

Feature Factory or Value Vehicle?

How to be less of one and more of the other



Me, Liz Robinson

Where I work



CytedHealth

What does Feature Factory mean to you?

.... And the Slido said



Factory = Outputs



Value = Outcomes



Principles behind the Agile Manifesto

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The most efficient and effective method of conveying information to and within a development

Feature factory:

- Early and continuous delivery

Value vehicle:

- Satisfy the customer
- Valuable software





Cyted Health

Cyted Health is a gastrointestinal health company.
We have created a non-endoscopic diagnostic platform to detect disease early and save lives.



- **Over 20,000 patients tested**
- **In over 60 hospitals**
- **And 20 community-based sites**

This breakthrough technology addresses a crucial unmet need in early cancer detection and access to endoscopy services, **where current pathways experience a range of challenges.**





Current challenges: **Oesophageal cancer is a public health concern**

Oesophageal cancer has one of the worst prognoses in the UK, with most people diagnosed too late for treatment to be effective.

However, OAC can be diagnosed early, by identifying and monitoring its precursor condition; **Barrett's oesophagus**.



NHS long term plan

TARGET: To diagnose 75% of cancers at an early stage by 2028

21%

Currently 80% of oesophageal cancer patients are diagnosed at stage 3 or 4, of which only 21% survive for 1 year.¹

85%

If caught early, survival rates improve significantly to over 85%.²

1mil+

Barrett's oesophagus is a known precursor to oesophageal adenocarcinoma, yet it is estimated over 1 million people in the UK have Barrett's and around 90% are undiagnosed.²



