

carahsoft

CARASOFT'S RESPONSE TO THE

State of Nebraska
Department of Health and Human Services



REQUEST FOR INFORMATION

Targeted Case Management (TCM)

SOLICITATION NO. RFI Targeted Case Management (TCM)

Tuesday
October 16, 2018

SOLUTION PROVIDED BY

servicenow

CARASOFT TECHNOLOGY CORP.
1860 MICHAEL FARADAY DRIVE, SUITE 100
RESTON, VA 20190

888.66.CARAH | WWW.CARASOFT.COM

October 16, 2018

State of Nebraska Department of Health and Human Services
301 Centennial Mall South,
5th Floor
Lincoln, NE 68508

Re: Carahsoft's Response to the State of Nebraska Department of Health and Human Services' Request for Information for Targeted Case Management, Solicitation # RFI Targeted Case Management (TCM)

Dear Tonja Buchholz,

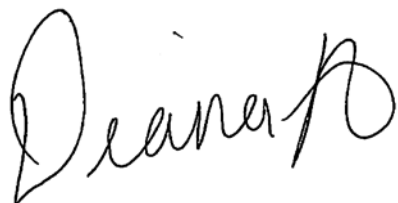
Carahsoft Technology Corp. appreciates the opportunity to respond to the State of Nebraska Department of Health and Human Services' Request for Information for Targeted Case Management. Carahsoft is proposing ServiceNow which fully meets the State of Nebraska Department of Health and Human Services' (DHHS) requirements for a Targeted Case Management (TCM) system. Our team has fully considered the DHHS's requirements outlined in the Request for Information, and has carefully put together a solution that will best meet your needs.

Carahsoft is submitting as the IT Schedule 70 GSA Contract holder (GS-35F-0119Y) and reseller for ServiceNow. As a top ranked GSA Schedule holder, Carahsoft has delivered best value solutions to our government clients for over 14 years including the City of Lincoln.

Please feel free to contact me directly at 703.581.6808/Diana.Cabrera@carahsoft.com or Jessica Robertson at 703.889.9725/Jessica.Robertson@carahsoft.com with any questions or communications that will assist the DHHS in the evaluation of our response.

Thank you for your time and consideration.

Sincerely,



Diana Cabrera
Account Representative

TABLE OF CONTENTS

Executive Summary	1
Solution Overview	1
Prime Contractor: Carahsoft Technology Corp.	1
Solution Provider: ServiceNow	2
C. Scope of Work	4
RFI Form	13
Form A	15
In Summary	17

EXECUTIVE SUMMARY

Solution Overview

Carahsoft Technology Corporation understands that the DHHS is seeking a Targeted Case Management Solution. As the Prime Contractor, Carahsoft has assembled a team for the initiative that includes our Solution Provider, ServiceNow, as the best solution to meet DHHS's requirements.

Prime Contractor: Carahsoft Technology Corp.

Carahsoft Technology Corp. is an IT solutions provider delivering best-of-breed hardware, software, and support solutions to federal, state and local government agencies since 2004. Carahsoft has built a reputation as a customer-centric real-time organization with unparalleled experience and depth in government sales, marketing, and contract program management. This experience has enabled Carahsoft to achieve the top spot in leading software license GSA resellers.

VENDOR RELATIONSHIPS – Carahsoft has a unique business model focusing on providing superior sales and marketing execution, a track record of success, high integrity, and a focus on strategic vendor relationships, of which **ServiceNow** is an important part. Carahsoft's contract vehicles carry over 200 vendors. Carahsoft's unique ServiceNow qualifications include:

- Federal aggregator and distributor
- Dedicated sales and marketing team
- Trusted advisor for proposal responses

PROVEN EXECUTION – Carahsoft has leveraged its vast contracting experience and extended it to quoting and order management. Carahsoft seamlessly generates quotes within 30 minutes or less and processed over 85,000 orders in 2017 that were each completed the same day received.

CONTRACT VEHICLES – Over the past 14 years Carahsoft has acquired and maintained a wide variety of purchasing contract vehicles for agencies at the state, local, and federal levels. Associated with all contracts are dedicated and experienced contract management resources. A list of available contracts can be found at www.carahsoft.com/contracts/index.php.

GROWTH & STABILITY – Carahsoft has continued to show impressive growth year after year, with annual revenue of \$3.4 million in our first year in 2004 to an estimated \$4.4 billion in 2017. In September of 2017, 10,705 orders were processed worth over \$1 billion. We are a stable, conservative, and profitable company and have received numerous accolades. Carahsoft was recently recognized in the following areas:

- Top Ranked GSA Schedule 70 Contract holder for software
- #30 on Washington Business Journal's Largest Government Contractors List for 2016
- #40 on Washington Technology's Top 100 Government Contractors List for 2017
- Fed 100 Winner and Ernst & Young Entrepreneur of the Year, Craig P. Abod, President and CEO; Fed 100 Winner, John Lee, Vice President of Cloud Services



Solution Provider: ServiceNow

Your enterprise needs to move faster, but lack of process and legacy tools hold you back. With the **ServiceNow** System of Action you can replace unstructured work patterns with intelligent workflows. Every employee, customer, and machine can make requests on a single cloud platform. Every department working on these requests can assign and prioritize, collaborate, uncover root cause issues, gain real-time insights, and drive to action. Your employees are energized, your service levels improve, and you realize game-changing economics. That's **Work at Lightspeed**—a smarter, faster way to get work done.

