

## Global HealthCare Company

### Agile transformation in a Global HealthCare Organization

The “company” referred in this case study is a global product organization that develops HealthCare solutions catering to the needs of major hospitals and clinical laboratories worldwide.

This case study highlights unique challenges and patterns of transforming a global organization to “be agile”. It reflects on three aspects of a large agile transformation:

1. Culture
  - Organization culture including decision making styles, people culture and leadership styles
2. Structure
  - Organization structure to support their culture including org structures, delivery and operations team structure, etc...
3. Processes
  - All the organization process which work within the structures including SDLC processes, quality management, hiring process, decision making process, metrics and reporting processes, goal setting and appraisal processes, etc...

#### Objective of the engagement:

To enable the HealthCare organization to go agile keeping the focus on:

- Delivering business value frequently with shorter release cycles
- Delivering software with highest quality
- Scaling agility across organization

#### Major Challenges faced:

- ⦿ Role clarity
  - Understanding of Scrum roles
  - Mapping organization specific roles with Scrum roles
- ⦿ Delivery Vs. Quality balance
- ⦿ Notion of “Quality assurance”
  - Verification & Validation teams and the rest of the team
  - FDA requirements for HealthCare organization
- ⦿ Collaboration between PMO and the rest
  - Release timelines
  - Sustainable agile growth

## **Overall transformation approach used:**

The company under transformation had over 1500 people spread across multiple geographic locations in US and India. A batch of experienced agile coaches started the engagement with a lot of prior ground work in understanding the company culture, assessing their readiness for agility and evaluating their current structures and processes in software development area.

### **The engagement model:**

#### **1. Initiation**

In this phase, selected professionals from one more teams would undergo a detailed workshop on Agile fundamentals and Scrum framework and its implementation. After the workshop, Agile coaches help them in forming their Scrum team, setting up Team room, form their working agreement and definition of done. Overall, coaches prepare the new Scrum teams to start their first sprint.

As a next step, coaches work with the teams around Sprint boundaries and make observations and recommendations for first few sprints. On a need basis, specific coaching can be availed by ScrumMasters and Product Owners (based on a pull model).

#### **2. Implementation**

During this phase, the teams which have undergone the initiation phase would start leveraging their retrospective outcomes and start working towards continuous improvement. Fine tuning in terms of agile practices take place and ScrumMaster is coached to move from just a facilitator role to an enabler's role.

In this phase, agile coaches also support team in improving their technical practices including XP engineering practices like TDD, Pair programming, Unit testing, Continuous Integration, etc.

#### **3. Transition**

Before beginning this phase, the teams would have coached on a regular basis and are quite experienced in practices agile, with a focus on effectiveness of each agile role. For Scrum specific teams, ScrumMaster and ProductOwner would have been coached on their role clarity, handling challenges, etc...

In this phase, selected ScrumMasters or Product Owners or any other person who would like to champion the agile transformation journey further, would be identified. Those internal champions would be coached to play the role of internal agile coaches who could scale in the transformation journey.

## **Conclusion:**

The company has undergone transformation for about 1.5 years now with over 400 professionals going agile and practicing different flavours of agile including Scrum, Lean &

Kanban. Right now, it is in the mid of self-evaluating where it stands and trying to deal with impact of cultural and structural changes that have taken place during transformation. Coaches are working to figure out next logical steps of transformation.