Sample
collection



Biomarker
analysis



Actionable
reports

Collect
patient
and
procedure
data

Track
samples
in the lab

Enable
pathologist
to review
the case

Create a
report

Get the
report to
clinicians

Interpret
results

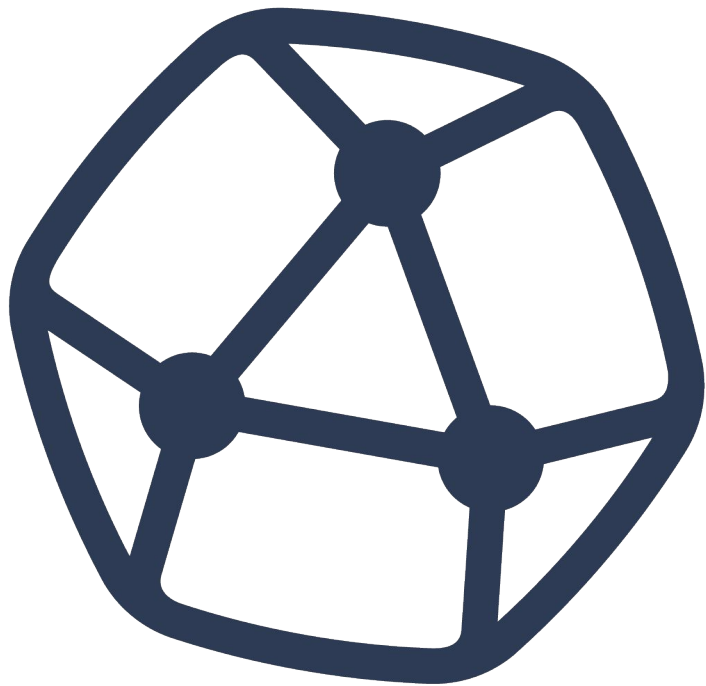
Receive
results

Decide
next steps

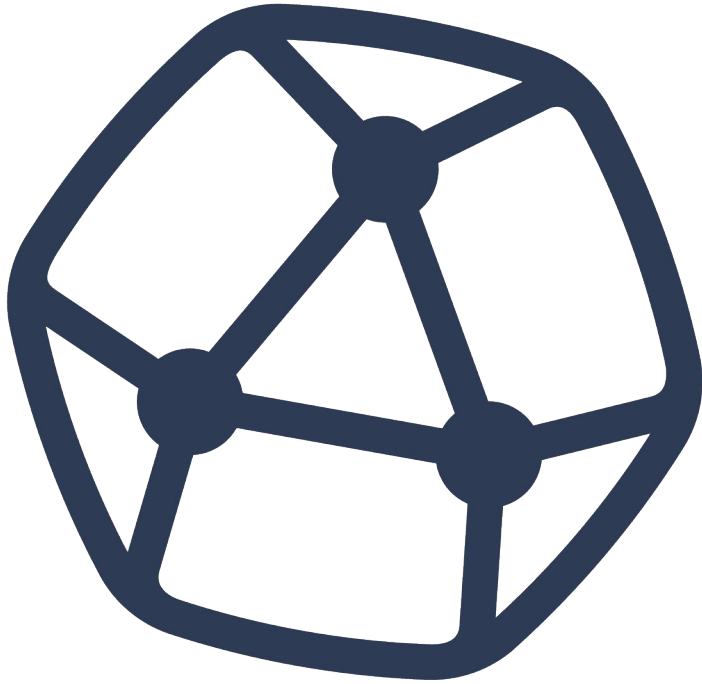
Identify
patients
who
would
benefit

Invite
patient for
test

Perform
procedure



Saving lives through early
cancer detection



- Saving lives
- Staying in business
 - Raising money
 - Finding product-market fit
 - Making money
- Reputation
 - Product safety
 - Data and information security
- Customers
 - Meeting their needs

[illegible]

Product area Backlog next Now Done

Customer Service

2

Eduki and PetSki can support multiple request from various, including the new ones

Edit portal users

Gift advice team can monitor customer issues for relevant panel

[illegible]



$$\text{ROI} = \frac{(\text{Final value}) - (\text{Cost of investment})}{\text{Cost of investment}}$$

[Return to Home](#)[Return to Directory](#)

Casebook

[+ Add new Case](#)[+ Add new Coroner Case](#)[Check In](#)[Specimen Details](#)[Clinical Details](#)[Macro](#)[Micro](#)[Supplementary](#)[Scanned Images](#)[Error Log](#)[Case History](#)[Request Special](#)[Coroner](#)[Finance](#)

◀ ▶

Lab # 18PGN02024

↺ ⚠

👤

📄

🔍

🖨

Rec # N/A

Surname DRIVER

Sex Female

D.O.B 18/04/1998

Micro Details Report