ServiceNow Portfolio – ServiceNow offers a portfolio of robust cloud-based applications for five key areas of your business – IT, Security Operations, Customer Service, HR, and business applications.

- **IT** can increase agility and lower costs by consolidating legacy tools into a modern, easy-to-use service management solution in the cloud.
- **Security** can collaborate with IT to resolve real threats fast—using a structured response engine to prioritize and resolve incidents based on service impact.
- **Customer Service** can drive case volume down, and customer loyalty up—by assessing product service health in real-time and working across departments to quickly remediate service issues.
- **HR** can consumerize the employee service experience with self-service portals and get the insights they need to continually improve service delivery.
- And any department can quickly **build business applications** to automate processes—with reusable components that help accelerate innovation.



Because all applications are built on the ServiceNow platform, all metrics, tasks, services, assets, people, locations, and information are stored together, creating a single system of record and a single system of engagement for the enterprise. All applications leverage a common workflow engine to bring together people processes and automated processes. This allows work to flow seamlessly across all domain areas within an enterprise – automating tasks, consumerizing the service experience, and helping people work better and smarter. Finally, the applications and platform leverage a scalable, secure, highly available cloud infrastructure.

SOLICITATION # RFI Targeted Case Management (TCM)

ServiceNow offers the following main product suites, and platform and infrastructure features:

ServiceNow Product Suites

Service Management Incident, Problem, Change, Release, Asset, Cost, Benchmarks, Service Levels, Knowledge, CMDB, Software Asset Management	IT Business Management Project Portfolio, Demand, Resource, Application Portfolio, Agile Development, Test, Financial Planning, Cost Transparency, Software Asset Management, Financial Reporting	IT Operations Management Discovery, CMDB, Orchestration, Cloud Management, Event Management, Service Mapping
Security Operations Security Incident Response, Threat Intelligence, Vulnerability Response, Trusted Security Circles	Governance, Risk, and Compliance Risk, Audit, Compliance, Vendor Risk	HR Service Delivery Case and Knowledge Management, Employee Service Center, Enterprise Onboarding and Transitions
Now Platform Studio, Service Portal Designer, Delegated Development, Automated Testing Framework	Customer Service Management Customer Service, Field Service, Knowledge, Communities	Performance Analytics

ServiceNow Service Automation Platform Features

Collaborate Connect, Chat, Coaching Loops, Live Feed, Visual Task Boards	Manage Resources Service Catalog, Time Cards, Skills Management, On-Call Scheduling, Role-Based Security	Intelligence Reporting, Surveys, Business Service Maps, Visualizations, Google Maps, Contextual Search, MetricBase	Design Form Designer, Graphical Workflow, Service Creator, Studio, Service Portal Design, Scripting	Communicate/ Integrate Email/SMS Alerts/ Notifications, REST API, Native Mobile App, Web Services, OpenFrame, Import/Export
------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------

ServiceNow Cloud Infrastructure Features

Availability 24x7x365 cloud operations and support; 99.8% availability SLA; Mirrored production instances with failover; Non-production instances: Minimal to no maintenance downtime	Security ISO 27001 certified and SSAE 16 attestations; No commingling of customer data; Encrypted data in-transit using TLS; Encrypted attachments and custom fields	Compliance Eight global data center pairs; FedRAMP-compliant JAB authorization; Qualified instances for FDA IQOO validation; Full disk encryption
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Market Leadership – ServiceNow became a market leader in the ITSM market in 2013 and expanded our leadership position in the following years. [Gartner, Forrester, IDC, Info-Tech, and many other industry analysts](#) recognize ServiceNow's leadership.

Commitment to Customers – Thousands of customers use ServiceNow, including over one-third of the Forbes Global 2,000, over half of the Fortune 100, and many small- and medium-size organizations worldwide. Our customers span almost every industry and vertical from finance, energy, and education to federal and managed service providers—in 50 countries. And customers stay with the platform; ServiceNow had a greater than 98% customer retention rate in 2016. Nearly 100 customer success stories are available at <http://www.servicenow.com/customers.html>.

Corporate Information – ServiceNow was founded in 2004. Since that time, ServiceNow has grown from a small company with a few employees in one location to approximately 6,000 employees in offices worldwide, with headquarters in Santa Clara, California. John Donahoe, our President and Chief Executive Officer, joined ServiceNow in April 2017. For a complete list of our executive team, including backgrounds and responsibilities, please see <http://www.servicenow.com/company/executive-team.html>.

For more information about ServiceNow, please see www.servicenow.com.

C. SCOPE OF WORK

REQUIRED INFORMATION: SCOPE OF WORK

1. *What methods can be used to ensure care plans are developed in a person centered manner?*

Care plans are for individuals and ServiceNow allows you to focus on what matters most—your patients, staff, and the community you serve. A unified platform for care makes it possible to deliver consumer-like service experiences, streamline workflows, and connect and protect both your business and clinical operations. Foster rich patient experiences, services, and workforce capabilities with automated management of medical assets and clinical EHR applications. EHR is a complex, mission-critical system. If you don't know the impact of outages or changes, service delivery becomes inconsistent. Patients increasingly desire an integrated approach to their care. It's what motivates them toward healthy behaviors and purchasing decisions. Connect customer service and other departments responsible for care to deliver great patient service experiences. <https://www.servicenow.com/solutions/industry/healthcare.html>

ServiceNow supports delivery of a shared services model within its customer businesses. The ServiceNow platform offers users cloud-based IT services and creates a single system of record for all service issues across the organization. Using the platform's sophisticated automation capabilities, businesses improve operational efficiency by automating a large number of manual service processes and providing users with self-service facilities, improving customer satisfaction and speeding up processes even further.

