



# Using Agile to Spearhead Change in the Healthcare Industry

*Roche Australia journey*

**AgileAus 2021**

*Catherine Drury and Adri de Vleeshauwer*

8 DECEMBER 2020

Who are we?

*Doing now,  
what patients  
need next*



**One of the world's largest**

*biotech companies, HQ in Switzerland*



**World leader**

*in personalised healthcare, diagnostics & diabetes management*



**30+** *medicines on WHO essentials list*



Who are we locally?



**300** *employees nationally, HQ in Sydney*



**40** *medicines available*

*A leading provider of cancer medicines in Australia by sales*



**145 trials** *involving 6500+ patients*



**\$A46m** *annual local R&D investment*

Our ambitions

TEN-YEAR  
AMBITIONS

2020

2029

To pursue our  
purpose



**PHC**

Improve patients' lives via 'OneRoche Approach' to ecosystem in every country



**Pharma**

Deliver twice as many medical advances at half the cost to society



**Diagnostics**

Double patient access to novel, high-medical-value diagnostics solutions



**Insights**

Build the leading, profitable insights business



**Diversity & Inclusion**

Achieve diversity in leadership, which mirrors our workforce



**Environment**

Reduce total environmental impact by half



**Financial**

Become the most valuable healthcare company

External pressures

---



**Acceleration of innovation,**  
*explosion of data, advanced digital solutions*



**High cost of healthcare**



**Regulatory** *and reimbursement requirements*

## Internal complexities

---



### **Increased number of products**

*and indications and therapeutic areas*

*“Some of the best medicines ...*

*Very professional and very nice ...*

*Administration is a bit of a nightmare ...”*



### **Traditional hierarchical culture**

*and risk averse, bound by process, internally focused*



### **Reputation research revealed ...**

*... GREAT products, GOOD people, BAD processes*



## Transformation objectives

---



**Put patients at the centre**  
*of everything we do*



**Long-term, sustainable growth**



**Empower our people**  
*to focus on things that matter*

Scope of transformation

---



*“Leaders lead  
the change and  
be the change”*



## **It's a global initiative**

*tailored to be uniquely Australian ... with learnings enabling a  
network approach*



How did we start?

---



### 3 key behaviours

- *Growth mindset*
- *Pragmatism over perfection*
- *Shared leadership*



### 4 people powered design teams:

- *Vision*
- *Business planning*
- *Organisational design*
- *Customer engagement*

*Inspired by agile trailblazers  
in corporate Australia,  
other Roche affiliates and  
Frederic Laloux's  
'Reinventing Organisations'*

Design team 1

# Vision

**Our Mission** → WE PIONEER LIFE-CHANGING HEALTHCARE FOR EVERY AUSTRALIAN

**Our Priorities** → **OUR PEOPLE**  
*Create an environment to accelerate sustainable innovation*

**WITH PARTNERS**  
*Through shared goals, achieve together*

**FOR PATIENTS**  
*At the centre of everything we do*

**Our Behaviours** → **AT ROCHE, I CAN**

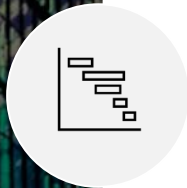
- Innovate
- Collaborate
- Be Authentic
- Own My Impact

**Our Vision**  
2025-2030

Design team 2

Business planning

*Unique approach to business planning in Australia requiring a distinct change in mindset and approach*



## **Beyond budgeting principles**

*No bottom-up budget submissions*



## **No ownership of budgets**

*No hoarding of resources, no “spend-it-or-lose-it” mentality. Instead, a portfolio view aligned with affiliate strategy to prioritise opportunities, allocate resources and assess local trade-offs (enterprise thinking)*



