

DevOps Transformation 2.0: from Ancestry to AdvancedMD

Applying strategies for leading DevOps innovation

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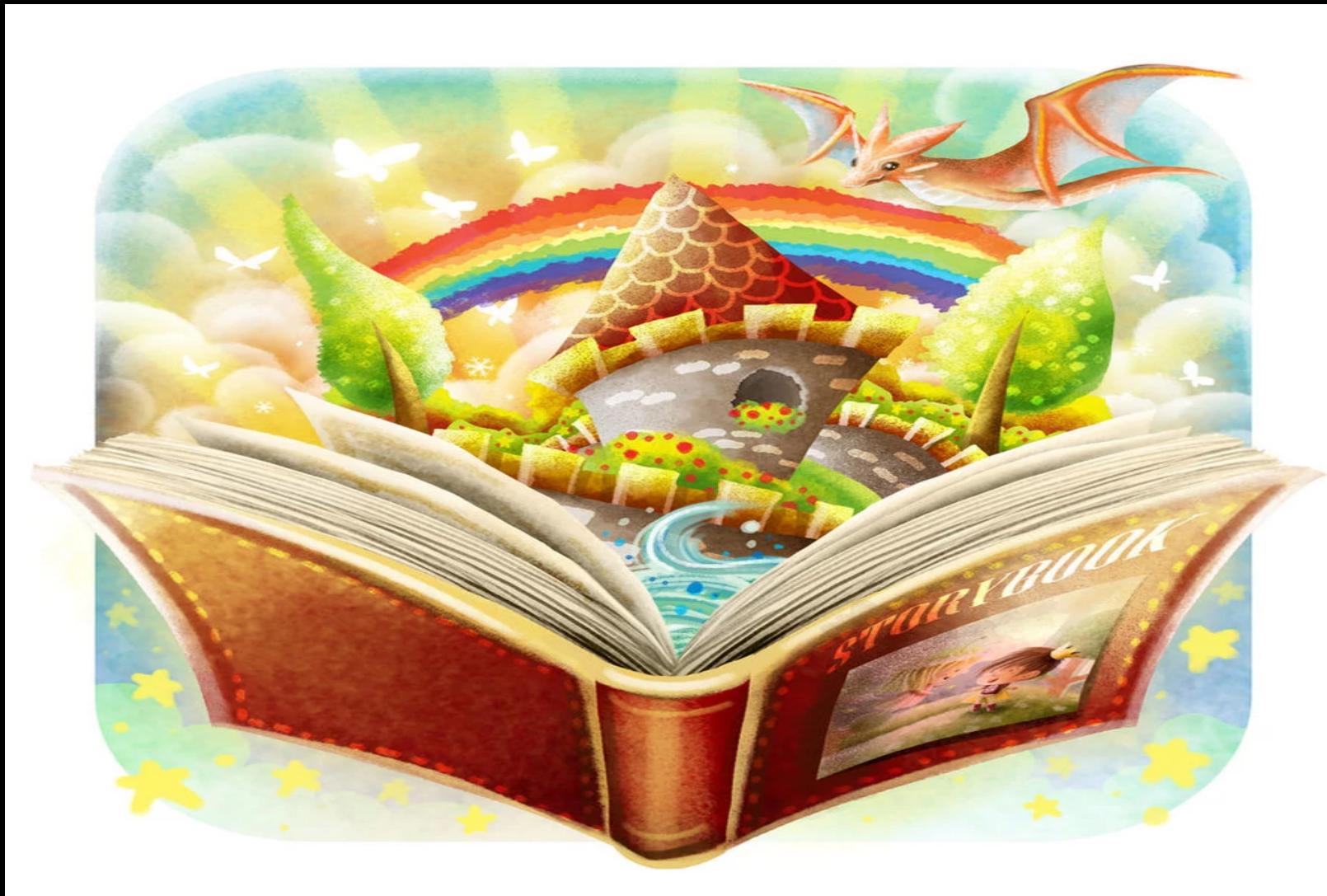
About AdvancedMD

- **Mission:** Enabling healthy practices & healthy patients
- Complete cloud software for independent medical practices
 - Practice Management: Scheduling, Patient Portal, etc.
 - Electronic Prescribing
 - In House / Outsourced Billing
 - Patient Messaging
 - EHR – Electronic Health Records
- 500+ employees
- 22,500 practitioners across 8,000 practices & 600 medical billing companies
- Nearly 3.5M insurance claims are processed monthly on the AdvancedMD billing platform
- Headquarters in South Jordan, Utah

My Role and Vision

- Sr. Direction of IT/Operations
- Responsible for data center and cloud operations and services. I and my team support all activity and products that our customers use.
“It all becomes real in production.”
- “Management is the noblest of professions.” Provide a fulfilling, meaningful experience to all those that work for me and with me.
- Create a world-class operations organization that is viewed as a *strategic asset*.

