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Highlights:

Health insurance firm extends service management from IT to facilities and payroll and envisions a single portal for IT, facilities and people services.

Organisation:

Medibank

Business

Health insurance

Headquarters

Melbourne, Victoria, Australia

Geographies

Australia-wide

Products and Solutions

Incident Management

Problem Management

Change and Release Management

Human Resource Service Management

Facilities Service Management

Medibank Boosts Business Health with Service Management

Founded in 1976, Medibank insures more than 3.8 million Australians through its Medibank and ahm brands. The business also operates Medibank Health Solutions, a telehealth services supplier with 600 clinicians interacting more than 2.5 million times per year with customers over the web, phone, and face to face. The Australian Government privatised Medibank in 2014 and the business now operates as a listed company on the ASX. Medibank now has 2,700 employees and generates annual revenues in excess of AUD\$6.37 billion.

Business selects ServiceNow to streamline IT processes

Following a rigorous tender process in 2014, including detailed analysis of service management vendors, Medibank selected ServiceNow to revolutionise the way it delivered information technology services to its businesses. Service integration manager Natalie McIntosh says the business started by deploying two modules—ServiceNow Incident Management and ServiceNow Problem Management. ServiceNow Incident Management enabled the information technology function to capture incident notifications through a self-service portal, prioritise them based on service level targets, and route responsibility for resolution to the appropriate group, while ServiceNow Problem Management created a way to investigate the root cause of incidents, and document solutions and workarounds in a knowledge base.

Business value:

Accessibility for a distributed workforce: “Over the past two years we have steadily increased uptake for information technology service and support as our teams have seen the benefits of ServiceNow,” McIntosh says. “The portal functionality in particular has improved access to information technology support for our employees who are spread across five corporate offices. Being able to move people away from email and to the ‘single pane of glass’ provided by ServiceNow to get help from information technology has streamlined our service delivery process considerably.”

Metrics and next steps

The ServiceNow deployment has enabled Medibank to upgrade the catalogue of services that employees can access and develop a homepage that maximises the relevance of the portal to the business. “Our vision in information technology service management is to increase automation and use of workflows as much as possible within the next financial year,” McIntosh says. “Last year, 15% of services were requested through our service catalogue rather than over email and we plan to increase that to 70% in the next financial year.

“Being able to move people away from email and to the ‘single pane of glass’ provided by ServiceNow to get help from information technology has also streamlined our service delivery process considerably.”

“We’re developing metrics on how to drive that greater uptake and have listened to stakeholders explain some of the pain points they have in dealing with information technology,” McIntosh adds. “We’re talking about reducing the back-and-forth between employees and the service desk and making sure we route calls to the right teams every time to obtain the right outcomes.”

The business is also actively using ServiceNow Change and Release Management to minimise the cost and risk of technology changes across its operations.

Implementing ServiceNow has enabled the Medibank information technology team to adhere to the ITIL framework that documents best practices in information technology service management. “We’re very process driven and we try to stay as close to the ITIL framework as possible, so in that way ServiceNow is very much the right toolset for us,” McIntosh says. “Our approach and the toolset have made it natural for us to extend service management beyond information technology into areas such as facilities and payroll.”

Medibank has now implemented ServiceNow into HR Payroll to streamline a range of payroll tasks such as adding and modifying payroll records, bank accounts, and direct data, and ServiceNow Facilities Service Management to view, track, resolve, and report on facilities tasks. “We saw the way we managed a broken laptop could easily be ported to the way we

managed a broken lightbulb,” McIntosh says. “Our teams in payroll and facilities management were using spreadsheets, emails, and shared mailboxes—and because they deal with very similar priority matrices as we do in information technology service management, for minimal investment we could spin up a module to manage their processes.”

Using ServiceNow allowed Medibank to start removing single points of failure and begin measuring the amount of requests teams were dealing with—from cabcharge vouchers to lockers in the organisation’s activity-based working environment. The business expects to obtain data over the next three to 12 months to understand the load and pain points that need to be addressed. “We have a longer-term vision to use the portal currently used exclusively for information technology service management for facilities and people services,” McIntosh says.

She lauds the contribution of the ServiceNow account and professional services team to the business throughout the deployment as “great”. “We touch base with the account team on a weekly basis and they provide insights into where we can head, present opportunities for us to review how other organisations are using ServiceNow, and discuss products that are on the horizon. It’s been a true partnership.”