

CASE STUDY

Scaling Infrastructure Operations: Building a 24/7 DevOps & NetOps Center of Excellence in Bengaluru

How Healimpilo helped a US healthcare enterprise establish a fully-staffed, cloud-native infrastructure operations team in India — reducing operational costs by 62% while improving incident response times.

Client	MedTech Solutions (name changed for confidentiality)
Industry	Healthcare IT / Electronic Health Records
Client Profile	\$450M revenue enterprise, 2,200+ hospital clients, 18-year-old legacy infrastructure
Engagement	Offshore Development Center (ODC) — Build, Staff, Operate
Duration	Ongoing since March 2023 (24+ months)
Team Size	18 FTE (6 DevOps Engineers, 6 Network Engineers, 4 Cloud Architects, 2 SREs)
Coverage	24/7/365 — Follow-the-sun model with US overlap hours
Tech Stack	AWS, Azure, Terraform, Ansible, Kubernetes, Jenkins, Datadog, PagerDuty, Cisco ACI, F5 BIG-IP

01 The Client & The Problem

MedTech Solutions is a US-based EHR vendor serving over 2,200 hospitals and clinics across North America. The company had grown through acquisition, inheriting three separate data centers, inconsistent automation practices, and a sprawling network architecture that no single person fully understood.

Their US-based infrastructure team was chronically understaffed — 11 engineers supporting a 24/7 operation, leading to burnout, knowledge silos, and reactive firefighting instead of proactive optimization. Mean time to resolution (MTTR) for P1 incidents was 4.2 hours. Deployments required manual runbooks and happened only during maintenance windows.

The VP of Engineering had a mandate from the board: reduce infrastructure operating costs by 50% while modernizing the stack to support the company's shift to a cloud-native SaaS model. The constraint: they couldn't afford downtime or the risk of offshoring to a vendor that didn't understand healthcare compliance.

The Challenge in One Sentence

Build an offshore infrastructure operations capability that could replace expensive US headcount, operate 24/7, and modernize legacy systems — all without breaking what was already running in production.

02 The Build: Establishing the Offshore DevOps Center

Healimpilo structured the engagement as a phased buildout, starting with a 4-person pilot team and scaling to full 24/7 coverage over 9 months. The goal was not to simply throw bodies at the problem, but to build a sustainable, knowledge-rich operations function in Bengaluru.

Phase 1: Foundation (Months 1-3)

- Hired 4 senior engineers (2 DevOps, 2 NetOps) with healthcare industry experience and US client timezone overlap capability
- 90-day knowledge transfer sprint: US team documented all runbooks, incident playbooks, and tribal knowledge with Healimpilo's facilitation
- Shadow period: India team shadowed US engineers on all incidents, deployments, and maintenance activities for 60 days before taking ownership
- Established core tooling: Terraform for IaC, Ansible for config management, Jenkins pipelines for CI/CD, Datadog + PagerDuty for monitoring and alerting
- Documented and standardized 47 manual processes that previously existed only in the heads of senior US engineers

Phase 2: Scale & Autonomy (Months 4-9)

- Expanded to 12 FTE: added 4 mid-level engineers, 2 cloud architects, 2 SREs
- Implemented follow-the-sun 24/7 coverage model with defined handoff protocols between India and US shifts
- Took ownership of tier-1 and tier-2 incident response, reducing US team on-call burden by 80%
- Automated 23 recurring manual tasks (database backups, certificate renewals, patching workflows, capacity scaling)
- Migrated 40% of production workloads from legacy data center infrastructure to AWS using blue-green deployment strategy with zero customer-facing downtime

Phase 3: Optimization & Innovation (Months 10-24)

- Expanded to 18 FTE with specialized roles: Kubernetes experts, security automation engineers, FinOps analysts
- Re-architected networking layer: migrated from legacy hardware load balancers to F5 BIG-IP cloud-native deployment, reducing network MTTR by 68%
- Implemented Infrastructure as Code (IaC) for 100% of infrastructure — no more manual provisioning or snowflake configurations
- Built self-service deployment portal for development teams, reducing deployment cycle time from 4 days to 2 hours

- Established FinOps practice: identified \$1.8M/year in cloud waste through rightsizing, reserved instances, and spot instance adoption

Key Success Factor

Healimpilo didn't just hire engineers — it replicated the institutional knowledge that existed only in the heads of the US team, codified it, automated it, and made it portable.

03 Scope of Work: What the Team Owns

The Bengaluru team operates as an extension of MedTech's infrastructure organization, not a separate outsourced vendor. They have full production access, participate in architecture decisions, and are accountable for SLAs.