My Story: “A Second Chance”





Organizational Challenges

Centralized
“DevOps”
Team

“We don’t
do DevOps.
They do.”

Monolithic
Architecture

Mindset and
Education:
Reset the culture

Stuck in
the past

The successful
Transformational Leader

must

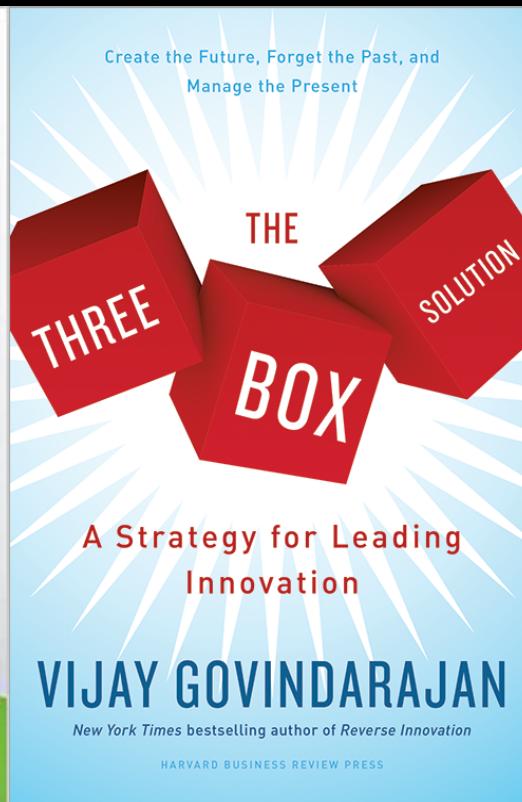
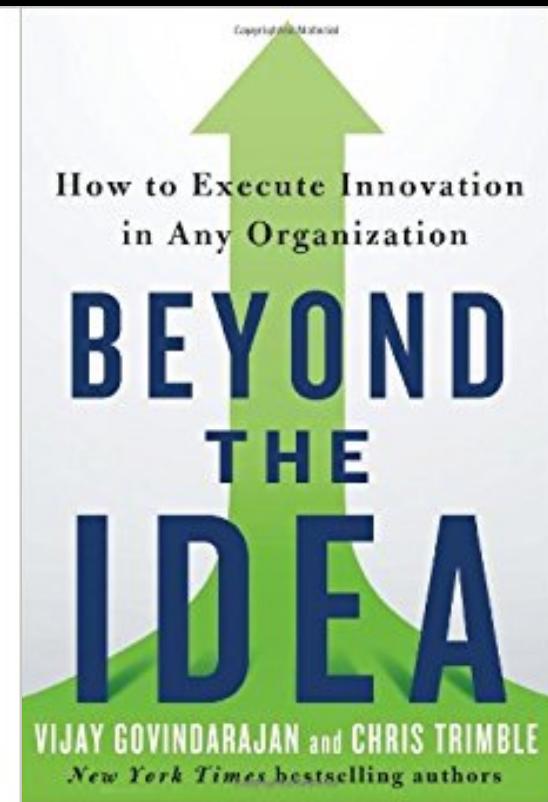
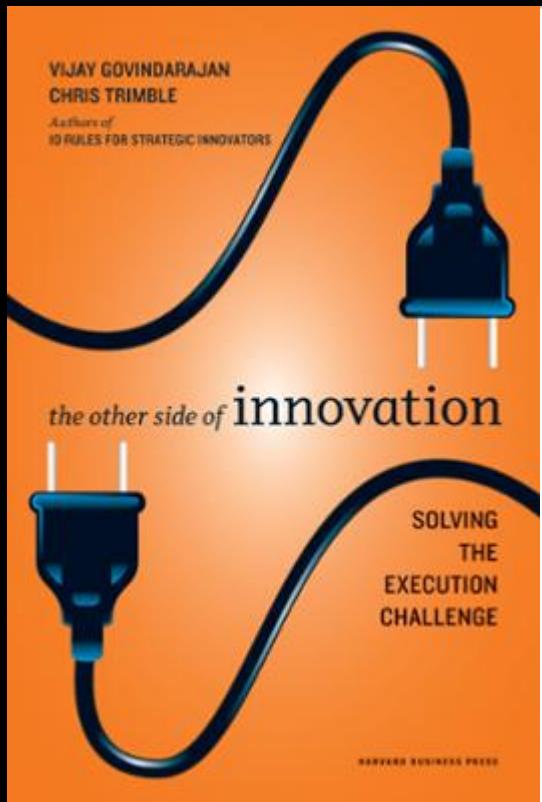
Build Something New

