Cloud Tech: Harnessing Untapped Benefits

John Goodall
Group Executive, Technology and Operations
Medibank
Harnessing Cloud Technology at Medibank

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Group Executive – Technology and Operations

March 2019
Medibank continues embarrassing streak of record complaints to the Private Health Insurance Ombudsman

Medibank Private apologises after systems upgrade glitch delays millions of tax statements

— Chanticleer

Medibank Private's IT disaster hits customer service

Medibank pushes through Project DelPHI woes
About Medibank

Better Health for Better Lives

Purpose

Health insurance

Health services

Telehealth
Support, coordination & navigation

Healthier, Effortless, Proactive

Medibank at Home
Rehab, chemo, dialysis & palliative care

Simple, Affordable, Easy

Care management
Chronic disease programs

Diversified insurance

Population health
Targeted health programs

Life insurance

Travel insurance

Pet insurance
### About Medibank

- **3.7 million +** private health insurance customers
- **Headquartered in Melbourne** with offices in Canberra, Brisbane, Perth, Sydney & Wollongong
- **84 retail stores across Australia** including 20 in regional areas

#### SUPPORTED

- **1.3 million +** hospital admissions
- **23.8 million +** extras services
- **500,000 +** surgical procedures

#### $5.3 billion benefits paid to customers

- **$1.3 billion extras**
- **$4.0 billion hospital**

#### 26.85% market share at 30 June 2018

#### 240,000 Australians own shares in Medibank

#### LOWEST average premium increase in 18 years in 2019

#### 4,155 employees

- **Including 1,500 health professionals**
- **70% women**

Information relates to 2018 financial year unless otherwise stated.
Building a stable Technology capability was vital to our business ambitions

<table>
<thead>
<tr>
<th>Focus</th>
<th>Get business wide alignment on what is important (i.e. priorities), then work on them</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Don’t work on what’s not important</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Identify and remove bottlenecks</td>
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<tr>
<td></td>
<td>Remove wasted effort</td>
</tr>
<tr>
<td>Alignment</td>
<td>Build structures that complement, not compete with, each other</td>
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<tr>
<td></td>
<td>Streamline hand-offs between teams</td>
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<tr>
<td>Transparency</td>
<td>Be engaged and transparent with all stakeholders on what you’re doing, what you’re not doing, and why</td>
</tr>
<tr>
<td>Cloud</td>
<td>Leverage capabilities that already exist to speed up the transformation of processes and capabilities</td>
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</tbody>
</table>
We now have a scalable, flexible cloud data platform powering our analytics community

<table>
<thead>
<tr>
<th></th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Database</td>
<td>Weeks</td>
<td>Hours</td>
</tr>
<tr>
<td>Workloads</td>
<td>24x7</td>
<td>As Required</td>
</tr>
<tr>
<td>Removal</td>
<td>Weeks</td>
<td>Hours</td>
</tr>
<tr>
<td>Reports</td>
<td>,000s</td>
<td>Self Service</td>
</tr>
<tr>
<td>Capacity</td>
<td>Limited</td>
<td>Scalable</td>
</tr>
<tr>
<td>Cost</td>
<td>High</td>
<td>Reducing</td>
</tr>
<tr>
<td>Monitoring</td>
<td>Inconsistent</td>
<td>Standard</td>
</tr>
</tbody>
</table>
Why our data matters?

Surgical Variance Reports

ROYAL AUSTRALASIAN COLLEGE OF SURGEONS

About RACS  |  About Respect  |  For Fellows

Hip replacement
Surgical replacement of a damaged hip joint with an artificial

11% of the time there are no medical out-of-pocket expenses for this in-hospital procedure. But where there are, approximate costs look like:

RACS and Medibank are pleased for common procedures within surgery and orthopaedic surgery.
The first series of reports were RACS has analysed and interpreted possible reasons for the variance.

Total procedure cost: $25,290
- Medibank pays
- Medicare pays
- Excess $250
- Out-of-pocket $630

Policies
- Policies
- Publications
- Annual Reports
- ANZ Journal of Surgery
Our digital (web and mobile) presence is now a core platform advantage for our business.

<table>
<thead>
<tr>
<th>100%</th>
<th>↓ 84%</th>
<th>↑ 17%</th>
<th>60%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability</td>
<td>Login time</td>
<td>YoY</td>
<td>Registrations</td>
</tr>
<tr>
<td>↑ 50%</td>
<td>↑ 80%</td>
<td>↓ 70%</td>
<td>4.6/5</td>
</tr>
<tr>
<td>Speed</td>
<td>Test Automation</td>
<td>Incidents</td>
<td>App Store Rating</td>
</tr>
</tbody>
</table>
Our infrastructure is no longer a bottleneck
Summary: We are still building a Technology capability to support our business ambitions

Medibank’s ‘back on track’ thanks to strong customer focus: CEO
ASX-listed health insurance provider aims to transform relationship with customers and deliver a more personalised and proactive experience

JENNIFER O'BRIEN (CMO)    24 AUGUST, 2018 11:51

How Medibank achieved digital experience transformation
Medibank and InVision worked together to transform the digital user interface delivered by the health insurance provider

VANESSA MITCHELL (CMO)    19 DECEMBER, 2018 08:23

Medibank Private moves on from 'fix the house' mentality
Questions?
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