ServiceNow supports individuals as cases allowing for a person centered approach. Through a service catalog portal, individuals can choose the services they need. Based on their selection, the system can then provide additional targeted services offerings to the user. As requests are made, the system can get the right individuals involved. ServiceNow uses artificial intelligence to quicken the process of assigning people to cases so the person needing help is attended to swiftly.

Building an Amazon-like interface that offers hundreds of service items, so clinicians can order and see the status of their requests is common among ServiceNow healthcare customers. Despite the complexity of many workflows behind each of these items, firms are able to automate and tailor everything to its needs. It makes ServiceNow a powerful system available to pharmacy, nursing, radiology and other ancillary services that each person might need for their care plan. Meanwhile, it enforces security by restricting access based on roles and business rules, and automating all approvals.

ServiceNow healthcare customers receive a seamless interface with the clinical staff and business units where the clinical staff can devote their time to better customer service and projects, rather than working on ad hoc requests. ServiceNow customers generate business intelligence for the volume and type of catalogue requests, giving them a reference point for further operational automation. It is a win-win proposition.

With ServiceNow, IT has a single system of record to manage requests and resolve issues for employees, service providers, and end patients and to drive a self-service model for faster and easier interactions with IT online.

Automating IT service management processes enables the team to be more flexible and responsive all in support of patient care plans.

2. *What methods can be used to ensure conflict free case management?*

ServiceNow is a nonstop cloud solution designed to ensure conflicts between healthcare providers and patient cases do not occur. This is done primarily through security definitions and system layout. There are many layers of security within ServiceNow. At the most basic level, ServiceNow supports role based Access Control. You have full control of entitlements granted to each of your end users in a ServiceNow instance. This includes a built-in Role Based Access Control (RBAC) mechanism for creating user, group, and role objects. This makes it easy for you to assign access to applications and data within your instances.

Access Control Rules and Lists (ACLs) in conjunction with RBAC let you control access to entire tables, records, or fields. Several out-of-the box ACLs are included with your ServiceNow instance. You also have the ability to define your own ACLs to suit your needs. The ACLs control individual entitlements around creating, reading, writing, and deleting tables, records, and fields.

To help manage role assignments, you can integrate your instances with directory services, such as LDAP and Active Directory. This lets you leverage existing users and groups as well as easily manage users and access within your ServiceNow instances.

For additional security information, please refer to the document named *Delivering Secure, Scalable, and Compliant Cloud Services*.

3. *What methods are used to ensure all staff use a person centered philosophy?*

ServiceNow supports a service catalog approach to ensure the customer, or patient, chooses the services most needed by them. The service catalog defines the services available to that patient based on their group or role defined for them. ServiceNow creates a process to continuously optimize customer experience and provisioning efficiency where this best practice will help you create a world-class service catalog design, governance, and maintenance process that:

- Optimizes customer experience and process efficiency
- Builds a robust catalog structure to improve search and set the right expectations
- Streamlines fulfillment workflows for faster delivery time and issue diagnosis
- Provides flexibility to make changes to the catalog for relevance
- Defines the right measures of success and predictive metrics to identify performance gaps

Employees and clients expect a consumer-grade experience and anywhere, anytime access when requesting services. Service providers expect a quick and easy way to update their offerings. Executives expect clear management of service costs and insight into the value they get for that cost. Organizations try to deliver against these aspirations with the “perfect” service catalog—but changing customer and business needs means that even the best service catalogs need to be frequently redesigned or updated, which can be costly and time consuming.

SOLICITATION # RFI Targeted Case Management (TCM)

Creating a world-class service catalog—one that continuously optimizes the customer experience and provisioning efficiency—is not a one-time effort. You must have a design, governance, and maintenance process that focuses on ongoing customer needs assessment, flexibility so you can make on-demand changes to the services you offer, and proactive performance improvement so you can improve the value for cost. This is all possible with ServiceNow's service catalog portal.

With case management, each individual case can include all information pertaining to that person's experience. It can also include caretaker notes, videos, any collaboration done between healthcare workers, chat records and other information. The case can be the file location for any interactions and requests.

4. *How can other community resources, not just Medicaid services, be offered to people in need of Home and Community Based Services?*

Through the service catalog, design can include all of the many services available to people needing services, including home and community based services. The catalog design process would allow you to set up your catalog to succeed with a process plan and a team with clearly defined roles.

ServiceNow supports having different catalogs and knowledge bases, each managed by their own resources so the expertise is there to support the specific services needed by the person. The implementation can have different tables and separate administrators to provide a wall between care providers with each having a different scope.

The best practice is to determine who are your service request catalog's customers? As an example, the customers of your service request catalog might fall into three groups: end users, service fulfillers, and support reps:

- End users (internal employees or customers) – These are your primary customers of the service catalog. They log on to the catalog (or the portal) for their day-to-day needs. Their needs and expectations vary based on their different personas and roles.
- Service fulfillers – The fulfillers rely on the catalog to get key information on customer requests, to ensure the correct team receives the requests, and to set the right fulfillment expectations with customers.
- Support representatives – Support reps are an important set of customers for your service request catalog as well. End users often reach out directly to support reps for their needs, and it's the support rep who logs customer requests into the catalog or uses the catalog to track requests or answer customer questions.

