



IS 1910

Industry Reconnaissance and Engagement

Final Report

Cambio Software Engineering

Alpha Cluster

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1. Introduction of the company

1.1. Background of the company

- Cambio health care system was found in 1993. Headquartered in Sweden, Cambio is a leader in the Nordic e-healthcare market, serving healthcare providers in Sweden, Denmark and UK, with the Sri Lankan branch “Cambio Software Engineering” being established in 2005 as a pivotal development and support hub. The Sri Lankan office has since grown significantly, contributing to the global operations of Cambio Healthcare Systems.
- This specializes in healthcare software solutions, particularly focusing on electronic healthcare record systems, patient management systems and other advanced healthcare systems.
- Over the past 15 plus years, the Sri Lanka branch has grown significantly, currently employing over 300 dedicated professionals. This team plays a crucial role in the research, development, and support of Cambio's product offerings.
- In 1998, Cambio attained its first hospital customer, Ersta Hospital in Stockholm, and at the turn of the millennium, its first county council customer, Huddinge Hospital. In the following years, Cambio was named “Gazella Company of the Year” for four consecutive years.
- As the company grew, Cambio became the preferred partner for both municipal and regional activities, as well as supporting private care providers with operational support, medical record systems and systems with specific cutting-edge functions such as clinical decision support, intensive care system and vaccination systems.
- Today, Cambio has agreements with 17 of 21 regions and around 40 municipalities in Sweden, as well as several international customers. Headquartered in Sweden, it operates through 700 employees globally from offices in Sweden, Denmark, the UK

and now Sri Lanka. The two founders of Cambio are still involved in the company's operations.

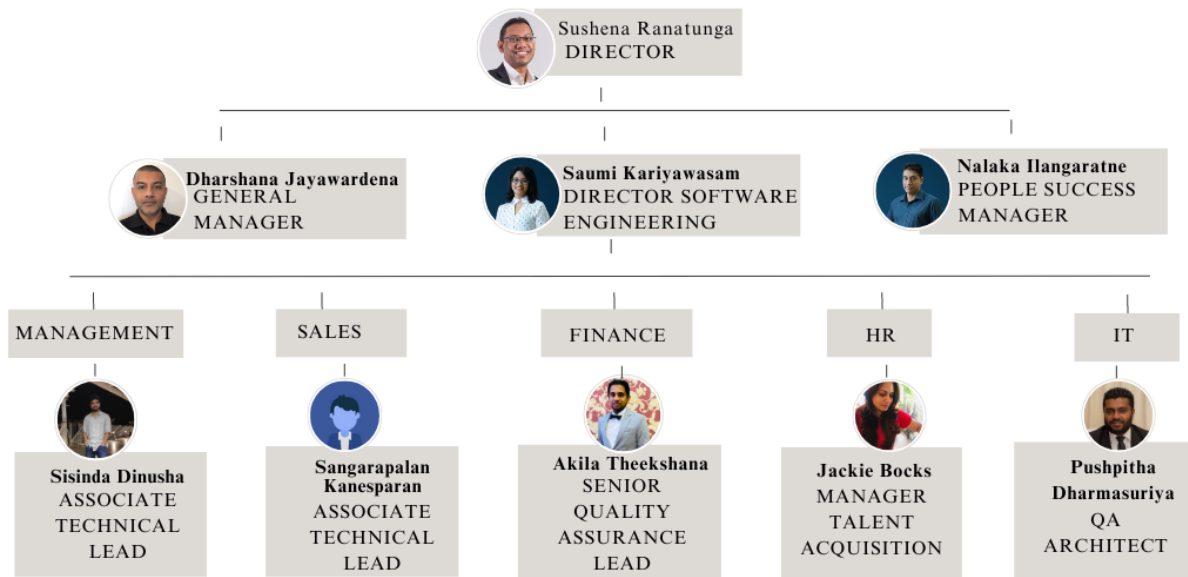
1.2. Vision and mission of the company

- Cambio vision is Enabling tomorrow's health and social care today. They strive to make a difference in society by altering and improving health and social care. They achieve this by offering qualitative, open and collaborative solutions embracing ecosystems and emerging E -Health paradigms. Cambio continually raising the bar and considering tomorrow's issues to enable their clients to provide tomorrow's health and social care today.
- Cambio Software Engineering company mission is significantly enhance healthcare and society. Cambio company committed to addressing future challenges by leveraging cutting-edge technology to provide their customers with the highest quality healthcare solutions.