B I U

Now authorised

Provisional ☐Authorised ☐[Preview Report](#)[Request second opinion](#)

Last Authorised By

Last Updated By Example User

Last Updated On 01/05/2024 09:38:07

[Save](#)

Snomed Codes

Snomed Code	Please select
Code	Description
M-33910	Emphysematous bleb (morphologic abnormality)
T02800	Skin of lower extremity

Quick Text

☒ Add on new line

+ Add

basal cell carcinoma of nodular and infiltrative t

The sections show skin with part of a basal cell carcinoma of nodular and infiltrative type.

+ Add

Basal cell carcinoma, NOS. TNM pathological (p) st

The sections show skin with a basal cell carcinoma of type.

+ Add

actinic keratosis, NOSpresent at surgical margins.

The sections show skin with part of an actinic keratosis, NOS.

+ Add

actinic keratosis, NOS.

The sections show skin with an actinic keratosis, NOS.

+ Add

BCC Template

Skin bearing a basal cell carcinoma, which invades the Clark level .

+ Add

active chronic colitis and would favour ulcerative

Colonic biopsies showing moderate distortion of the crypt architecture and mild villiform

+ Add

D-F A-C) Right Left – Malignant

No. of Cases with Malignancy: 1 PDMA 1 PDMA 1 PDMA

+ Add

DX

DIAGNOSIS:

+ Add

NSPA

NO SIGNIFICANT PATHOLOGICAL ABNORMALITY

+ Add

TA1

DIAGNOSIS: TUBULAR ADENOMA

CytedHealth
PathKit
Irobinson
Log out

Case 24CYT06778

Reflux

Initial questions 3 of 3

Does the patient have a history of Barrett's oesophagus?