Instead of skewing the design toward end users or fulfillers only, equally consider the perspective of all three customer groups for your catalog design. Refer here for some additional advice on how ServiceNow recommends you create a viable service catalog: <https://www.servicenow.com/success/optimize/now/design-world-class-service-catalog.html>

5. *What methods can be used to assist an individual in identifying what services they need and choose, while maintaining health and safety?*

As part of the service catalog design process, customers typically group catalog items together so common services are included in the same area. This provides an ease of use for the person identifying what services they need.

We also suggest determining what your customers' needs are, their pain points, and delight factors? To understand customer needs and pain points, try getting into your customer shoes to empathize with their experiences. We recommend conducting in-depth user studies—in the form of interviews, surveys, or focus groups—with all three customer groups to dive deeper into their experiences and needs. Focus not just on their pain points but also on what they like about their current method of placing service requests.

A part of the service catalog choices is the knowledgebase which can include documents that define the services available to whatever degree is necessary. Articles and file types can be imported that discuss how to use the system, what each service includes, who is eligible, videos on how to complete forms or other requirements that fit the services available. Different knowledge bases can be defined for each pillar of service.

<https://sc.service-now.com/snideation?page=1&title=Stage%201:%20EMPATHIZE>

6. *How can receipt of services be monitored? (references B, 9-11)*

ServiceNow supports various ways receipt of services can be monitored. Case management, performance analytics, and dashboards are some of these.

Case management. External customers can reach out to your organization for assistance. Customer service agents receive these communications and work with customers to answer questions and resolve issues, creating cases as needed. The case activities are monitored through the use of service level agreements and other workflow triggers.

Customer Service cases

The case is the primary entity of the Customer Service Management application. An agent creates a new case to identify a customer's question or issue and to track the activities related to resolving the issue. An agent also uses a case to track communication to and from the customer, including the communication channels being used.

Case activities

Case activities include any action that is taken to resolve an issue. This can include phone calls or emails, knowledge base research, conversations with subject matter experts, and dispatch requests to field service agents, as well as other activities.

Case form

From the Case form, an agent can associate and store the related information, such as the customer's name, phone number, and company; account information; product and asset information; service contract and entitlement details, and any associated service level agreements (SLAs).

SOLICITATION # RFI Targeted Case Management (TCM)

There are several key features to a case.

- Communication between an agent and the customer or an agent and other employees within the organization. Details of all internal and external communication are recorded on the Case form.
- Any additional tasks that result from a case, such as a work order. Tasks are tracked from a related list on the Case form. These tasks may be internal to the organization or they may involve the customer.
- Information from the case that can be included in the knowledge base and used to help resolve other cases.

Cases can be routed to other healthcare providers with the same skill sets needed if one is backed up.

Performance analytics. ServiceNow Performance Analytics enables you to track, aggregate, and visualize key performance indicators over time, rather than reporting on a point in time.

With Performance Analytics, companies can:

Drive performance

Provide actionable insight on each level and for every role using key indicators, mobile-enabled scorecards, time charts, analytics, drill-downs, and dashboards.

Establish a single version of truth

Share clear, up-to-date visualizations of performance across teams and organizations, establishing a single version of truth as the basis for objectively discussing service delivery and driving behavioral change.

Realize fast time-to-value

Implement business intelligence within the base ServiceNow system within days, instead of months, and make better use of the time and money that currently go into labor-intensive manual reporting.

Benefits of using Performance Analytics include:

- Aligning the organization with company goals.
- Decreasing time required to create strategic or operational changes by communicating the changes through a new set of goals.
- Increasing overall quality of services.
- Lowering cost of services.
- Improving availability of services.
- Watch the videos to familiarize yourself with ServiceNow Performance Analytics concepts, data architecture, and how to create Performance Analytics widgets and dashboards.

https://docs.servicenow.com/bundle/london-performance-analytics-and-reporting/page/use/performance-analytics/concept/c_GetStartedwithPA.html

Dashboards. The ServiceNow® Dashboards product enables you to display multiple Performance Analytics, reporting, and other widgets on a single screen. Use dashboards to create a story with data you can share with multiple users. ServiceNow dashboards are responsive and non-responsive and you can set dashboards instead of homepages as your Home.

Agent dashboards. The Agent dashboard provides quick access to your cases based on criteria that help you to prioritize your work. The dashboard also displays charts and summary data on metrics for your group. Agent dashboards typically focus on open cases, cases with problems, new cases, and group priority cases. Organizational trends might include CSAT survey results, First Call Resolution, Average Time to Resolution, Backlog Growth, and other measurements.

Executive dashboard. The Executive dashboard provides a view of the operation and trends of the Customer Service function for your organization. Scorecards, CSAT survey results, Average Time to Resolution, Open Backlog, and Data Trends are the areas most used by executives to monitor the health of the services in process.

Community's performance dashboard. The Communities dashboard displays up-to-date status on community usage, membership, content type and activity, and trends by forum and by topic. This is a scorecard type of dashboard which provide the percentage change in the current period under the total over the lifetime of the community. It's a nice dashboard that uses questions, answers, comments, blogs, videos, or documents where answers to a topic can be added by a user other than the originator.