1.3. Organizational hierarchy

Cambio Software Engineering is a research and development center boasting over 350 software professionals [1] recruited from top Sri Lankan universities. This team is spearheaded by a group of directors [2] with a combined average of over 25 years of experience in the IT field. Their diverse expertise encompasses technical, engineering, and legal aspects, enabling them to effectively lead the multi-disciplinary R&D team. Together, they focus on designing and developing large-scale, mission-critical healthcare solutions for the leading e-healthcare company in the Nordics region.

CAMBIO ORGANIZATION HIERARCHY



1.4. Strategic partners

Cambio fosters a collaborative approach to digital transformation, recognizing the value of strong partnerships. By strategically aligning with leading providers of e-Health applications, data, devices, and industry expertise, Cambio offers its customers a comprehensive and streamlined journey. These partnerships are built on a foundation of mutual trust and ensure a conflict-free environment, allowing seamless integration and optimal results.

Cambio actively seeks partners who bring valuable assets to the table. This includes companies at the forefront of innovative e-Health solutions, those with deep knowledge of the healthcare landscape, and those with established local networks. This collaborative approach ensures that Cambio's customers benefit from best-in-class solutions tailored to their specific regional needs.

- **Better Ltd [3]**

Cambio Healthcare Systems and Better Ltd have formed a strategic partnership to improve data access and infrastructure for the NHS (National Health Service) in the UK, Ireland, and Channel Islands.

- **Cambio's expertise:** Specializes in healthcare IT solutions, potentially including existing Electronic Health Record (EHR) systems used by the NHS.
- **Better's contribution:** Provides the "Better Clinical Data Repository (CDR)" built on the openEHR standard. This secure platform allows for storing, managing, and sharing EHR data in a vendor-neutral format.

This partnership allows Cambio to offer a more data-centric solution to their NHS clients. By working together, Cambio and Better Ltd aim to:

- Enhance data accessibility for NHS trusts and healthcare professionals.
- Facilitate the development of future healthcare improvements within the NHS.
- Leverage Better's existing platform with over 22 million patients to strengthen the NHS's digital infrastructure.

- **Savience [4]**

Cambio has partnered with Savience, a leader in clinic management systems. This strategic partnership aims to offer a more complete solution for managing patient flow in hospitals.

- **Cambio's contribution:** Electronic health records, clinical decision support tools, and patient flow systems.
- **Savience's contribution:** Self-service kiosks, mobile check-in solutions, and appointment call-out systems.

By combining their expertise, Cambio and Savience aim to improve the patient experience throughout their hospital visit, from arrival to departure. This partnership allows Cambio to offer a more comprehensive end-to-end solution to their customers.

- **OpenEHR [5]**

Cambio and openEHR are partners with a shared goal of improving healthcare through open data standards. Cambio is a software company that builds electronic health record (EHR) systems, while openEHR is a nonprofit organization that creates the open standards that Cambio's system can leverage. This partnership allows

Cambio to develop a more open and flexible EHR system that can better meet the needs of healthcare providers and patients.

This collaboration benefits both:

- OpenEHR gains industry support for their standards.
- Cambio offers a more interoperable EHR system that aligns with the future of healthcare data.

- **Investcorp [6]**

Investcorp, a leading global provider and manager of alternative investment products, has signed an agreement to acquire a majority interest in Cambio Healthcare System AB from Valedo Partners Fund II AB (“Valedo”) and a group of minority investors. Here, Investcorp is seen as a financial investor rather than a strategic partner. However, Investcorp's investment can be seen as a way for Cambio to accelerate its growth and achieve its strategic goals.

