plan to scale across the organisation. Each initiative would be supported by rigorous assessments of feasibility, capability and return on investment, and implemented under robust governance to ensure safety and auditability. This approach requires close engagement with Finance for ROI validation, IT for infrastructure and security, and clinical system managers for integration and testing.

Developing an in-house Robotic Process Automation (RPA) capability offers strategic benefits that are particularly relevant to the NHS. National guidance positions automation as a driver for improved patient care, staff experience and elective recovery; internal capability aligns with this vision and embeds clinical safety, governance and auditability by design rather than by contract [1]. The economic case is reinforced by government investment in digital transformation aimed at unlocking productivity and system-wide savings, enabling scalable solutions without recurring supplier costs [2].

In-house delivery strengthens control over patient data and clinical risk, making it easier to institutionalise safety standards and governance within the Trust's assurance framework [1]. It also accelerates delivery through reusable components and standardised patterns.

Evidence from NHS organisations demonstrates the impact of this model. Leeds Teaching Hospitals has deployed over one hundred automations across clinical and administrative workflows, achieving multi-million-pound savings and proving rapid scalability once foundations are established [3]. Health Innovation West of England reports similar success, with an acute Trust building its own team and delivering significant capacity gains within 20 months [4]. Aneurin Bevan University Health Board improved timeliness of patient administration updates from a day to minutes, while Morecambe Bay reduced appointment processing times by 73%, saving over 36,000 hours and more than half a million pounds [5][6].

Trusts such as Royal Free London and Guy's and St Thomas' have transitioned from external partnerships to internal Centres of Excellence, consolidating benefits and aligning automation with local priorities [7][8]. At system level, NHS England advocates shared standards and CoEs to industrialise delivery, an approach that is most effective when capability is built in-house [9][10].

These examples confirm that internal RPA functions enable stronger governance, faster integration and sustainable scaling of benefits. While initial investment and disciplined delivery are required, NHS experience shows that Trust-owned automation repays this rapidly, strengthens resilience and provides a repeatable engine for improvement aligned with local strategy [1][3][4]. In contrast, outsourcing introduces risks including reduced control over sensitive data, supplier dependency, integration challenges and contractual limits on scalability.

3. Minimum Usable Product

The Berkshire Healthcare IA Programme delivers a Minimum Usable Product (MUP), the smallest version of an automated process that provides real value and functionality to the end user. The MUP includes only the essential features needed for the process to operate effectively, avoiding unnecessary complexity. This initial version is deployed quickly to deliver benefits, gather feedback, and guide future enhancements. By focusing on rapid deployment and iterative improvement, this approach accelerates validation while minimising development time and resource use.

4. Project Timeline

5 Year Plan

Our five-year Intelligent Automation journey began with planning in November 2021, progressing from structure to sustainability by 2024–2025. As of January 2024, we are on target and have entered the growth phase.

The programme is ISO 27001, DCB0160, and GDPR compliant, process-led, and supported by robust governance. It operates under agreed DPIA processes, standard operating procedures, and Prince2 Agile project management methods. From the outset, it was designed to be fully transparent and open to internal and external audit and scrutiny.

When designing the programme, we set four annual milestones to guide progress. The first focused on building strong foundations, establishing governance, operational policies, and infrastructure while defining staffing, skills, and licensing requirements to create a capable team.

Next, we accelerated delivery by deepening our understanding of automation opportunities, stress-testing processes, and driving adoption across core services through engagement and targeted communication. Entering the growth phase, we prioritised secure, scalable expansion and continued to strengthen adoption.

Finally, sustainability remains our goal, achieved through continuous improvement, robust performance monitoring, and evidence-based practices that deliver high ROI.

This approach ensures automation remains aligned with organisational priorities while embedding shared learning across the health economy.

5. Staffing

From the outset, we recognised the need to introduce roles unfamiliar to Berkshire Healthcare, some requiring external expertise from the automation industry. To manage this effectively, the

programme was structured around three workstreams, Designing, Delivering, and Sustaining, with defined roles for each.

Our analysis revealed that several capabilities already existed within teams such as IT Service Desk, Cyber Security, and Infrastructure, as well as within the Power Platform Centre of Excellence. Leveraging these strengths, we engaged early with these teams to align objectives and ensure they had sufficient notice to plan for additional support where needed, including external partners like Microsoft.