7. *What avenues are available to recruit or locate Home and Community Based Providers? (references B, 7-8)*

ServiceNow supports a website portal that can easily support the recruiting of new Home and Community Based Providers. The service catalog can include a set of options for interested providers, whether they are to promote what services are being recruited or the forms they need to complete to apply to be a new provider. It would be another service catalog for recruiting, separated from the services for the patient or person.

ServiceNow supports data coming in from social media outlets and typically integrates to solutions providing those outbound recruiting and marketing services for promotion. The integration would allow ServiceNow to post what is being promoted and the data that comes from these solutions would import in to the appropriate catalog where agents interviewing new providers can reach out to those interested.

<https://docs.servicenow.com/bundle/london-customer-service-management/page/product/customer-service-management/concept/social-media-integration.html>

8. *How can a referral process be established and maintained? (references B, 3, 4, 16)*

Similar to recruitment and person requests, the service catalog would be the best avenue to support the referral process. A service catalog request for HCBS Waiver Eligibility would be created. The verification that participants meet all of the eligibility requirements would be laid out in forms they complete or files they submit. The request would be reviewed through workflow to the appropriate individuals responsible for this area.

If administrative hearings and other legal proceedings are required as part of the process, individual cases would be created with all pertinent information provided as the case proceeded. Any providers involved

would add their information to the case with the overall process checks done as the case moves forward. Each case is a living thing that can be reported on.

9. *What methods can be employed to ensure the quality of the services planning? (references B, 1, 2, 4, 5, 6, 9, 10, 11, 16, 18)*

ServiceNow dashboards and Performance Analytics can ensure the quality of services planning. As discussed in question 6 above, Performance Analytics provides insight in to each level of performance for all measured key indicators. Dashboards contribute to the quality of service through the display of any and all data that is of interest to the person, group, or executive managing the services and the quality of the services provided.

With Performance Analytics, companies can:

Drive performance

Provide actionable insight on each level and for every role using key indicators, mobile-enabled scorecards, time charts, analytics, drill-downs, and dashboards.

Establish a single version of truth

Share clear, up-to-date visualizations of performance across teams and organizations, establishing a single version of truth as the basis for objectively discussing service delivery and driving behavioral change.

Realize fast time-to-value

Implement business intelligence within the base ServiceNow system within days, instead of months, and make better use of the time and money that currently go into labor-intensive manual reporting.

Benefits of using Performance Analytics include:

- Aligning the organization with company goals.
- Decreasing time required to create strategic or operational changes by communicating the changes through a new set of goals.
- Increasing overall quality of services.
- Lowering cost of services.
- Improving availability of services.
- Watch the videos to familiarize yourself with ServiceNow Performance Analytics concepts, data architecture, and how to create Performance Analytics widgets and dashboards.
-

https://docs.servicenow.com/bundle/london-performance-analytics-and-reporting/page/use/performance-analytics/concept/c_GetStartedwithPA.html

Dashboards. The ServiceNow® Dashboards product enables you to display multiple Performance Analytics, reporting, and other widgets on a single screen. Use dashboards to create a story with data you can share with multiple users. ServiceNow dashboards are responsive and non-responsive and you can set dashboards instead of homepages as your Home.

Agent dashboards. The Agent dashboard provides quick access to your cases based on criteria that help you to prioritize your work. The dashboard also displays charts and summary data on metrics for your group. Agent dashboards typically focus on open cases, cases with problems, new cases, and group priority cases. Organizational trends might include CSAT survey results, First Call Resolution, Average Time to Resolution, Backlog Growth, and other measurements.

Executive dashboard. The Executive dashboard provides a view of the operation and trends of the Customer Service function for your organization. Scorecards, CSAT survey results, Average Time to Resolution, Open Backlog, and Data Trends are the areas most used by executives to monitor the health of the services in process.

Community's performance dashboard. The Communities dashboard displays up-to-date status on community usage, membership, content type and activity, and trends by forum and by topic. This is a scorecard type of dashboard which provide the percentage change in the current period under the total over the lifetime of the community. It's a nice dashboard that uses questions, answers, comments, blogs, videos, or documents where answers to a topic can be added by a user other than the originator.

One other primary way to ensure compliance is to create work orders in ServiceNow that will send a case manager out to the field to visit the individual. Work orders are requests for off-site work. Users with the appropriate roles create the work orders and provide the necessary information needed for the work order tasks. Then other users qualify those work orders and create the tasks necessary to complete the work order. The work order is tracked, includes all of the appropriate tagging needed, supports signatures, among other features and functions. The importance of the work orders is that they provide another way to document communications and compliance with regulations. It can also be valuable in the legal or assessment stages where inspection data might be important.

https://docs.servicenow.com/bundle/london-customer-service-management/page/product/planning-and-policy/concept/c_ManageWorkOrders.html

*10. What methods can be employed to monitor the quality of services received by participants?
(references B, 1, 2, 4, 5, 6, 9, 10, 11, 16, 18)*

In addition to Performance Analytics and dashboards, ServiceNow Survey Management application allows you to create, send, and collect responses for basic surveys. If installed, you can also use the Survey widget to set up a survey within Service Portal.

There are many options for advanced configuration in Survey Management:

- Create a survey, add questions, and choose recipients, all in one interface.
- Create conditional questions, which appear only when users answer other questions a certain way.
- Restrict a survey so only specific survey users can take it, and send invitations to those users simultaneously. Alternatively, make the survey a public survey so that any user can take the survey, even users who have not logged in to the ServiceNow system.
- Set a schedule to automatically assign a survey to users and to limit how often the same user can take a survey.
- Customize the look and feel of survey questionnaires.
- Save anonymous survey responses.
- Convert survey responses to numerical scores and view them on scorecards.