Responsibility Area	What the Team Delivers
24/7 Incident Response	Tier-1 and Tier-2 on-call rotation. P1/P2 incident triage, diagnosis, remediation. Post-incident reviews and RCA documentation.
Cloud Infrastructure (AWS)	EC2, RDS, S3, Lambda, ECS/EKS management. Cost optimization, capacity planning, security hardening.
Multi-Cloud (Azure)	Azure AD integration, hybrid networking, disaster recovery configuration for Azure-hosted services.
Network Operations	Cisco ACI fabric management, F5 load balancer configuration, VPN/Direct Connect setup, firewall rule management.
CI/CD Pipeline Management	Jenkins pipeline maintenance, build automation, artifact repository management, deployment orchestration.
Infrastructure as Code	Terraform module development, Ansible playbook authoring, GitOps workflows, IaC peer review and standards enforcement.
Monitoring & Observability	Datadog dashboard creation, alert tuning, log aggregation, APM configuration, SLO/SLI tracking.
Database Administration	PostgreSQL and MySQL backup/restore, replication setup, query optimization, upgrade planning.
Security & Compliance	Vulnerability patching, CIS benchmark compliance, SOC 2 control implementation, HIPAA audit support.
Disaster Recovery	DR runbook maintenance, quarterly DR testing, RTO/RPO validation, backup integrity verification.

04 How We Made It Work: The Operating Model

Offshoring infrastructure operations is notoriously difficult. The failure modes are predictable: communication breakdowns, knowledge gaps, time zone misalignment, and a us-vs-them culture. Healimpilo addressed each of these head-on.

Challenge	How Healimpilo Solved It
Time Zone Alignment	4 engineers work US shift hours (6:30 PM – 3:30 AM IST) for real-time collaboration. Handoff meetings at shift change with recorded summaries.
Knowledge Transfer	90-day shadow period with mandatory runbook documentation. Every process documented in Confluence with video walkthroughs.
Cultural Integration	India team included in all-hands meetings, architecture reviews, and planning sessions. Team members rotate to US office for 2-week immersions annually.
Communication Protocol	Daily standup via Zoom, Slack for async, PagerDuty for incidents. All incidents logged in Jira with RCA documentation within 48 hours.
Quality Control	US-based technical lead reviews all Terraform PRs, conducts monthly architecture audits, and maintains veto authority on production changes.
Retention & Career Growth	Competitive comp (top 10% of Bengaluru market), clear promotion paths, certification budgets. 11% attrition rate vs. 25% industry average.

05 Results & Business Impact

62% Reduction in infrastructure operating costs (year-over-year)	1.3 hr Mean time to resolution for P1 incidents (down from 4.2 hours)	0 Customer-impacting incidents during cloud migration	99.97% Infrastructure uptime (vs. 99.82% baseline pre-engagement)
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2 hrs Deployment cycle time (down from 4 days)	\$1.8M Annual cloud cost savings identified through FinOps practice	80% Reduction in US on-call burden	11% Team attrition rate (vs. 25% industry average)
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06 What Made This Engagement Succeed

Enterprise offshore engagements fail for three reasons: inadequate knowledge transfer, misaligned incentives, and cultural disconnection. This engagement avoided all three.

Ownership, Not Staff Aug
Healimpilo structured the engagement as an owned outcome model, not hourly billing. The India team owns SLAs and is accountable for uptime, MTTR, and cost targets — not just for

delivering hours.

Hire for Healthcare, Not Just DevOps

Every engineer hired had prior healthcare or regulated industry experience. They understood HIPAA requirements, why change management matters, and how to operate in a zero-downtime environment. This wasn't training-on-the-job — it was day-one readiness.

Knowledge Transfer as a Deliverable

The 90-day knowledge transfer sprint was treated as a formal project phase with success criteria. Every runbook, every tribal knowledge conversation, every architectural quirk was documented. By the end, the India team knew the environment better than most of the US engineers.

Retention Through Growth

Healimpilo invested in career pathing, certifications (AWS Solutions Architect, CKA, CISSP), and rotations to the US office. Engineers stayed because they were growing, not just because they were earning. 11% attrition in a market with 25% average turnover speaks for itself.

“We didn't offshore to cut costs — we offshored to scale capability. Healimpilo gave us a team that operates like an internal function, not a vendor. They know our systems better than our last three US hires did after six months.”

— VP of Engineering, MedTech Solutions

07 The Long-Term Model: What Happens Next

This engagement is now in its third year. The Bengaluru team is no longer 'the offshore team' — they're the infrastructure team. Two engineers have been promoted to lead roles. The team is now driving greenfield projects, not just maintaining legacy systems.

MedTech is expanding the engagement to include a cloud security function and a data engineering team, both to be co-located in the same Bengaluru office. The trust has been earned. The model has been proven.

Ready to Scale Your Operations?

Whether you need to reduce costs, expand 24/7 coverage, or build capabilities your US market can't supply, Healimpilo's Offshore Development Center model gives you the team, the accountability, and the healthcare domain knowledge to make it work.

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