Given the scale of the programme, some roles were designed to span multiple responsibilities, while others were consolidated to maintain efficiency. This approach allowed us to introduce critical new positions, such as IA Manager, Business Analyst, Governance and Change roles, and development specialists, while ensuring the structure remained agile and sustainable.

Examples of roles we considered.

Designing	Delivering	Sustaining
Project manager Programme manager Business or process analyst Automation architect Integration architect Security architect Software designer or developer	Project manager Programme manager Business or process analyst Automation architect Software designer or developer Delivery manager Quality assurance analyst Change manager Risk manager Governance manager Compliance manager	Performance analyst Resource manager Robot farm manager Robot controller Robot administrator Infrastructure manager Service manager (support and helpdesk) Risk manager Governance manager Compliance manager

Long term Staffing Levels

Over time, around 20–30% of Intelligent Automation delivery capacity will be dedicated to maintaining existing automations. Without additional resources, this could limit the ability to deliver new solutions. In the early years, despite maintenance demands, we expect efficiency gains as experience grows, enabling greater productivity with the same staffing levels and ensuring continuous programme delivery.

Currently, most automation failures stem from changes in third-party systems, though the automations themselves remain resilient. As we increasingly adopt API integrations to bypass user interfaces, we anticipate further reductions in downtime and improved stability.

6. Technology

Berkshire Healthcare is a Microsoft centric organisation, relying on Microsoft products for core operations. While we extensively use our own Power Platform tenant, we critically assessed leading RPA providers to refine our automation strategy. Microsoft emerged as the best fit, offering seamless integration across services and a comprehensive ecosystem including Power BI, Azure, and Dataverse.

The platform's strong security and compliance standards safeguard sensitive healthcare data, while Azure's scalability supports future growth. Microsoft's innovation ensures automation remains cutting edge. Compared with alternatives such as UiPath, Automation Anywhere, and Blue Prism, Microsoft aligns with our infrastructure, promotes adoption, and delivers secure, scalable solutions.

Our citizen developer programme within Power Platform empowers staff to create tailored solutions, accelerating automation and reducing reliance on IT. Effective governance, training, and centralised controls ensure compliance and quality. Together, the Power Platform and citizen developer initiative underpin Berkshire Healthcare's long term automation success.

7. Infrastructure

Berkshire Healthcare have access to their own Azure infrastructure and Power Platform tenant. Using these services, we have access to:

Dataverse	A secure cloud-based storage for us to manage our data securely, making it easily accessible for different applications.
Power BI	A tool that visualises data, making dashboards, helping us to understand and make decisions based on colourful charts and graphs.
Power Automate	A software development tools that allows developers to build robots that automate repetitive tasks and more.
Power Apps	An easy-to-use platform that lets you create software applications without coding skills.
Key Vault	Is a secure vault for digital keys, passwords, and secrets, ensuring our sensitive information is well-protected.
Centre of Excellence (CoE)	A package of governance applications, focused on the Power Platform that ensures best practices and helps others in Berkshire Healthcare make the most of Microsoft's powerful tools.
Virtual machines (VMs) within the Microsoft 365 and Azure environment	These are virtual computers running in the cloud, providing a flexible and scalable way to support and manage our robots, without the physical hardware.

8. Governance and Compliance

Robotic Process Automation (RPA) operates within Berkshire Healthcare's Digital Services framework, ensuring alignment with security, governance, and assurance standards. Compliance with ISO 27001, Cyber Essentials Plus, NHS data security requirements, and clinical safety standards is fundamental.

Our project and process design methodologies, PRINCE2, Agile, and Lean Six Sigma, provide structured frameworks for efficient delivery. From inception, the Intelligent Automation programme was built to meet ISO 27001, DCB0160, and GDPR standards, ensuring information security, clinical

safety, and strong governance.

ISO 27001 compliance establishes a secure foundation for managing information while driving continual improvement and effective risk management through regular audits. Certification builds confidence among stakeholders, partners, and patients, reinforcing the long-term success of our RPA initiatives. We also align with NHS Digital Standards, Clinical Safety Standards, the IG Toolkit, and NICE guidelines.

This comprehensive approach has created a robust framework that meets the unique regulatory, security, and quality requirements of the NHS.

Secure Development Lifecycle

Our Secure Development Lifecycle (SDL) underpins security and governance across the programme. Compliance for Microsoft Power Platform applications is maintained through regular audits, peer and code reviews, with documented outcomes and timely remediation.