- Deactivate a survey for maintenance or to retire it without deleting it.

https://docs.servicenow.com/bundle/london-servicenow-platform/page/administer/survey-administration/reference/r_SurveyManagementLandingPage.html

*11. What methods can be employed to ensure the personal care services are being given to the client?
(references B, 1, 6, 7, 8, 9, 10, 11, 13, 14)*

ServiceNow service catalog choices can assist individuals in assessing and identifying their needs. Through drill down selections, the individual selects what is needed and these can be gathered and entered in to an individual case that is the care plan. How the service catalog is designed can be a collaborative effort with ServiceNow services consultants so best of breed design combines with how the organization works and the various selections the individual has.

Once a case is created, the activities can be monitored with up to date status displayed on the dashboard of those providing particular services or executives that are overseeing the entire case process. Service Level Agreement (SLA) criteria and Escalations can be defined where if a workflow step is not completed on time, the escalation is triggered and the workflow automatically moves to a higher level for support.

Finally, Performance Analytics can provide trend analysis reporting so the team can improve services where they are lacking. It might show an individual, group, or service is not meeting expectations but the data will allow management to make necessary changes to provide improved services.

*12. What methods are available to plan for administrative hearings and other legal proceedings?
(references B, 15)*

ServiceNow case management can include those areas that need information gathered and verified to support any administrative hearings and other legal proceedings so both the caregivers and the individuals are meeting care plan requirements.

With any implementation, our highly trained Business System Analyst and Technical Consultants will conduct workshops with client stakeholders and collect business requirements. Workshop material has been developed based on industry best practice and the collective experience of its consultants. The baseline process and procedures included in the workshop material will be leveraged as the starting baseline for the conversation. We also encourages onsite workshop where possible to ensure client's requirements are accurately captured in the sessions.

In addition, we will also use a highly iteratively rapid prototyping approach throughout this step and the implementation lifecycle to clarify and confirm client requirements.

Each client has a different process for administrative and other legal proceedings. It is during this workshop that we refine how cases will be defined and the data and processes necessary to meet any medical care and counseling consistent for their care plan.

RFI FORM

Please see the following page for the fully executed RFI Form.

**State of Nebraska Department of Health and Human Services
REQUEST FOR INFORMATION**

RETURN TO:
DHHS - Procurement
301 Centennial Mall South, 5th Floor
Lincoln, NE 68508
Phone: (402) 471-6082
E-mail: dhhs.procurement@nebraska.gov

SOLICITATION NUMBER	RELEASE DATE
RFI Targeted Case Management (TCM)	September 17, 2018
OPENING DATE AND TIME	PROCUREMENT CONTACT
October 16, 2018 4:00 p.m. Central Time	Tonja Buchholz

This form is part of the specification package and must be signed in ink and returned, along with information documents, by the opening date and time specified.

PLEASE READ CAREFULLY!

SCOPE OF SERVICE

The State of Nebraska (State), Department of Health and Human Services (DHHS), is issuing this Request for Information RFI for the gathering information for the design and delivery of participant focused case management for the aged and disabled waiver and the traumatic brain injury waiver.

Written questions are due no later than September 24, 2018, and should be submitted via e-mail to dhhs.procurement@nebraska.gov.

Bidder should submit one (1) original of the entire RFI response, by the RFI due date and time to dhhs.procurement@nebraska.gov.

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request For Information form, the bidder guarantees compliance with the provisions stated in this Request for Information.

FIRM: Carahsoft Technology Corporation

COMPLETE ADDRESS: 1860 Michael Faraday Drive, Suite 100, Reston, VA 20190

TELEPHONE NUMBER: 703.581.6808 FAX NUMBER: 703.871.8505

SIGNATURE: _____ DATE: 10/16/18

TYPED NAME & TITLE OF SIGNER: Diana Cabrera, Account Representative

FORM A

Please see the following page for the fully executed Form A.

Form A

Vendor Contact Sheet

Request for Information Number Targeted Case Management

Form A should be completed and submitted with each response to this solicitation document. This is intended to provide the State with information on the vendor's name and address, and the specific persons who are responsible for preparation of the vendor's response.

Preparation of Response Contact Information	
Vendor Name:	Carahsoft Technology Corporation
Vendor Address:	1860 Michael Faraday Drive, Suite 100 Reston, VA 20190
Contact Person & Title:	Diana Cabrera, Account Representative
E-mail Address:	Diana.Cabrera@Carahsoft.com
Telephone Number (Office):	703.581.6808
Telephone Number (Cellular):	Not applicable
Fax Number:	703.871.8505

Each vendor shall also designate a specific contact person who will be responsible for responding to the State if any clarifications of the vendor's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Vendor Name:	Carahsoft Technology Corporation
Vendor Address:	1860 Michael Faraday Drive, Suite 100 Reston, VA 20190
Contact Person & Title:	Diana Cabrera, Account Representative
E-mail Address:	Diana.Cabrera@Carahsoft.com
Telephone Number (Office):	703.581.6808
Telephone Number (Cellular):	Not applicable
Fax Number:	703.871.8505

IN SUMMARY

Carahsoft Technology Corporation and ServiceNow appreciate the opportunity to offer this solution for the DHHS's initiative.