☒ No known history
☐ Yes

Is the overall sample adequate for diagnosis?

☒ Yes
☐ No

Has p53 staining been applied to the sample?

☐ Yes
☒ No

Squamous cells 1 of 1

Is there any squamous abnormality?

☒ No
☐ Yes
☐ Inadequate for diagnosis

Columnar cells 4 of 6

Number of columnar cell groups / clumps

☒ 5+
☐ 1-4
☐ None

TFF3 stain in columnar cells

☐ Negative
☐ Equivocal
☒ Positive

TFF3 positive groups per slide (Section 1)

☐ -
☐ 2
☐ +
☐ More than 10

Patient details

Micro report Incomplete Progress saved

Squamous cells

- Squamous cellularity adequate for diagnosis: **Yes**
- Squamous atypia: **No**

Columnar cells

- Columnar cell groups / clumps: **5+ (lab use only)**
- Is the TFF3 stain positive? **Yes**
- No. of positive groups per slide (lab use only)
 - Section 1 = **2**
 - Section 2 = **3**

Conclusion

- POSITIVE FOR INTESTINAL METAPLASIA**

There is no squamous atypia.

This patient may have Barrett's oesophagus or intestinal metaplasia elsewhere, for example at the gastro-oesophageal junction or stomach.

Recommendation

SNOMED codes

Entire oesophagus	181245004
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Value

- Structured data will be a business asset
- Getting off 'The LIMS' reduces exposure to risk

Additional benefits:

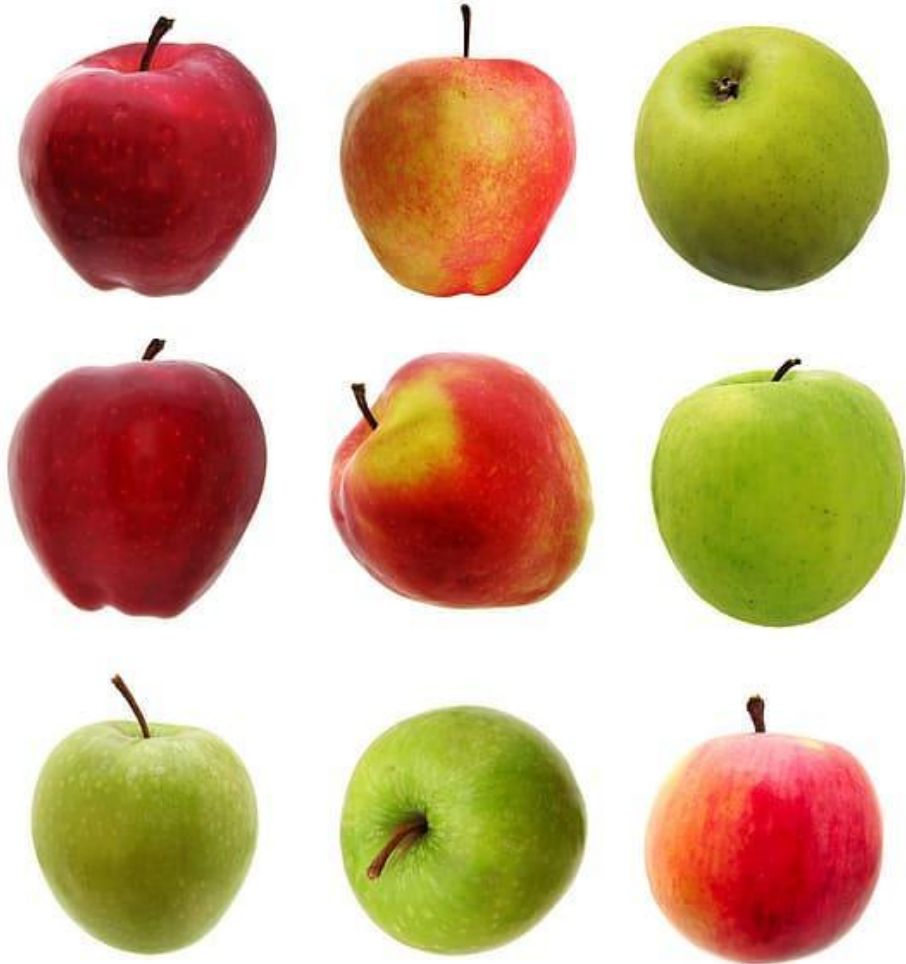
- Better pathologist experience
- More consistent reports

