# Philips Healthcare - Achieving high value, fully aligned, high quality delivery.

Philips Healthcare ICAP group delivers the Philips IntelliSpace Portal (ISP) which is an advanced visualization and analysis software solution designed to support diagnostic process, follow-up and communication across clinical domains and modalities, through a connected and secure workflow.

## The Challenges

At the time of our engagement with Philips ICAP, the group of ~200 with sites in Israel, India and The Netherlands, was struggling to deliver high quality solutions on time while allowing flexibility for changing priorities. There was skepticism regarding the ability to be Agile in the highly-regulated medical environment given the need to adhere to strict FDA regulations.

## AgileSparks Solutions

Over a period of several years, ICAP gradually incorporated more and more agility into their mindset and mode of work, starting with team-level agility, growing to Program level and eventually implementing Large-solution SAFe (Scaled Agile Framework) with 3 trains for the full ICAP platform.

- Management Workshop with leaders from the ICAP group.
- Design and launch of the Agile transformation.
- Establishing cross functional delivery teams.
- Agile Requirements training.
- Leveraging SAFe to launch the Agile Release Trains (ARTs).
- Establishing quarterly aligned Program Increment (PI) Planning across geographies and ARTs including cross-ART solution-level alignment.
- Coaching the RTEs, leaders, Scrum Masters, POs, Marketing, Product Management, Project and Program management.
- Investment in automation and continuous integration.
- Establishing communities of practice and continuous improvement.

## Results

- Flexibility and alignment via iterative planning – ability to change priorities - down from one year to a quarter with teams having further autonomy at the iteration level.
- Early feedback from internal functions and customers - down from a year to several weeks.
- Involvement of functions outside of R&D and PMO (Clinical team, Product Marketing, Customer Service, etc.).
- Reducing time to market - by reducing formal verification time by 25%.
- Early identification of defects – down from half a year to days.
- Improved visibility and predictability – status and progress is transparent across the entire organization (R&D / Program Management / Product Marketing/etc.).
- Significant increase in value delivered to our customers - ISP won the category leader award of the KLAS report which names the top-performing healthcare IT software suppliers in global markets as reported by healthcare providers.

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*Adopting SAFe methodology streamlined our entire business and improved our efficiency and quality. From different projects working in isolation, we transformed into one Value Stream, working according to well-known priorities, balancing between the different business needs. This helped us to work in a more efficient way and save time while delivering greater value to our customers. Quality was embedded in our WoW and got improved. We were able to reduce the verification time by 25%. Even the most skeptical people in our organization who thought that medical device development cannot benefit from SAFe had to admit that this is the right way to go. I cannot imagine today working in a different way.*

*Roni Dolev Tamari and AgileSparks provided us with fantastic guidance along our journey and were instrumental in helping us achieve our improvement goals. I wholeheartedly recommend working with AgileSparks and Roni to anyone looking to implement Agile and SAFe.*

Alon Borenshtein,
Head of R&D Operations,
ICAP, Philips