The Carahsoft Team has proposed a superior and cost-effective solution that fully complies with the DHHS's requirements set forth in Solicitation # RFI Targeted Case Management (TCM). We understand the importance of your project goals, and we are confident you will benefit from this solution and our expertise.

Carahsoft looks forward to the opportunity to speak with you regarding the details of this proposal, as well as the opportunity to work with DHHS on this project.



DELIVERING SECURE,
SCALABLE, AND COMPLIANT
CLOUD SERVICES

servicenow

Trust – Built Upon a Secure, Scalable, and Compliant Cloud

OVERVIEW

Instilling the utmost confidence in our ability to prevent and mitigate security threats, protect your data, and help you comply with a growing number of global mandates is our top priority. To this end, we have made significant investments in technology, processes, and expertise to ensure that our cloud services meet the most stringent of standards for security, availability, scalability, privacy, and compliance.

This ebook is designed to provide you with detailed information around how our cloud services adhere to these standards.

SECURITY & ASSURANCE

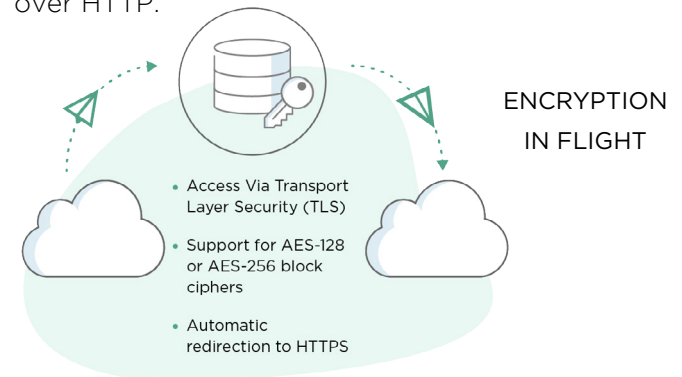
Your data security is paramount to us. We've engineered our cloud services, the infrastructure that supports it, our data encryption techniques, and security threat response processes to ensure that your data is protected and secure at all times.

Data Security

Encryption in Flight

As a customer, browser-based sessions to your ServiceNow cloud instance(s) are encrypted over the internet via Transport Layer Security (TLS) using AES-128 or AES-256 block ciphers. These ciphers are subject to the browser versions in use and may be influenced by your Internet proxy infrastructure.

You can also force specific cipher suites via your own browser or proxy if desired. All end-user access to a ServiceNow instance is always automatically redirected to HTTPS if attempted over HTTP.



Integration Encryption

We can apply encryption to integrations, such as LDAP and Web Services, as well as commonly used file transfer methods.

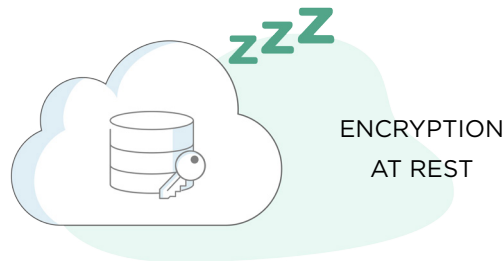
In the case of an LDAPS over SSL connection, you can conveniently store certificates for specific LDAP servers within a ServiceNow instance for use in signing instance-bound Web Service requests. We also support certificate-based mutual Web Services security authentication with external endpoints for all ServiceNow instances.

Data can be securely transferred to your ServiceNow instances using pre-defined file transfer integration methods. You can also use clear text protocols such as FTP or HTTP to transfer data or support specific tasks, such as an approval or status request.

Email Encryption

Email encryption allows you to protect sensitive messages and comply with privacy regulations. We support opportunistic Transport Layer Security for email sent or received by a ServiceNow instance.

Our customers benefit from email encryption when they take advantage of the Now Platform to automate processes. Encrypted emails are automatically generated to support specific tasks, such as an approval or status request.



Column-Level Encryption

We simplify data security at the application level by giving you the option to perform column-level encryption on fields and attachments. This feature is

available to all our cloud services as well as custom-built applications developed on the Now Platform.

We support AES-128, AES-256, and 3DES encryption algorithms, and apply your choice to encrypt data. To mitigate the possible compromise of encrypted customer data, we re-encrypt (wrap) your keys with a secondary key. In some cases, data stored in fields and attachments that is encrypted cannot be searched for or reported on.

Edge Encryption

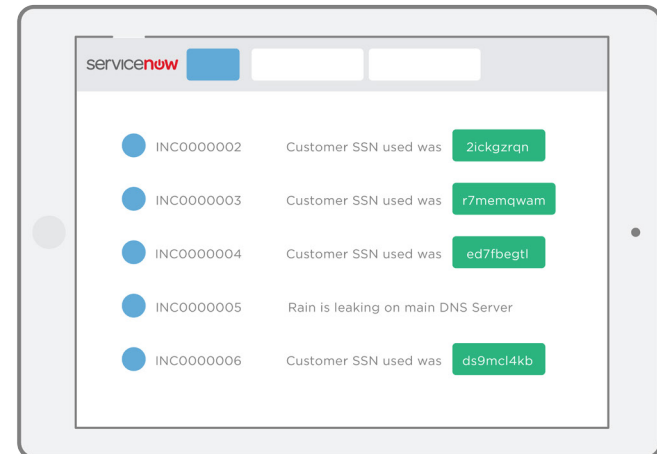
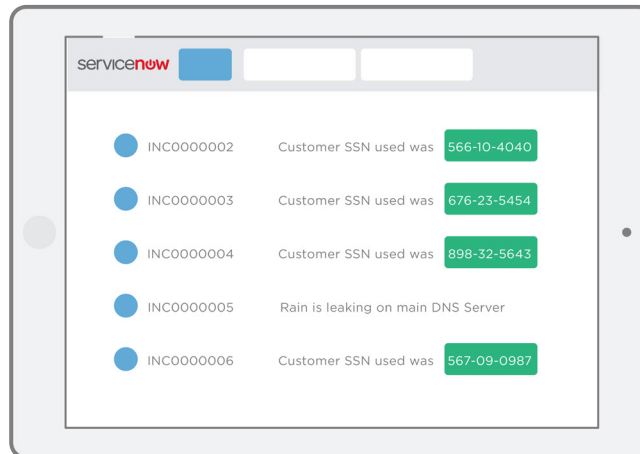
The ServiceNow Edge Encryption application provides you with advanced data protection capabilities. It lets you perform data encryption using encryption keys that are stored and managed on premises. All encryption takes place inside your network through a proxy application that functions like a Cloud Access Security Broker (CASB).