Berkshire Healthcare delivers security training to all personnel involved in Power Platform development, covering secure coding practices, threat awareness, and adherence to established standards.

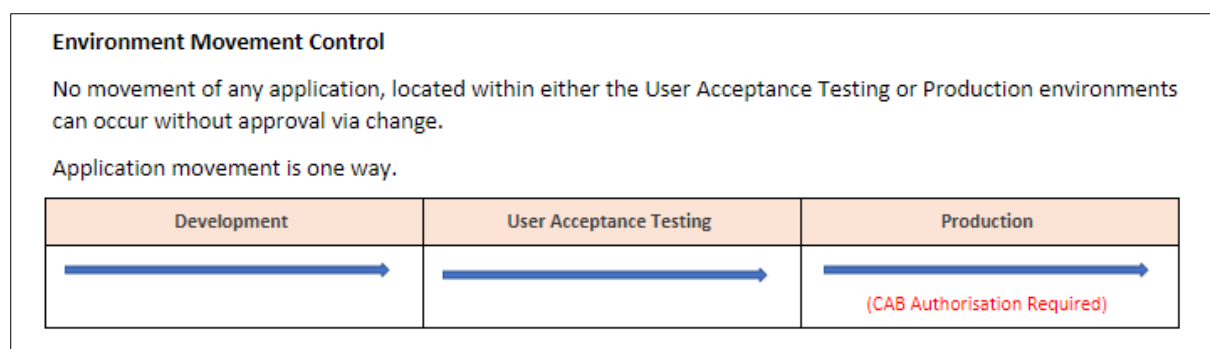
In the event of a security or data breach, the Information Governance, IT Security, and senior IA and IM&T teams are immediately notified to ensure rapid response and reporting.

Environment Management and Control

We operate 3 separate environments.

- Development
- User Testing
- Production.

The production environment is the most secure, with access strictly limited and controlled, developers for example do not have access onto Production environments. Applications are moved from the UAT environment into the production environment using a transportation application, managed by non-technical staff.



We restrict developer access to production environments to maintain security, stability, and effective risk management. Limiting access reduces the risk of unauthorised entry or accidental exposure of sensitive data, ensuring compliance with privacy regulations. It also protects system stability, as unrestricted access could compromise critical operations during testing or feature deployment.

Controlled access mitigates the likelihood of errors or malicious actions, supports structured change management, and ensures all modifications align with business and security standards. This approach strengthens compliance, simplifies audits, and maintains clear accountability. It also reduces vulnerability to cyber threats, safeguards performance, and ensures operational continuity. Restricting developer access is a best practice that upholds Berkshire Healthcare's principles of security, stability, and reliability.

Policies

Our programme is heavily governed, with policies covering four distinct categories. ISO 27001:2022, Standard Operating Policies, Associated Policies and Gateway Policies.

ISO 27001:2022 Policies	Standard Operating Policies
• Access to Source Code • 3rd Party Access Control • Security Testing • Application Security • 3rd Party Development • Secure Development Lifecycle • Change Management • Intellectual Property Policy • Secure Coding • Environment Separation and Security • Privacy and Protection of Personal Data • Test Data Management	• Azure Key Vault • DPIA Decision Tree • Process Mapping • Staff Training • Break Fox Prioritisation • End of Life Management • Postproduction Review and Audit • Training Developments • Change Freeze • Peer Review • Reusable Components • Application Programming Interfaces • Development Standards • Programme Data Retention • RIO Synchronisation • Using Artificial Intelligence
Associated Policies	Gateway Policies
• IA Governance Statement • Client Responsibilities • Client Handover Document • Change Workshop • Gateway Management • Risk Register • Peer Review Questioner • Postproduction Review and Audit... • Discovery Workshops • Run Book	• Agreement to Proceed • Risk Assessment • Statement of Work • Testing Pun

9. Security and Access Controls

Application Security

When designing and building new automations, security is embedded from the start. The Statement of Work outlines measures to protect information, and security discussions are held with third-party providers. During development, rigorous testing identifies and resolves vulnerabilities, ensuring compliance with our security standards.

Before implementation, approval is documented through an Agreement to Proceed. To maintain expertise, our team receives training on Microsoft Power Platform development, secure practices, threat awareness, and compliance requirements.

If a security incident occurs, the Information Governance, IT Security, and senior IA and IM&T teams are notified immediately to enable a rapid response and resolution.