while

Sustaining What Exists

*Successful execution is
vital!*





Create the Future

INVENT A NEW BUSINESS
OR BUSINESS MODEL

FUTURE

PAST

Forget the Past

LET GO OF THE VALUES
AND PRACTICES THAT FUEL
THE CURRENT BUSINESS
BUT FAIL THE NEW ON

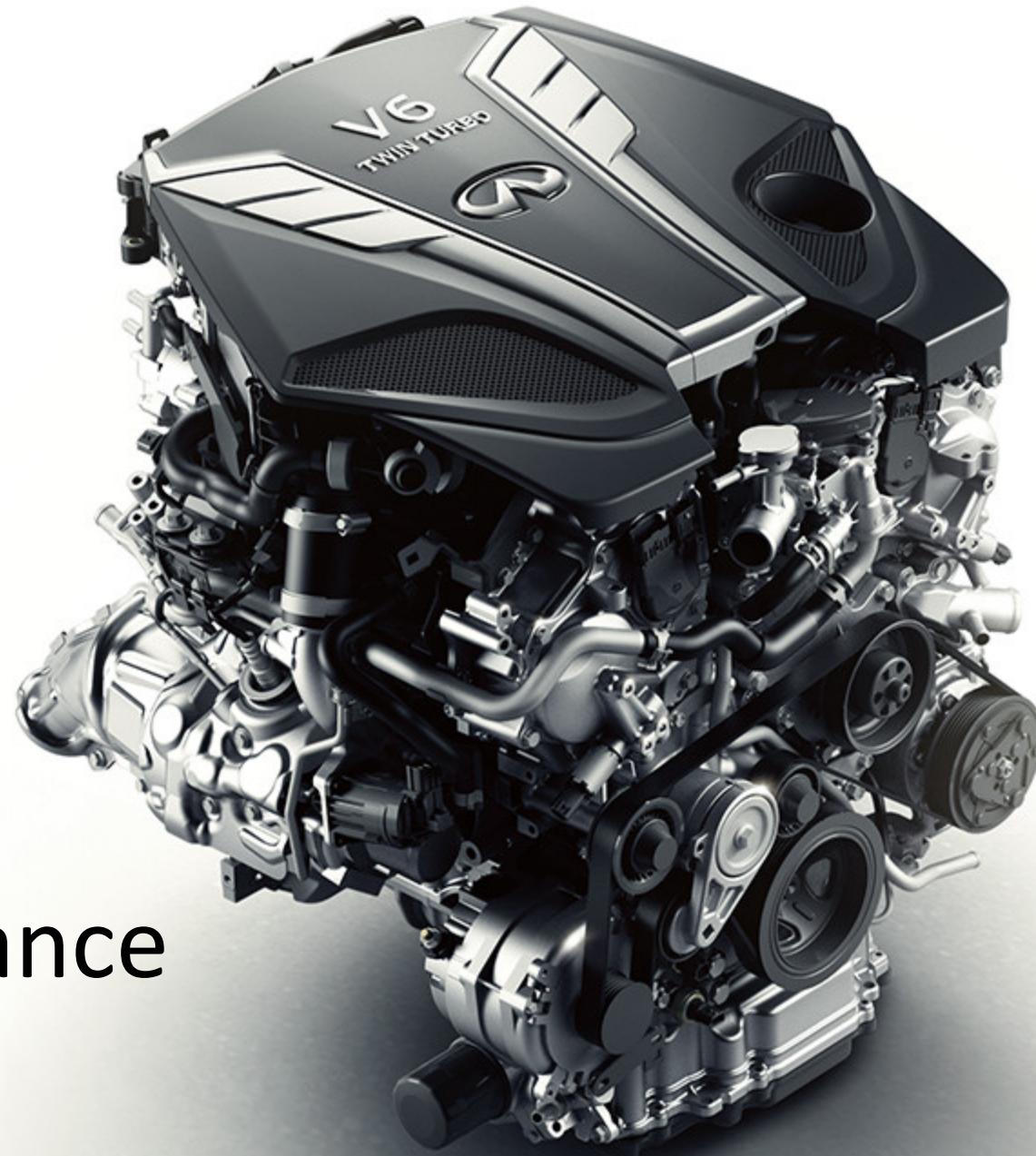
DevOps

Manage the Present

OPTIMIZE THE
CURRENT BUSINESS

PRESENT

The
Performance
Engine

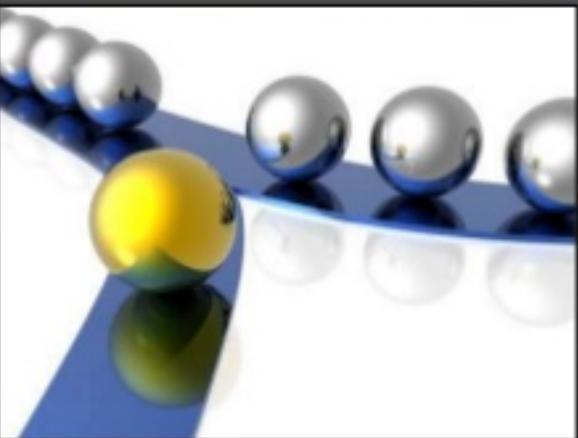


Address Fundamental Incompatibilities



Ongoing Operations

Repeatable and Predictable

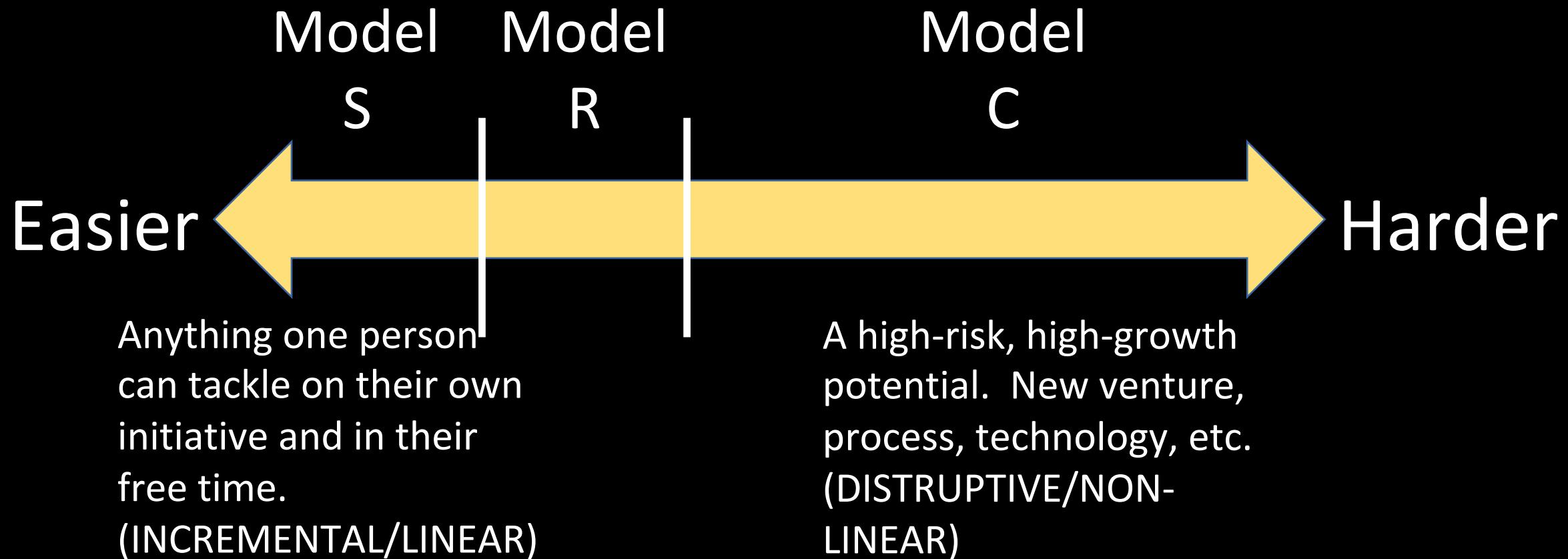


Innovation

Nonroutine and Uncertain

**Innovation Leaders Must Think Differently
About Organizing and Planning**

The Innovation Spectrum





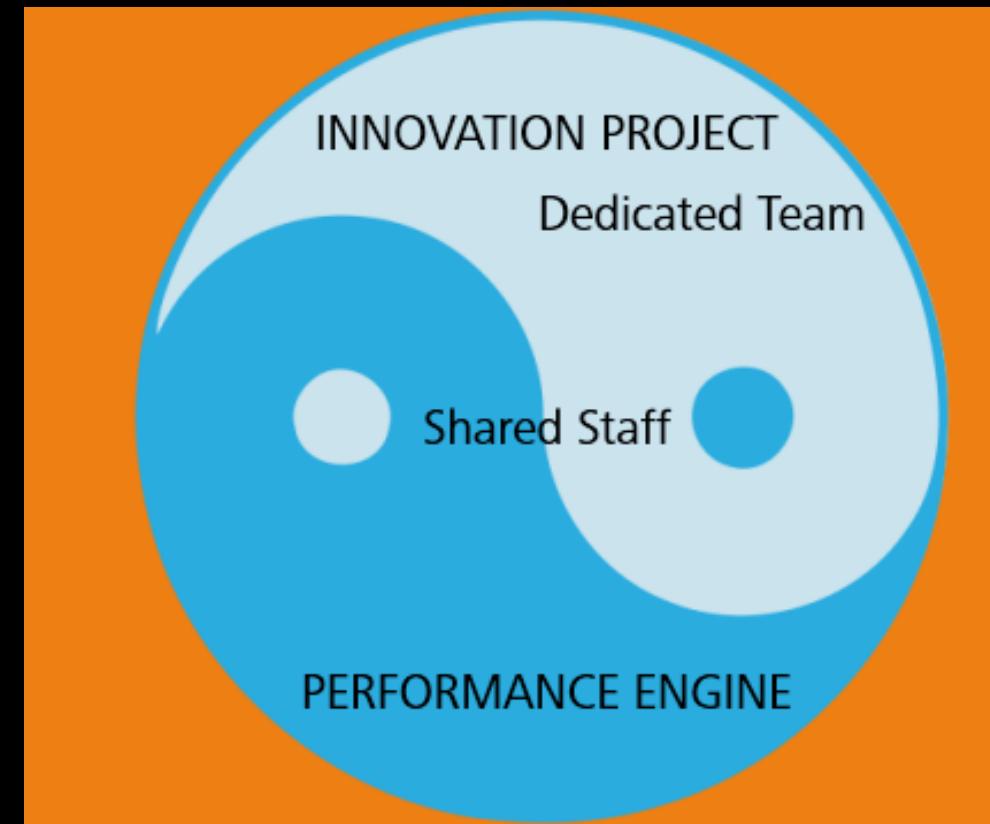
Model	Type of Initiative
S	Small
R	Repeatable
C	Custom

Model C (Custom)	Model S (Simple)
Deployment Pipeline	GIT Usage
Public Cloud POC	Operational Readiness Standards