## **Our people empowered to invest in line with our Vision**

*We ask them to invest the company’s resources as they would their own money*

Design team 2

Business planning

*Complete transparency around spend and investment is one of the outcomes*



**190 days of company time saved**



**Higher ROI on investment**

*and total transparency around spend and investment*



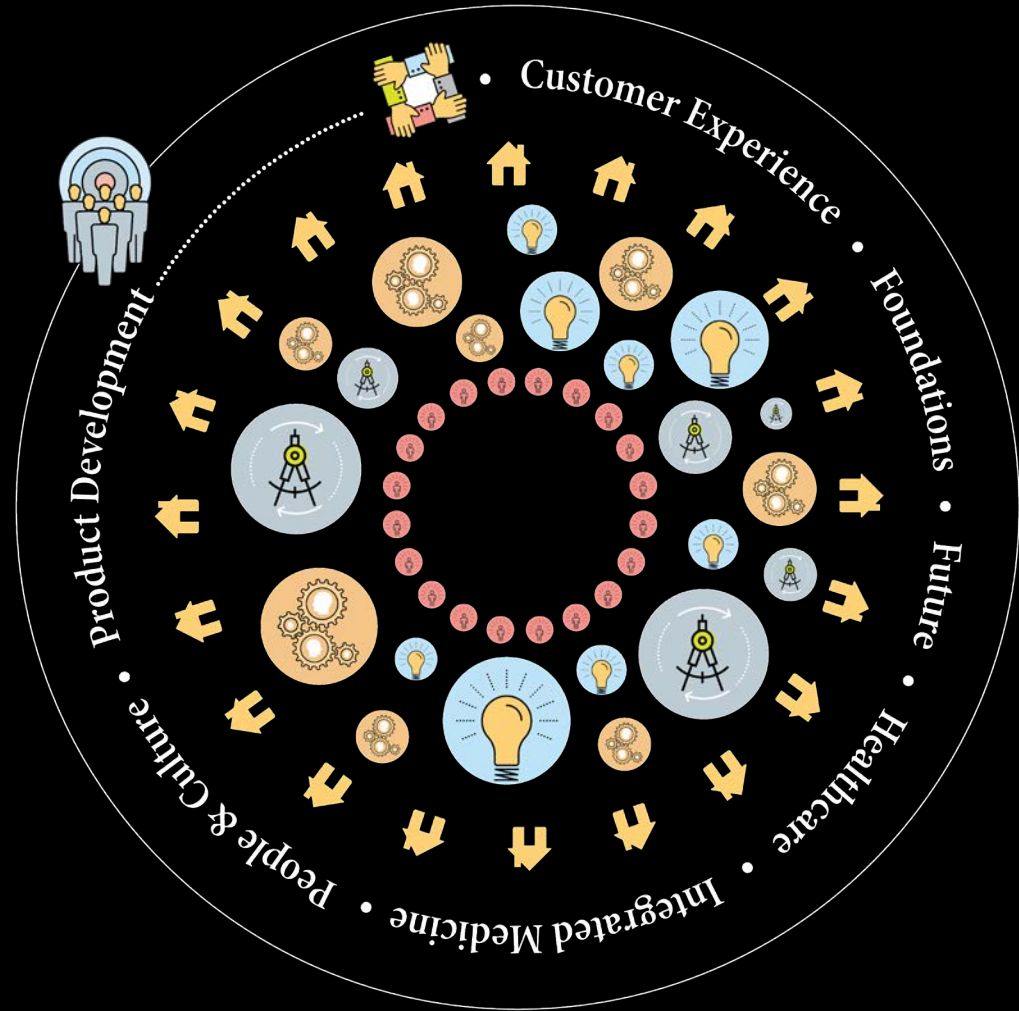
**Faster cycles, with better processes**



Design team 3

Organisational design

*It's a system,  
not a structure*



Design team 4

Customer engagement

*How can we re-imagine how we engage with our customers in our new agile environment?*



*Second iteration, for even greater customer focus*



*Closer alliance to customers, greater partnership, faster decision-making and fewer internal hurdles*



*Traditional rep role changed – no call rate, single point of contact, multi-channel approach*



How did we start?

---

*A new  
approach  
and focus on  
four key  
areas*



**Simplification**



**Leadership**



**Governance**



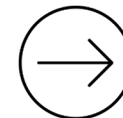
**Innovation & partnering**

## Simplification

*Everyone encouraged to  
reduce complexity  
(processes and programs)*



## From small processes ...



28-page travel doc

ONE PAGE

## ... to large programs

**RAMP** Roche Access  
to Medicines Pathways

(new online portal enabling access to medicines)

## Leadership

---

*Shared leadership  
and networked  
decision making*

## From hierarchical

*and command-and-control*

---



Strategist



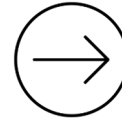
Planner



Director



Controller



## To shared leadership

*and networked decision-making*

---



Visionary



Architect



Coach



Catalyst



*What have we learned?*

## What have we learned?

---

### **Authentic communication is critical:**

*“Candor with care”*

### **Involve everyone:**

*“Unleash the power of your people”*

### **A powerful, personal & local Vision ...**

*... provides the framework and explains both “the what & the how”, with a clear connection to the global vision*