ROI

- £0

These things could all provide business value:

- Risk management
- Developer learning
- Developer morale
- Open communication
- Pipeline improvement
- Refactoring
- Retiring old features
- Building new features



"This is a mind-expanding experience for all of us who strive to provide real value in the solutions that we deliver." — Carmen DeArdo, DevOps Industry Speaker and Fortune 100 Technology Leader

THE ART OF BUSINESS VALUE

MARK SCHWARTZ

FOREWORD BY GENE KIM



“Business value is a hypothesis held by the organisation’s leadership as to what will best accomplish the organisation’s ultimate goals or desired outcomes”



- Why this important?
- Why is it important now?
- What business bet does it serve?



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Value vehicle:

- 'Business people' and developers work together

What opportunities do you have to raise awareness
in your organisation of how:

Technology
Agile methods
Dev-ops

can contribute to business value?

Customer value



Business value
Should be in all
your work*



Customer value is
a source of
business value

*you are part of the business after all

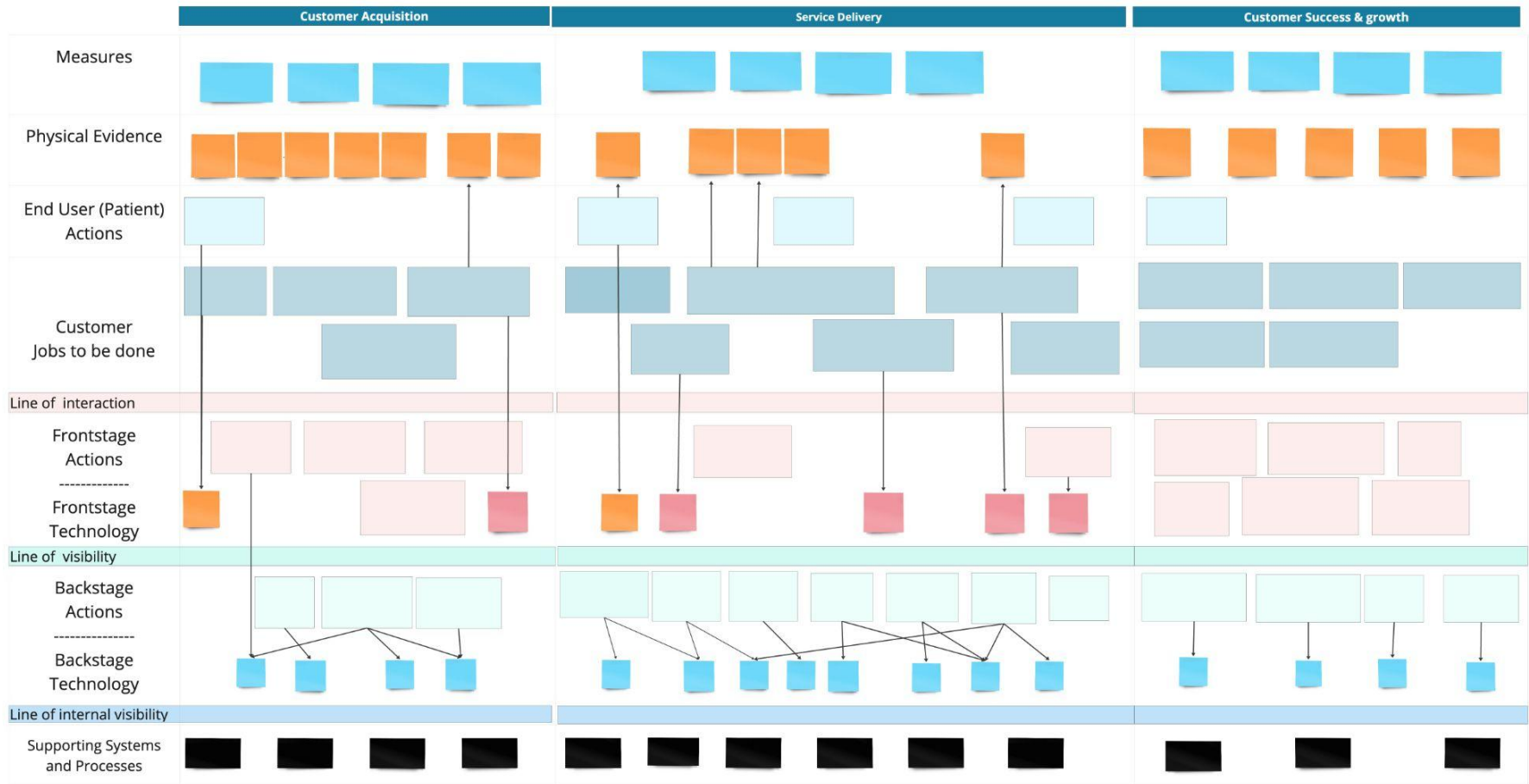
“Our job is to address customer opportunities that drive our desired outcome. This is how we create value for our business whilst creating value for our customers”