- **Financial resources:** Investcorp's investment provides Cambio with additional capital, which can be used for product development, marketing, and expansion into new markets.
- **Expertise:** Investcorp has experience in helping companies grow and go public. This expertise could be valuable for Cambio as it seeks to expand its reach and potentially become a publicly traded company.
- **Network:** Investcorp has a global network of contacts, which could help Cambio connect with potential partners and customers in new markets.

1.5. Clientele

Cambio Healthcare Systems serves a diverse range of clients across Europe, focusing on providing advanced e-health solutions to streamline operations and improve patient care. Their clients include hospitals, clinics, and other healthcare facilities that utilize these e-health solutions. Cambio has a notable presence in countries such as Sweden and Denmark and UK serving both healthcare providers and patients in these regions. Cambio's systems are

used by approximately 170,000 system users, indicating a broad adoption across various healthcare settings.

Below is a detailed overview of their clientele, highlighting the various types of healthcare providers and regions they serve:

Hospitals

- **Field:** Acute Care, General Healthcare
- **Services:** Cambio provides comprehensive electronic health record (EHR) systems, patient management systems, and clinical decision support tools. These solutions help hospitals streamline administrative tasks, improve patient data management, and enhance the overall quality of care.

Clinics

- **Field:** Outpatient Care, Specialist Services
- **Services:** Clinics use Cambio's software for scheduling, patient record management, and diagnostic support. The systems are designed to facilitate efficient patient flow, reduce waiting times, and support specialized care delivery.

Primary Care Centers

- **Field:** General Practice, Family Medicine
- **Services:** Cambio's solutions for primary care include integrated patient records, appointment scheduling, and prescription management. These tools assist primary care providers in delivering continuous and coordinated care to patients.

Elderly Care Facilities

- **Field:** Geriatrics, Long-Term Care
- **Services:** For elderly care, Cambio offers solutions that help manage resident records, care plans, and medication administration, ensuring that elderly patients receive personalized and timely care.

1.6. IT solutions

Cambio Software Engineering is committed to improving health, care, and security for its customers with innovative e-health solutions. Their products range from apps that connect directly to medical records, helping patients take charge of their own care, to tools that support healthcare professionals in their work. Using advanced technology, Cambio shows how effective healthcare can be today. Their solutions aim to make processes smoother, improve results, and raise the overall quality of patient care.

01. Cambio CDS (Clinical Decision Support) [7]

Cambio's Clinical Decision Support (CDS) applications are designed to provide healthcare professionals with the tools they need to identify and manage high-risk patients effectively. These computerized CDS services combine patient-specific information with evidence-based medical guidelines to offer guidance on treatment compliance and optimal care pathways.

Key Benefits of Cambio CDS:

1. Improved patient safety: By integrating evidence-based healthcare practices, Cambio CDS helps ensure that patients receive the best possible care.
2. Seamless integration with medical records: The need for duplicate data entry is eliminated, making the process more efficient.
3. Continuous learning and adaptability: The system continuously updates with new medical rules, ensuring that it evolves with the latest medical knowledge.
4. Versatility across healthcare specialties: Whether in cardiology, oncology, or general practice, Cambio CDS can be tailored to meet the needs of various healthcare fields.

Cambio CDS Product Portfolio:

1. Cambio CDS Platform: A cloud-based platform for developing and deploying advanced CDS applications. It includes development tools, a knowledge repository, and services for monitoring and deployment.
2. Cambio CDS Apps: These apps are embedded within local medical record systems to support specific clinical processes.

Highlighted CDS App:

CDS Stroke Prevention App: This app is a computerized adaptation of Sweden's national clinical guidelines for stroke prevention in patients with atrial fibrillation. It integrates with electronic health record (EHR) systems, retrieves patient data, calculates risk scores, and provides recommendations for anticoagulation therapy, aiding clinicians in making informed decisions.

02. Cambio COSMIC [8]

Cambio COSMIC is a comprehensive EHR system designed to provide cohesive and patient-focused support across various healthcare settings. From university hospitals to primary care clinics and nursing homes, Cambio COSMIC ensures consistent journaling of patients' medical status, thereby enhancing the diagnosis and care delivery process.