Monitoring Platform	Incident and Problem Management
End-User Monitoring Instrumentation	Infrastructure as Code
Dedicated NOC	

Executing Model C Innovations

Build a dedicated team
with a special plan.

Manage the
partnership.



Common Execution Errors

Failing to Create a Dedicated Team

Breaking the Performance Engine

Asking too much of the Performance Engine

Innovation team is a “mini” Performance Engine

Poorly Managed Partnership

Isolating Innovation

Key! Eliminate Innovation Isolation

As innovation risk and uncertainty are reduced, the leader must guide the Performance Engine to adopt it as a new operational norm.

Failure to do this results in the innovation team becoming an island or silo, e.g. the infamous “DevOps Team”!

Adoption/Knowledge Transfer Strategies

- Provide a service or preferably a service platform.
- Put workers from PE into Innovation Team on short-term basis.
- Training and re-integration of innovation team personnel into performance engine.
- Others...

Summary

Success executing key activities, both innovation (e.g. DevOps) and performance engine is improved.

Demand and capacity between performance engine and innovation is balanced.

Less frustration for workers and team members. They understand what they are working on and can focus.

..and what about AdvancedMD?

- We are about 2 year into a 4-5 year transformation. This takes time!
- We are in the middle of evolving to a decoupled architecture.
- We still need to address our data model and database architecture.
- We are in the middle of a public cloud POC and an anticipated all-in migration.
- We are in the process of adopting the devops “Site Reliability Engineering (SRE)” model and discipline across the operations team.
- Stay tuned!

Thank You!