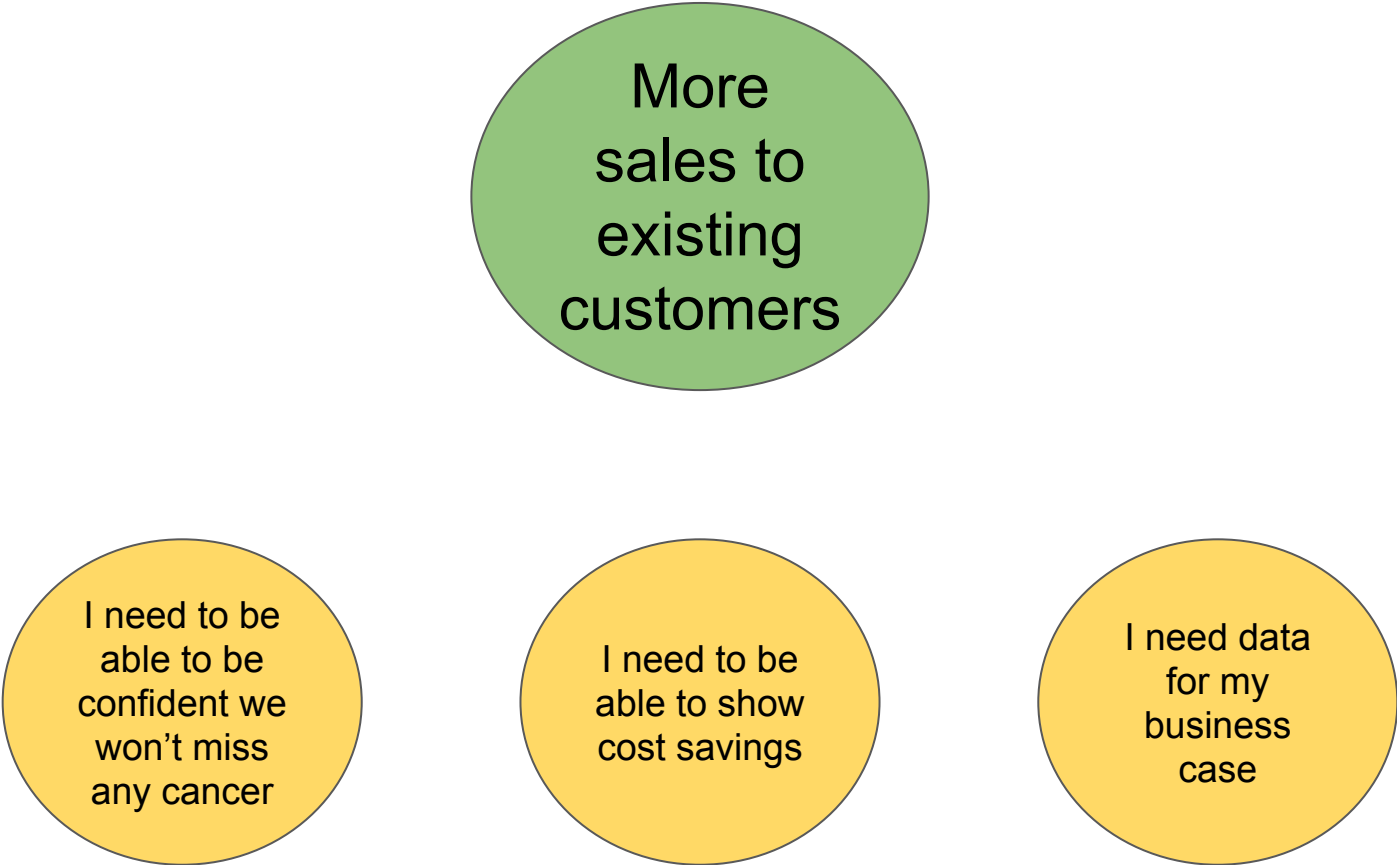
Teresa Torres

Opportunities







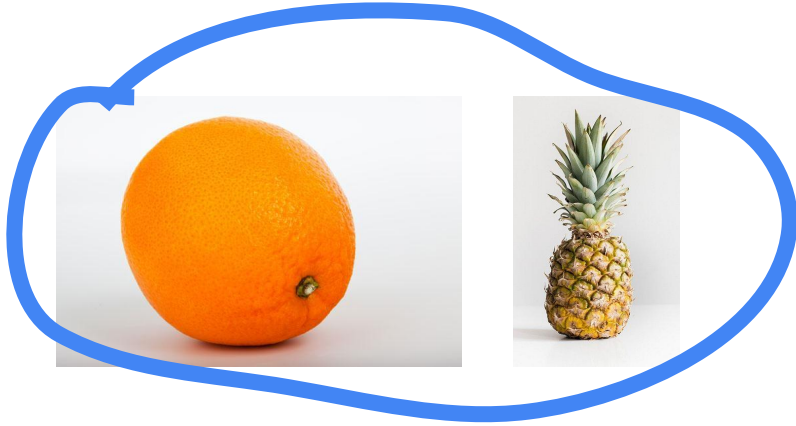


More
sales to
existing
customers

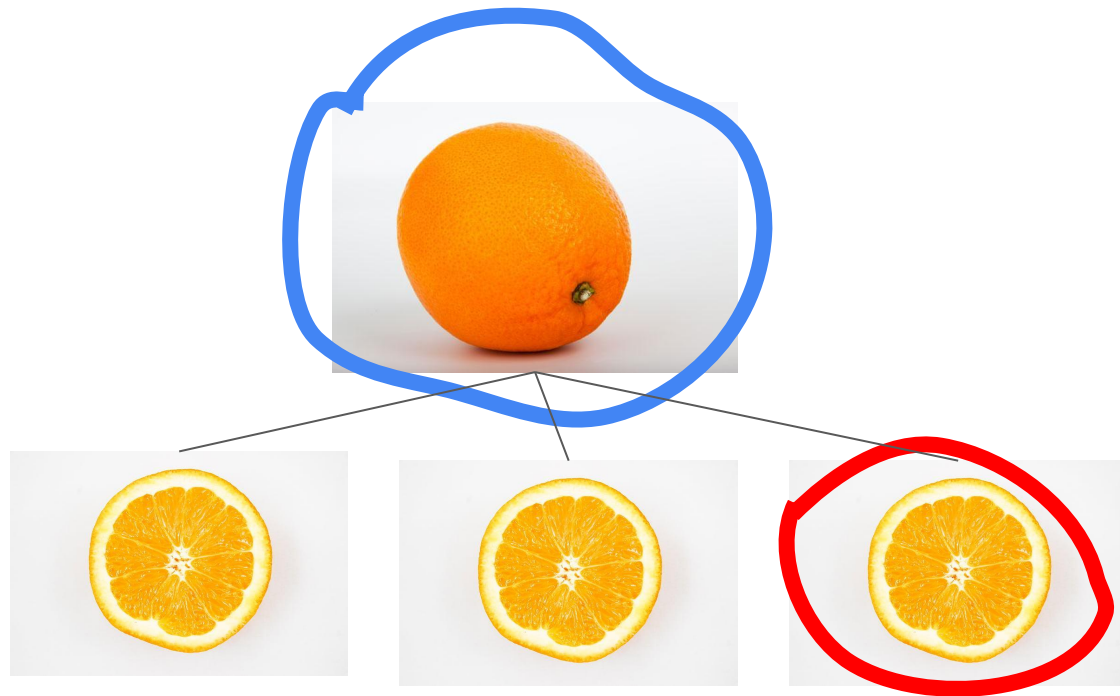
I need to be
able to be
confident we
won't miss
any cancer

I need to be
able to show
cost savings

I need data
for my
business
case



- The competitive landscape
- Importance to customers
- Size of the opportunity
- The time it will take to deliver
- The time it will take for the benefits to be realised



“Leaders hand bets to teams; teams
solve problems”

Marty Cagan

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Value vehicle:

- Trust developers to get the job done

agilemanifesto.org/principles.html





- Think **changes**, not features

- Value is the **outcome** of your changes

- There is value in simplicity



The new portal is fantastic and has already been extremely beneficial, we can see when patients have been actioned and can prioritise the urgent ones. We have accessed all the patients on the LIMS platform so you have the go ahead to remove our access, that's fine.

The only thing I can think of that would be useful in terms of the platform (I don't know if this does this already to be honest) but to have a record of who has actioned/archived the results.

[REDACTED] NHS FOUNDATION TRUST)

to me ▼

The new results portal is absolutely brilliant! Thank you - it's much more user friendly, easier to navigate and efficient.

I'll double check the old portal today and ensure there is nothing outstanding and then I'm happy for my access to that being closed.

Many thanks

[REDACTED]
Clinical Endoscopist NMP
Capsule Sponge Service Lead

[REDACTED] - General Surgery)

to me ▼

Hi Mia,

Yes that's fine. New portal is great and very user friendly.

Thanks,





Knowing we *can* do something,
doesn't mean we *should* do it.