Credentials Security

Azure KeyVault is integral to our Intelligent Automation (IA) program, ensuring the security of vital information and compliance with digital operations standards. KeyVault helps us safeguard sensitive data and passwords, adhering to data security regulations, and mitigating risks associated with secret codes and keys for all individuals involved in the Power Platform.

Rules mandates the use of Azure KeyVault in all IA and RPA solutions to, preventing the direct storage of sensitive data in programs. Azure KeyVault's granular access control is integrated into solutions by IA/RPA developers, supervised by program managers to ensure policy implementation and adherence across all IA and RPA projects.

10. Process Identification and Prioritisation

Process Identification

We've adopted an intensive marketing approach to socialise automation, including intranet coverage, webinars, Trust wide briefings, and attendance at clinical team meetings and workshops. Securing support from Business and Clinical Leadership is vital, so we regularly present to the Executive, Board, Governors, and senior clinical leaders.

Recognising that high-benefit, low-complexity opportunities rarely appear on their own, we proactively seek them out often delivering savings of over 3,000 hours per automation. To support this, we integrated a clinician into the team to help identify high-value opportunities. Alongside this, we provide an open channel for idea submission via forms linked to our task manager, Asana.

Our focus isn't solely on high-value cases; we also target services facing challenges, such as staffing shortages, where automation can make a visible, positive impact. Every deployment large or small has been met with enthusiasm, reinforcing the success of our automation programme.

Prioritisation

We don't accept submitted opportunities at face value. In every case, we conduct a thorough analysis and scoring process based on the information provided by the submitter. Each opportunity goes through a scoring system where benefits, Trust Priorities and Clinical Priorities directly influence the score. Those with low complexity but significant benefits are classified as high-value opportunities and are scored accordingly.

Approval Process

Before analytics and development begin, four preparatory stages take place. After setting the initial score and priority, we examine top-scoring opportunities in detail. This includes a discovery session with the submitting service, supported by Business Analytics and Finance.

We confirm the accuracy of submitted details, secure senior agreement to host and collaborate, and ensure understanding of ownership, readiness for change, and commitment to release staff during design and build. Finance reviews potential recovered hours and conducts an initial ROI assessment. If assurances or approvals cannot be obtained, or Finance raises concerns, the opportunity is descope.

At Stage 5, senior clinical leaders review priorities using local insight. Finally, Stage 6 secures formal approval to proceed, completing the process.

11. The Delivery Process

We consistently strive to deliver a minimal viable product, actively working to decrease our sprint times. This encompasses both business analytics and the robotic development aspects of the program.

The end-to-end process of delivering an automation into production can take up to 4 months* and is broken down into 5 steps.



* As we learn and become more experienced, we expect this to reduce significantly.

The idea submission process involves the Business Analyst team meeting with the process owner to gather details about the process and system information.

Opportunities are then scored based on the complexity of the build and the perceived benefits, prioritising high-value opportunities with low complexity and high benefits for a successful Return on Investment (ROI). High-level process maps provide a quick overview, while detailed maps offer a more in-depth understanding of subprocesses and decision points.

Development sprints involve building the solution as per agreed-upon requirements, with testing conducted by the developer alongside the Process Owner, Business Analyst team, and Intelligent Automation Managers.

In development sprints, the automation solution is tested and evaluated with subject matter experts and process owners, addressing, and retesting any discovered problems until all parties agree on progression to production.

12. Break / Fix Support and Maintenance

Automation failures in production require prioritised responses to maintain critical NHS services and patient care. Our break/fix policy applies to all production automations supported by the IA programme, including RPA and Power Platform flows, with exceptions needing senior digital or IT approval. Failures are classified as Priority 1 (P1) for critical disruptions affecting patient care or high-volume processes, and Priority 2 (P2) for non-critical or back-office tasks.

Incident management follows the “Stop the Line” principle, giving restoration priority over new development. All incidents are logged via the IT Service Desk, with root cause analysis for continuous improvement. P1 issues receive immediate attention, aiming for restoration within 24 business hours and full validation within five days. P2 issues have a longer window initial response within four hours, restoration within 36 hours, and full resolution within ten days.

P1 covers automations supporting care access, notifications, triage, direct care, KPI-driven processes, or high-volume tasks; all others fall under P2. Resource allocation for fixes is managed by the Delivery Manager, ensuring critical restoration remains the focus. All changes are logged for auditability, with high-risk fixes prioritised and other improvements scheduled as capacity allows.