Key Features of Cambio COSMIC:

1. **Centralized Management:** All patient-related information, including appointments, test results, medications, and treatments, is managed within one system, keeping all stakeholders informed.
2. **Improved Efficiency:** Daily tasks and care goals are streamlined, boosting the overall efficiency of healthcare operations.
3. **Comprehensive Patient Record:** A unified patient journal provides a coherent view of a patient's health information, regardless of organizational affiliation.
4. **Information Sharing:** Patient records can be easily shared among responsible care providers, enhancing patient safety and facilitating better interactions.
5. **Mobility and Task Support:** Healthcare professionals can access the system on the go, receiving support for tasks and routines, which improves their workflow.

Customer-Centric Development

Cambio adopts a customer-centric approach, involving themselves in the daily work of care units to understand their needs and future requirements for EHR systems. This approach ensures that Cambio COSMIC is reliable, attractive, and smart, continually evolving to meet the challenges of modern healthcare.

03. Cambio COSMIC NOVA

Designed to bring flexibility to healthcare professionals, Cambio COSMIC NOVA is a mobile solution that equips employees with digital tablets continuously connected to the latest patient journal information from the Cambio COSMIC EHR system.

Key Benefits of Cambio COSMIC NOVA:

1. **Mobile Accessibility:** Professionals can update and access patient records from anywhere, enhancing on-the-go care.
2. **Real-Time Information:** Tablets are continuously updated with the most current patient data.
3. **Improved Workflow:** The mobile solution streamlines workflows, allowing professionals to be more productive.
4. **Seamless Integration:** COSMIC NOVA integrates smoothly with the COSMIC EHR system, maintaining data integrity and security.

04. Cambio Critical Information System (CIS) [9]

Cambio CIS is an advanced IT support system tailored for Patient Data Management Systems (PDMS) in anesthesiology and intensive care units. It manages, stores, and delivers data from various medical equipment, offering a holistic view of patient information.

Key Features of Cambio CIS:

1. **Comprehensive Patient Data Overview:** Provides an interactive overview of patient data, accessible in various resolutions.
2. **Customized Clinical Decision Tools:** Integrates tools that support informed decision-making.
3. **Cross-Disciplinary Data Integration:** Consolidates data across different healthcare units.
4. **User-Centric Development:** Developed in collaboration with intensive care, anesthesiologic, and post-operative units.
5. **Scalable and Adaptable:** Continuously evolves to meet business demands and integrates with leading healthcare IT systems.

Cambio CIS Modules:

1. Information System for Intensive Care Units (ICU): A user-friendly system for intensive care and neonatal units, featuring an electronic register, medicine module, patient data management system, and business analysis module.
2. Information System for Anesthesiology Units (AN): Similar to the ICU system but tailored for anesthesiology and post-operative units.
3. HealthQ Data Extraction: Facilitates the quick and precise extraction and filtration of large data sets for hospitals and research institutions.

05. Min Hälsa App [10]

Min Hälsa is a patient-centric mobile application that provides individuals with a comprehensive platform to manage their healthcare relationships. The app provides a range of features and functionalities designed to empower patients and streamline their interactions with healthcare providers.

Key Features of Min Hälsa:

1. Digital Care Appointments: Allows patients to book and conduct virtual appointments with their healthcare providers, ensuring continuity of care.
2. Convenient Access: Centralizes healthcare information and services, making them accessible anytime.
3. Seamless Integration: Digital appointments and interactions are integrated with the patient's regular healthcare provider, ensuring accurate records.

Availability: The Min Hälsa app is currently available in the following regions:

- Kronoberg
- Jönköping
- Uppsala
- Västmanland
- Jämtland Härjedalen

Cambio Software Engineering is at the forefront of e-health innovation, providing solutions that enhance patient care, streamline healthcare operations, and foster better health outcomes. Their diverse product offerings, including Cambio CDS, COSMIC, COSMIC NOVA, CIS, and the Min Hälso app, illustrate their commitment to improving healthcare through technology. As the healthcare landscape continues to evolve, Cambio's solutions are poised to meet future challenges, driving the industry towards a more efficient and patient-centered future.