### **Growth mindset**

*We won’t achieve anything without it*

### **Partnerships**

*The opportunities for working with, and providing value to, our customers is extraordinary*

### **Enabling fluidity**

*We’re still working on it, but we have seen through COVID how we swarm to priorities*





Reflection

*What progress are  
we making, and  
what's next?*





**Transparent, fluid financial resource..**

*.. two years of no “hockey stick” or hoarding of resources  
.. no sandbagging of sales ambitions*

**Comfortable with being uncomfortable**

*...learning together and being vulnerable*

**Enterprise mindset and leveraging the network**

*... breaking down silo’s between departments and countries  
... more similarities than differences.. APAC → CANZUKI  
... “Steal with pride”*

**New Collaborative Partnerships**

*Swarming to opportunities to make greater impact, together*

**Broader roles and contributions**

*Contributing skills and capabilities diversely across the organisation*

What's Next?



## Transformation is a key enabler of our Pharma Vision

### *Guiding principles & decentralized execution for maximum impact*

**Decentralised execution**



**Following common principles**



**VACC Leadership approach**



**Pharma Operating Principles**

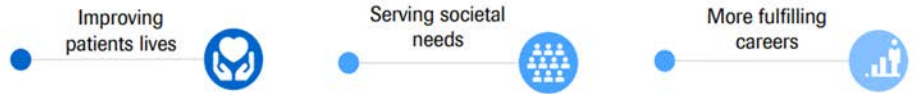


**VITAL Resource Allocation**



**Outcomes Based Planning**

**Resulting in**



**Pharma Vision 2030**

**Providing more patient benefit at less cost to society**

VACC=Visionary, Architect, Catalyst, and Coach; VITAL=Vision, Improve performance, Talent flow, Accountable to peers, Lucid to all

*... Scaling transformation exponentially to realise a global networked, learning organisation*

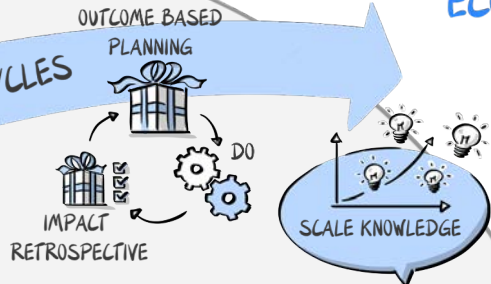
# LEARNING ORGANISATION

3-5x  
50%↓  
3-5x MORE PATIENT BENEFIT,  
50% LESS COSTS FOR SOCIETY BY 2030

## FROM WE TO ECOSYSTEM

FEEDBACK CULTURE

### LEARNING CYCLES



OWN YOUR JOURNEY

IDENTITY WHO AM I?



### IT STARTS WITH ME

THE LEADER WITHIN YOU:  
BECOME THE

- VISIONARY
- ARCHITECT
- CATALYST
- AND COACH

### FROM ME TO WE



YOUR SUCCESS IS MY SUCCESS (ENABLER)

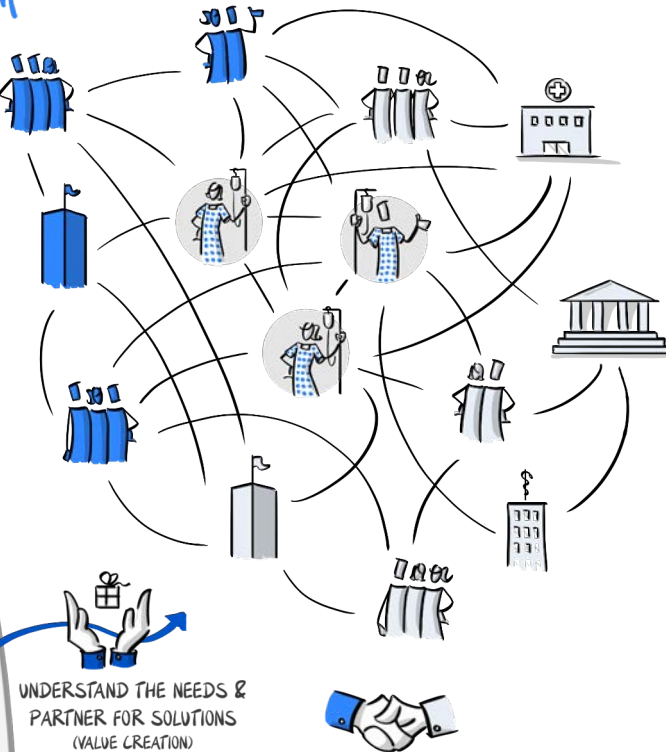
CONSIDER DIGITAL FIRST (DIGITAL)



