Finding Agility
Embracing DevOps To Revitalize Our SAFe Implementation
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SAFe SPC
About AmerisourceBergen

AmerisourceBergen improves patients’ lives by delivering innovative products and services that drive quality and efficiency in pharmaceutical care.
AmerisourceBergen by the Numbers

13,000+ Associates Committed to Improving Healthcare Delivery & Patient Care

We distribute more than 50,000 items for 1,500+ manufacturers to tens of thousands of prescribers across the globe.

620,000 providers
11,000 pharmacies
1,500 manufacturer relationships and growing
Agile Journey 3 Year Check Up

- **Improvements:**
  - Work defined as Epics, Features, and Stories
  - Stories meeting Definition of Done closed each iteration
  - Team Velocity reaching a consistency point
  - Some Automated tests in place
  - Automated Builds Run Scheduled Nightly
  - Automated Deploys to Dev Run Scheduled Nightly
  - Test Deploys occur 3 times an Iteration
  - Stage Deploys occur at the end of an Iteration

- **Opportunities:**
  - Releasing to Production Quarterly
  - Product Regression Verification still takes up to 2 weeks
  - The majority of testing is performed manually
  - Deployments still require manual intervention when promoting to higher environments
  - Most Quarterly Releases have 2 to 3 hotfix releases immediately after.
  - Quality of Releases has only improved marginally.
  - Time to Market has only improved marginally.
DevOps Enabled Platform

- Build New Platform
  - Cloud Native
  - API First
  - Microservice Architecture
  - DevOps Enabled

- Embrace DevOps
  - Culture Shift
  - Complete CI/CD Pipeline
  - Infrastructure as Code
SAFe 4.5 has a “CALMeR” Approach for DevOps

- Culture of shared responsibility
- Recovery enables low risk releases
- Automation of Continuous Delivery Pipeline
- Measurement of everything
- Lean flow accelerates delivery
Our DevOps Guiding Beliefs
Deployments will be boring.

From This

To This
DONE means customers are gaining value from it.
We will prove value delivery through usage monitoring.

From This

To This
We will measure so much that we measure our ability to measure.

From This

To This
We will automate **ALL** repetitive activities.
We will assume that **ANY** non-trivial code without automated tests is **BROKEN**.
We will not deploy known broken software because...

...again, deployments will be boring.
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- DONE means customers are gaining value from it
- We will prove value delivery through usage monitoring
- We will measure so much that we will measure our ability to measure
- We will assume that ANY non-trivial code without automated tests is BROKEN
- We will not deploy known broken software because…
- We will automate ALL repetitive activities
Our Mission

To operate a Healthcare minded DevOps enabled platform which radically transforms the value delivery capabilities of Inventory and Technology Solutions and eventually all of AmerisourceBergen.
Nucleus Platform

Legend

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Platform Automation

Deployment Automation

Infrastructure Automation

Infrastructure Services

Tool chain

Governance

DevOps
Measuring Our Success

Frequency increase based on deployment/release frequency prior to embracing DevOps.
Dev deploys were at best once a day. Stage was once an iteration. Prod was once a quarter.
Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individually and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
The journey is the reward.
Questions?
Thanks!

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