2. Reconnaissance of the company

2.1. IT business sense

2.1.1. Core business values of the company

"Cambio's Core Values: Trust, Care, and Togetherness"

Core principles work as a compass in any organization, directing every decision, interaction, and relationship. Cambio's three basic principles - trust, care, and togetherness - shape the company's culture and connections with employees, customers, and society. These principles are more than just abstract concepts; they are profoundly embedded in the company's day-to-day activities, as we discovered during our recent visit to Cambio.

- Trust: The value of trust is central to Cambio's ethos and pervades all aspects of its operations. Within the organization, trust requires believing in each member's competency and integrity, which fosters a culture of dependability and accountability. Furthermore, Cambio understands the value of building trust with its consumers by establishing itself as a reliable and long-term partner. Cambio not only inspires confidence inside, but it also cultivates long-term relationships based on honesty and mutual respect.
- Care: Cambio's dedication to overall well-being is guided by the value of care. Care is more than just a requirement; it demonstrates a real concern for the well-being of its employees, customers, and the larger society. This means taking proactive steps to promote employee satisfaction, provide excellent customer service, and contribute positively to societal growth. Cambio's decision-making procedures prioritize Care,

which not only builds a supportive work atmosphere but also strengthens its reputation as a socially responsible organization committed to making a significant difference in the communities it serves.

- **Together:** The value of Together represents Cambio's operating philosophy, which is based on collaboration. Within the organization, together represents a culture of teamwork and mutual support in which individuals collaborate to achieve common goals. Cambio also applies this collaborative attitude to business connections with clients and partners, acknowledging the importance of team efforts in attaining success. Cambio leverages the many talents and viewpoints within its ecosystem by cultivating an inclusive and collaborative culture, hence driving innovation and delivering value to all stakeholders.

2.1.2. Value process of creation the company

Value creation is the act of putting something out in the world that has some level of usefulness for other people. Cambio creates value to earn revenue from its products and services. Value creation at Cambio can be said to be the act of providing products and projects (health-care systems, electronic means) that people and organizations want and find useful in inevitable ways.

Cambio highlights that they are a software engineering company with a concentrated focus on improving healthcare through innovative digital solutions. With the aim of serving global clients through health and care systems, their e-health solutions provide much-needed support for healthcare professionals in their daily work and offer patients safer and more accessible care.

They use a number of softwares like as and through various process such as business analysis and quality assurance Cambio creates a worthy product satisfactory to the entirety of their stakeholders. Cambio's quality assurance vision extends from basic lean principles to achieve effectiveness, efficiency and value by enforcing built-in quality through the agile process.

They ensure customer satisfaction by utilizing the methodical test designing and test planning methods to provide the optimal test scope to ensure the best quality. In addition, Cambio leverages the power of automation to align to the Test/Agile pyramid to achieve the above-mentioned values, and the power of exploratory testing to diminish the uncovered bugs and learn the system.

At Cambio, Greater emphasis is also given to the continuous improvement of these

- Agile product and solutions engineering
- Agile project delivery
- Agile way of working (WoW)

focusing on the right tools, ambitious thought processes and positive-driven vision, where engineering team members are provided with the necessary support, guidance, mentoring and coaching to handle the challenges they face.

2.2.Technology sense

2.2.1. Technologies in use

A. Development

Technologies and Tools:

1. **Java to Kotlin Migration:** The project involves transitioning backend development from Java to Kotlin. Kotlin offers advantages such as null safety, concise syntax, and interoperability with Java, enhancing productivity and reducing bugs.
2. **Grafana:** This tool is utilized for monitoring services to ensure they are operational. Grafana also aids in test reporting by providing visualization and alerts based on collected metrics.
3. **Open EHR:** Employed for managing electronic health records, Open EHR provides a standardized framework for handling health data, ensuring interoperability and data integrity.

4. **Spring Boot:** A framework that simplifies the development of microservices and standalone applications in Java, Spring Boot enhances the modularity and scalability of applications.