13. Continuous Improvement

We support a programme of continuous improvement; this process covers several key areas.

Peer review

Within the Berkshire Healthcare IA Programme, peer reviewers evaluate the design, logic, and code of automated processes to ensure quality, accuracy, and efficiency. Typically, experienced automation developers, they provide constructive feedback, identify improvements, and maintain the integrity of solutions, ensuring they meet organisational standards and objectives.

Peer reviews occur at key project milestones during planning and development and must be completed before implementation. Reviewers submit detailed reports outlining strengths, weaknesses, and recommendations, which the project team uses to refine solutions. Confidentiality and professionalism are essential, with reviewers expected to maintain discretion and deliver objective feedback.

The IA Manager oversees the implementation of recommendations and may request follow-up reviews to confirm effectiveness. All reports are securely stored for audit purposes, reinforcing accountability and continuous improvement. This collaborative process ensures solutions are robust, efficient, and aligned with organisational goals.

Feedback

We engage stakeholders from the outset, securing their commitment to regular meetings during and after production. This ensures valuable feedback on automation performance, user experience, and any challenges, forming the basis for informed improvements.

Collaboration continues throughout the automation's lifecycle, with monthly meetings in the first quarter post-launch, transitioning to quarterly sessions. This sustained dialogue fosters adaptability and responsiveness to evolving needs, ensuring long-term success.

Training and Skill Development

At Berkshire Healthcare, all staff complete annual appraisals, objective setting, and regular one-to-one meetings. Our mission is to maximise independence and quality of life, supporting people to live fully within their circumstances. Our vision is to be an outstanding organisation that delivers excellent care and fosters a positive work environment, guided by values of compassion, quality, safety, and collaborative innovation.

Funding for specialist automation training is allocated directly to the team, with members encouraged to pursue role-specific learning and certification. Business Analysts, Project Managers, and Developers are expected to complete training to certification level, supported by a comprehensive IA Robotics Programme offering structured development pathways.

Training is delivered through flexible formats, including self-directed, modular, in-person, virtual, and e-learning options. Certification demonstrates compliance with training standards, and additional support is provided where needed. If training requirements cannot be met, role suitability may be reviewed to maintain programme quality and capability.

Benchmarking

We actively network across the NHS, sharing insights and learning from organisations at every stage of their automation journey, from early adopters to advanced programmes. We also draw lessons from commercial automation providers and private sector organisations running mature programmes.

Microsoft Assessments play a key role in benchmarking and guiding improvement. Conducted at programme inception and periodically thereafter, these assessments evaluate processes, infrastructure, and strategy, shaping our approach to Power Platform adoption. Our latest assessment rated us 'Efficient' with an overall score of 74%.

Beyond evaluation, these assessments drive learning, improvement, and risk mitigation by identifying challenges early and enabling proactive solutions. They support seamless integration of Power Platform tools, fostering efficiency, innovation, and a culture of continuous improvement. As a dynamic tool for progress, Microsoft Assessments remain central to our strategy, ensuring sustained performance and long-term success.

14. Communication Plan

Our communication plan ensures transparent, effective engagement with internal and external users and stakeholders throughout implementation and into sustainability. Its purpose is to keep all parties informed, aligned, and aware of programme benefits.

We launched with a comprehensive team kick-off meeting to introduce the RPA programme, outline objectives, and define roles. Regular updates followed to share progress, challenges, and milestones, fostering open dialogue and feedback. Externally, we maintain engagement through stakeholder briefings, user notifications, and feedback mechanisms to capture insights and improve delivery.

Stakeholder collaboration remains central, supported by regular meetings, workshops, and progress

reports highlighting milestones and impact on organisational efficiency. Using channels such as the Berkshire Healthcare intranet, newsletters, and websites, we share success stories, key achievements, and upcoming events, ensuring visibility and continued engagement across the Trust.

15. Monitoring and Reporting

Postproduction reviews

Post-production reviews and audits are a priority within the Intelligent Automation programme, ensuring quality, reliability, compliance, and continuous improvement. These reviews begin with daily audits for the first 10 working days, followed by monthly sessions for four months, and then quarterly reviews as an ongoing practice.

Meetings, often held via Teams, include IA Managers, Process Owners, and Subject Matter Experts, focusing on performance, issues, and any required changes. Comprehensive documentation of findings, recommendations, and actions ensures transparency and accountability throughout the automation lifecycle.