EXPLORE & LEARN EVERY DAY (GROWTH)

### MINDSET

WE ARE INTERCONNECTED & INTERDEPENDENT PARTS OF THE ECOSYSTEMS (ENTERPRISE)



UNDERSTAND THE NEEDS & PARTNER FOR SOLUTIONS (VALUE CREATION)

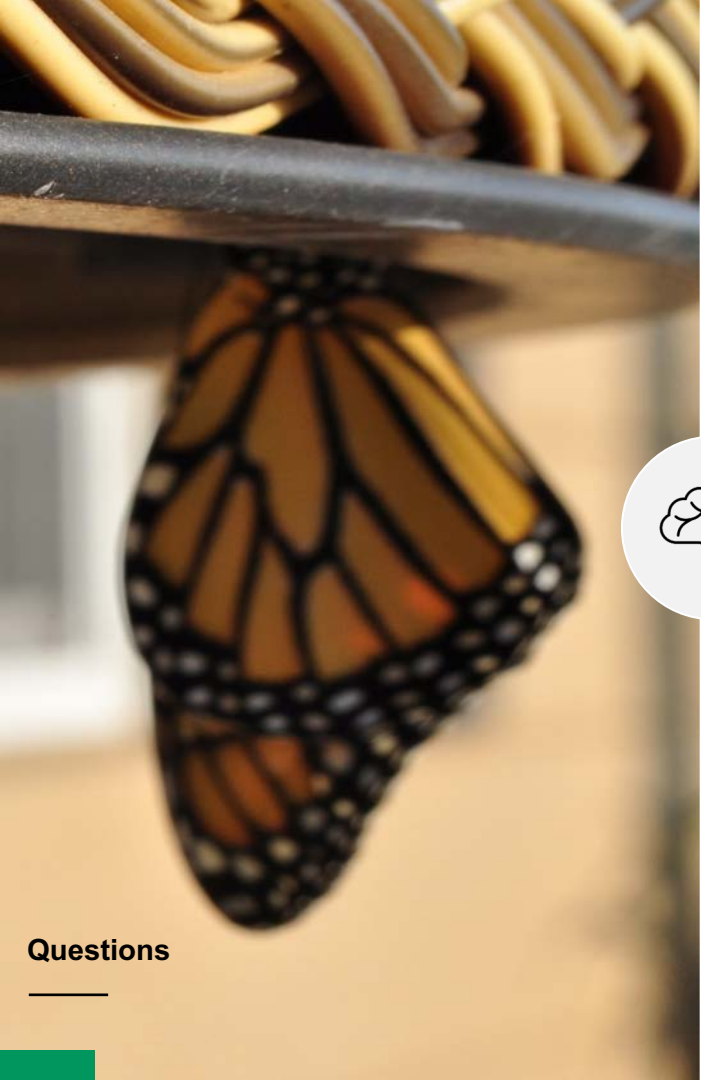
BUILDING A TRUSTFUL, TRUTHFUL RELATIONSHIP WITH OUR CUSTOMERS AND PARTNERS



---

*Questions*





**What does sustainable transformation look like in your organisation?**

**How do you enable people to see the benefits of working more “fluidly”?**

We're grateful to those who helped us...

Frederic Laloux, BCG, our Roche colleagues around the world, and all the agile organisations in Australia so willing to openly share their experiences

*Thank you*

*Did this spark any ideas for you, that you want to share with us?*

---

*Thank you*



**Doing now what patients need next**

*Empowerment  
within guardrails*

## Advice process



Safeguard corporate reputation



Work with laws & regulations



Decision by most appropriate person(s)



Execution consistent with policies, processes & procedures



Adherence to financial delegation limits



**Innovation** *is everyone's responsibility*



**Co-creation** *with partners*



**Experiment & test and learn** *-fail fast*

Innovation & partnering

---

*Innovation Hub*

## **A team dedicated to innovation**

*with the remit of providing what is needed to elevate ideas to the next level to test, learn, share and scale fast to actively shape the future of health care delivery in Australia and continuously improve our customer and patient experience*