B. Delivery Pipeline

Tools and Processes:

1. **BitBucket:** Used for source testing and version control, BitBucket supports collaborative development through repositories and pull requests.
2. **Jenkins:** Facilitates continuous integration by automating the build and unit testing processes, ensuring that code changes are integrated smoothly.
3. **SonarQube:** Acts as an automated assistant for code quality and security, performing static code analysis to identify vulnerabilities and code smells.
4. **Artifactory:** Manages binary artifacts such as JAR files, providing a central repository for efficient dependency management and artifact distribution.
5. **Bill Of Material (BOM):** Handles software composition analysis and digital signing with signtool, ensuring compliance and security of software components.
6. **Amiable Automation Platform:** Used for configuration management, automating the deployment and maintenance of software configurations.

CI/CD Workflow:

- The project implements a Continuous Integration and Continuous Delivery (CI/CD) workflow using Jenkins, SonarQube, and Artifactory. This workflow ensures automated testing, building, and deployment of code changes, leading to reliable and reproducible builds.
- **Containerized Production Environments:** Containers are used to create consistent deployment environments, enhancing the reliability and reproducibility of builds across different stages.

Environmental Stages:

1. **Internal:** Initial testing and development environment where new code is first tested.
2. **Staging:** A pre-production environment used for final testing before deployment to production.

3. **QA (Quality Assurance):** An environment dedicated to rigorous testing and validation, ensuring the quality of the final product.

C. Quality Assurance

Phases:

1. **Planning:** Defining the scope and objectives of the testing efforts.
2. **Design:** Creating test plans and test cases based on requirements.
3. **Implementation:** Developing and setting up the testing environment and tools.
4. **Testing:** Executing tests and validating results.

Tools and Techniques:

1. **Automation Testing:** Utilizing the Custom Test Automation Framework (CTAF) to automate repetitive testing tasks, increasing efficiency and coverage.
2. **Performance Testing:** Ensuring that systems meet performance requirements under various conditions.
3. **Analysis:** Leveraging PowerBI for data analysis to gain insights from test results and improve decision-making.

2.2.2. Project management approaches in use

Agile Methodologies

1. **Scrum:**
 - **Roles:**
 - **Scrum Master:** Facilitates the Scrum process, removes impediments, and ensures the team follows Agile practices.
 - **Activities:**
 - **Daily Stand-Up Meetings:** Short, daily meetings where team members discuss progress, plans, and impediments.
 - **Development:**
 - **Kotlin for Backend Development:** Focused on delivering product increments using Kotlin.

- **Focus:** Product development, ensuring that new features and improvements are delivered incrementally and iteratively.

2. **Kanban:**

- **Focus:** Service-based task management, optimizing workflow and improving service delivery by visualizing tasks and limiting work in progress.

Frameworks and Certifications for Scrum Master:

- **Lean Six Sigma (LSS):** A methodology that combines lean manufacturing and Six Sigma to improve quality and efficiency.
- **Scaled Agile Framework (SAFe):** A framework for scaling Agile practices across large organizations, ensuring alignment and collaboration.
- **Nexus:** An Agile framework that extends Scrum to multiple teams working on a single product, facilitating scaled Agile practices.

3. Engagement with the company

3.1. IT engagement

3.1.1. Brief introduction on ongoing and few selected successful IT projects

Not Applicable as per instructions

3.1.2. Decision making process of the company

Not Applicable as per instructions

3.1.3. Presentation to the company

Not Applicable as per instructions

3.1.3.1.Problem identification

Not Applicable as per instructions

3.1.3.2.Suggestion(s) to solve the problem

Not Applicable as per instructions

3.1.3.3.The audience of the presentation

Not Applicable as per instructions

3.2.Non-IT engagement

3.2.1. Corporate culture and environment of the company

Not Applicable as per instructions

3.2.2. Different events organized by the company

Not Applicable as per instructions

3.2.3. Brief introduction to the selected event organized together with the company

Not Applicable as per instructions

3.2.4. Involvement in organizing the selected event

Not Applicable as per instructions

3.2.5. Challenges faced during the involvement

Not Applicable as per instructions

4. Lessons learnt from the module and related workshops – Experience

Understanding IFS

The first session was an introduction to IFS. We learned about the company's history, the number of employees, the countries they operate in, their services and solutions, partner companies, and the technologies used in their tech stack.

