

Advanced Immuno-Oncology (I-O) ChangeMakers

Action Learning Projects to Improve Cancer Care

Project Title	Leading teams while transitioning to a new position at work
Problem/Challenge	In 2021, my position within the organization transitioned from Chief Operating Officer (COO) to Chief Commercial Officer (CCO). Our company provides pathology services using the power of artificial intelligence and I became responsible for leading our sales and marketing teams.
Aim/Goal	In my new role as Chief Commercial Officer, my goal was to improve how our sales and marketing teams communicated about biomarker testing with both internal and external stakeholders.
Key Interventions	I work for a company that is rapidly growing and our staff require ongoing education and training to stay current with the latest advances in cancer biomarker testing and interpretation. I reviewed our current staff training program, our sales and marketing materials, and the information that we had published on our website. I saw the opportunity to make several changes that would enable our staff to be more effective in their roles. I planned to change how we as an organization: 1) educated our staff about the growing complexity of biomarker testing, especially around PD-L1 testing; 2) communicated with customers and clients when discussing biomarker testing and interpretation; and 3) demonstrated leadership in digital pathology.
Summary of Results	The discussions we held during the ASCP Changemakers program enabled me to gain a deeper insight about better ways to communicate the value of image analysis when performing biomarker testing. I led efforts as our company updated our sales and marketing materials to emphasize how image analysis can reduce inter- and intra-pathology variability when scoring and interpreting PD-L1 tests. I also worked with our team to publish white papers, conduct webinars, and present posters at conferences like the 2021 Pathology Visions conference. That poster built on our work that was presented at AACR in 2021 and demonstrated how the use of an image analysis platform can support the interpretation of PD-L1 scoring and interpretation in NSCLC. Our study highlights how much inter- and intra-pathology variability occurs during PD-L1 scoring and interpretation.
Project Team/Affiliation	Meredith James, HT, PMP Flagship Biosciences