Testing Reports

The testing process requires high-level test reports as part of the documentation, including a clear summary table of scenarios such as exception handling and audit table entries. These reports can be embedded in the Testing Plan or stored separately in the sprint Teams Information Governance & ISO folder, with links provided for easy access.

In line with ISO standards, each environment requires its own Testing Plan and Report. While documents may share similarities, they cannot be direct copies, as new testing must be demonstrated for every environment to ensure full coverage and compliance.

Exception Reporting

Regular email updates provide a clear overview of tasks completed by the robot and those requiring manual intervention. Any robot failures trigger immediate exception reports to the IA team for investigation.

Significant failures may require a switch to manual processing under the service's Business Continuity Plans, which remain outside the IA team's control. Responsibility for ensuring staff are trained to manage such scenarios lies with the Process Owner, ensuring readiness when automated processes encounter issues.

16. Current Position (October 2025)

Since early 2022, the team has delivered over 30 automations, handling over 60 key processes across the organisation, from referrals management to staff supervision, equipment ordering, and discharge processing. These solutions have streamlined operations, reduced administrative workload, and improved service delivery.

The Intelligent Automation team comprises 12 specialists in Business Analytics and Automation Development, including experts from the commercial sector whose experience has strengthened capability and accelerated progress. By April 2025, we will have released more than 47,000 hours back to the Trust, time reinvested in patient care.

Our focus has shifted from isolated opportunities to large scale, organisation wide transformations. The first is an ambitious initiative to automate approximately 350,000 referrals annually, eliminating duplicate data entry into EPR systems and improving the referrer experience. This will make referrals faster, simpler, and smarter, enhancing patient care, reducing complexity, and improving data quality. Built on Microsoft Power Platform and fully compliant with UK and EU accessibility standards, the solution is mobile first, user-friendly, and supported by dedicated post-launch assistance.

This programme is about more than automation; it is about reimagining processes to deliver measurable impact. By reducing referral processing times from 20 minutes to under a minute, enabling real time 24/7 automation, and maintaining clinical integrity through intelligent workflows, we are setting a new benchmark for our efficiency and quality.

Looking ahead, we are assessing further opportunities for organisation wide automation. Priorities include automating up to 60% of administrative tasks, streamlining wider team functions, and improving patient engagement through automated notifications to reduce DNAs, manage follow ups, and cut waiting lists. We are also exploring ways to reduce call volumes by automating common queries such as prescription requests and personal information updates. These initiatives have the potential to enhance accessibility, improve satisfaction, and free staff for.

17. 8 Steps to Build an In House RPA Programme from Scratch

1. Establish Strong Governance and Compliance Frameworks

- Set up robust governance, security, and compliance structures from the outset, aligning with standards such as ISO 27001, GDPR, and relevant industry regulations.
- Define clear policies for access control, secure development, change management, and auditability.

2. Build the Right Team and Define Roles

- Identify and recruit key roles across three workstreams: Designing, Delivering, and Sustaining (e.g., Project Manager, Business Analyst, Automation Architect, Developer, Governance Manager).
- Leverage existing internal expertise and supplement with external specialists as needed.

3. Select and Implement Suitable Technology and Infrastructure

- Choose an automation platform that integrates well with your existing systems and meets security and scalability needs (e.g., Microsoft Power Platform, Azure).
- Set up necessary infrastructure, including secure data storage, virtual machines, and tools for development, testing, and production.

4. Develop a Process for Identifying and Prioritising Automation Opportunities

- Actively market the automation programme internally to generate ideas.
 - Use a structured scoring and approval process to prioritise opportunities based on benefit, complexity, and alignment with organisational goals.
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5. Deliver a Minimum Usable Product (MUP) Quickly

- Focus on delivering the smallest version of an automated process that provides real value, enabling rapid deployment and feedback.
- Use iterative development to refine and enhance automations over time.

6. Implement Secure Development and Environment Controls

- Maintain separate environments for development, user testing, and production.
- Restrict access to production environments and enforce structured change management to ensure security and stability.

7. Plan for Ongoing Support, Maintenance, and Continuous Improvement

- Establish clear break/fix support processes and prioritise incident management.
- Embed peer review, stakeholder feedback, and regular training to drive continuous improvement and maintain quality.

8. Communicate and Engage with Stakeholders

- Develop a communication plan to keep all stakeholders informed and engaged throughout the programme.
- Use regular updates, workshops, and feedback mechanisms to ensure alignment and support.

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