Key points covered:

- Employee Distribution: 1/3 of the employees of IFS are located in Sri Lanka.
- Main Product: IFS Cloud.
- Other Main Solutions: Enterprise Resource Planning (ERP), Enterprise Asset Management (EAM), and Enterprise Resource Management (EAM).
- Key Clients: Aston Martin, Rolls Royce.
- Industries Served: Aerospace and Defense, Energy Utilities and Resources, Construction and Engineering, Manufacturing, Service Industries, and Telecommunications.
- Organizational Hierarchy:
 - o Board of Directors
 - o CEO, CFO, and CTO
 - o Departments
 - o Managers & Team Leaders (TL)
 - o Employees
- Communication Channels: Town Hall Meetings, Microsoft Teams, Internal Email, and Social Media (Facebook, Instagram, etc.), as well as special meetings.

Panel Discussion

A panel discussion was conducted with four employees from different backgrounds and roles:

- Pulasthi Ranawaka: Senior UX Designer
- Andrea Perera: Senior Software Engineer
- Chathuri Berman: Senior Product Specialist
- Najeeb Deen: Senior Software Consultant

Each panelist introduced themselves, talked about their job roles, and shared how working at IFS has positively impacted their lives. This session provided valuable insights into professional life and career growth within the company. It highlighted the importance of adaptability, continuous learning, and the value of diverse skill sets in the workplace.

Company Culture

We were introduced to the company culture, including:

- Events for Employees: Hackathons, festival celebrations, and fun competitions.
- Job Roles: Product Specialist, UX Engineer, and DevOps Engineer.
- Working Environment: Promotes flexibility and empowerment.
- Remote Work: Employees can work remotely with remote access capabilities, promoting work-life balance.
- Empowerment: Employees are encouraged to excel and contribute to the company's achievements. They have the freedom to experiment, learn, introduce new ideas, and influence the company's direction.

Career Path Insights

A session was conducted by Dinushani Wickramarachchi, an alumna of UOM, who reflected on her career path from a chemical engineering undergraduate to a Senior Manager in Software Engineering. This session emphasized the importance of adaptability in career progression and being brave and outstanding. We also learned that IFS offers internships providing practical work experience closely linked to the company's operations, with mentorship, networking opportunities, and regular feedback to foster continuous learning and development.

Interactive Learning

Participants were divided into groups and a small game of question-answering was conducted. The questions were based on the previous sessions, reinforcing our learning in an engaging and interactive manner. This activity taught us the importance of active participation and teamwork in learning.

5. Conclusion

6. References

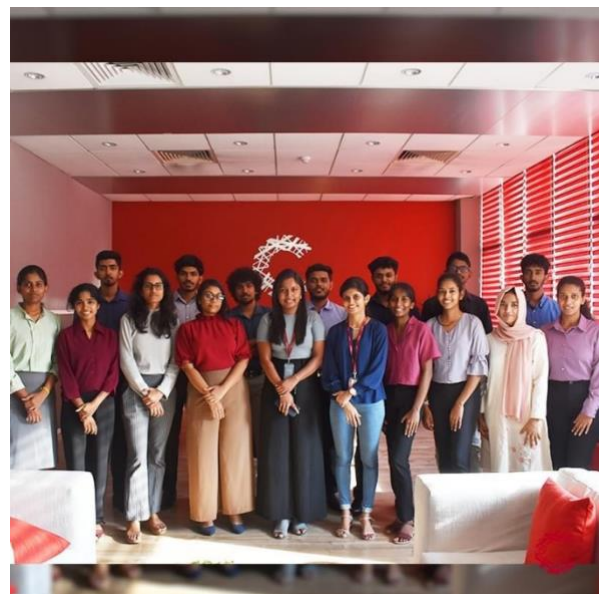
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7. Appendices

7.1. Appendix 01 (Photo evidence of the meetings with the company)





7.2.Appendix 02 (Photo evidence of the IT engagement with the company reflecting knowledge gained from related workshops)

Not Applicable as per instructions

7.3.Appendix 03 (Photo evidence of the non-IT engagement with the company)

Not Applicable as per instructions

7.4.Any other

IFS one day workshop