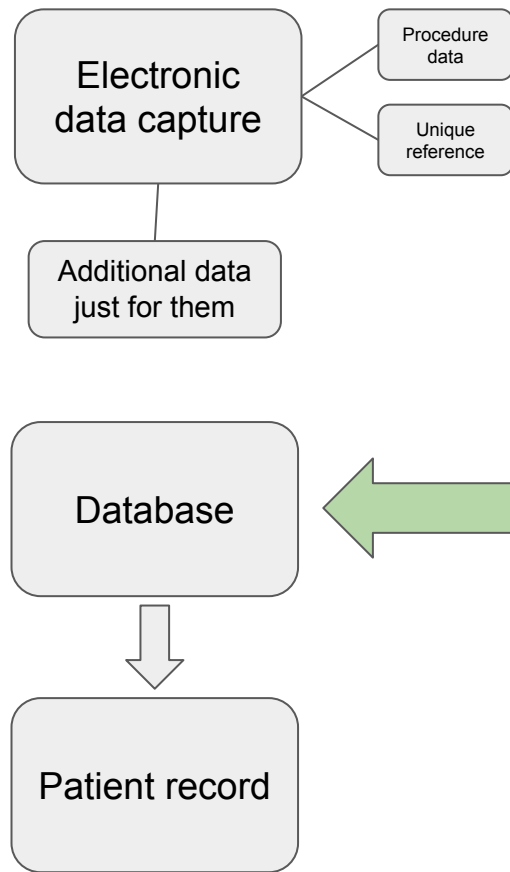
Pre-mortem



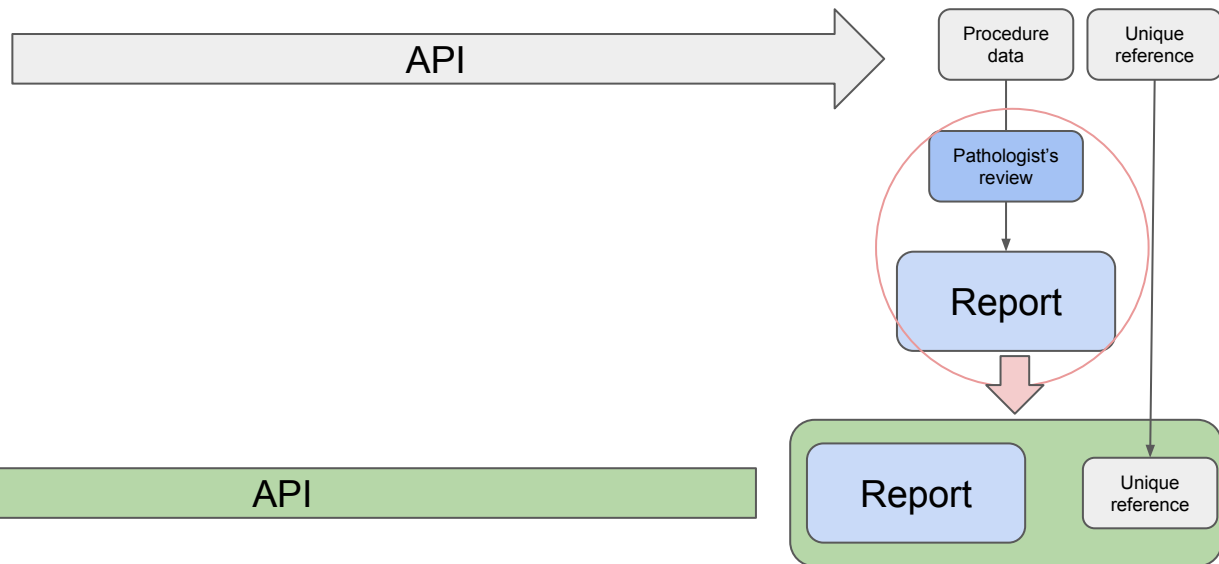
- Is this solution viable for the business?
 - Financially
 - Operationally
- Is this solution consistent with our organisation's values?
- Does our approach come with risks?
- Who could these changes have a negative impact on?
 - What could happen?
- Can we mitigate?
- Should we continue?



Customer



Us



Should we have
done this work?

How could we
have been more of a
value vehicle?

- Value is context-based
 - Do you know what's important where you work?
- Organisations can align around value
 - How can you help make this happen?
- Value is in the outcomes of the changes you make
 - Do you know the impact your releases are having?
- Learning is valuable
 - We're on a journey
 - We can reflect and change



Thank you for listening

Is there anything you'd like to ask or add?

Scan here for some good
books on the topic