With Edge Encryption, unencrypted target data is never stored in your ServiceNow instance. It provides you with the capability for automatic key rotation. It supports tokenization and substitution of data, such as credit card or social security numbers, to match standard data structures.

WHAT YOU SEE

Edge Encryption

WHAT WE SEE



Full-Disk Encryption

Everything inside the co-location spaces are owned, operated, and managed by ServiceNow. This includes the management of hard drives and server hardware. All hard drives are sanitized prior to leaving our private cages (per NIST 800-88 guidelines) which ensures your data is appropriately handled and protected. You can choose to further mitigate data exposure caused by the loss or theft of storage devices with AES-256 full-disk encryption of your data at rest. Full-disk encryption is available at additional cost.

Access Control

You have full control of entitlements granted to each of your end users in a ServiceNow instance. This includes a built-in Role Based Access Control (RBAC) mechanism for creating user, group, and role objects. This makes it easy for you to assign access to applications and data within your instances.

Access Control Rules and Lists (ACLs) in conjunction with RBAC let you control access to entire tables, records, or fields. Several out-of-the-box ACLs are included with your ServiceNow instance. You also have the ability to define your own ACLs to suit your needs. The ACLs control individual entitlements around creating, reading, writing, and deleting tables, records, and fields.

To help manage role assignments, you can integrate your instances with directory services, such as LDAP and Active Directory. This lets you leverage existing users and groups as well as easily manage users and access within your ServiceNow instances.

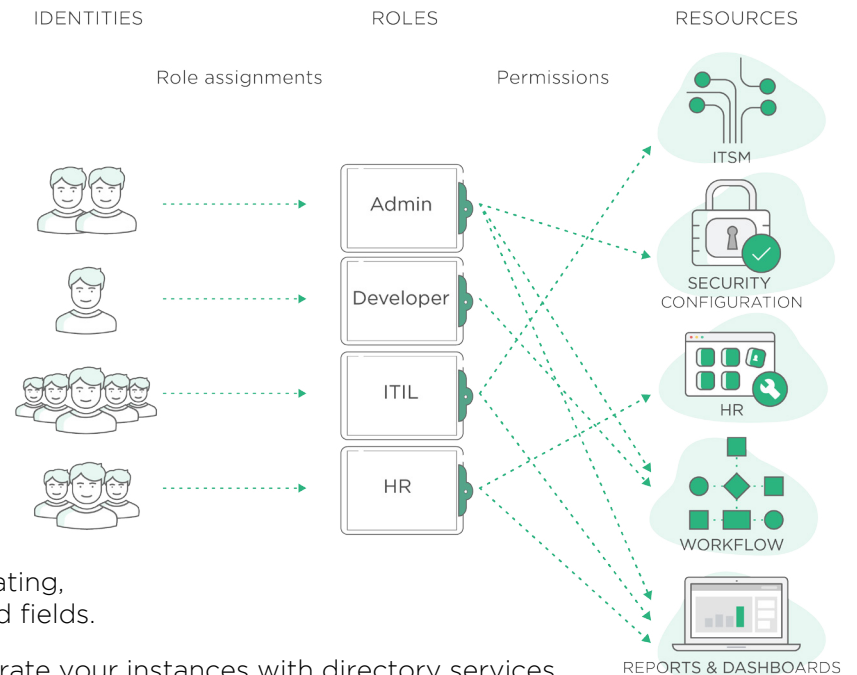
Information Classification

A single data classification is applied to all customer data we host. We do not inspect or monitor the data. As our customer, you apply access controls to restrict access within your instances based on your requirements and needs, in accordance with your data classification policies.

Data Retention

As a ServiceNow customer, you decide what information is to be stored, how it is to be used, and how long it is retained. We do not delete or modify your data and only process data in accordance with our contractual obligations and your configuration of your instance(s). We keep 28 days of backup. When you delete data from a ServiceNow instance, the deletion will take 28 days to be cycled out of a backup.

ROLE BASED ACCESS CONTROL



Media Disposal

All your data is hosted on solid-state or mechanical disks within our co-location spaces. No tapes or other forms of removable media are used to provide the service, including for backups.

When functional storage devices reach their end-of-life or get reassigned to new customers, they are shredded based on guidance from the U.S. National Institute of Standards and Technology (NIST).

Data Return and Destruction

Throughout the lifetime of your subscription, your data can be directly exported from the ServiceNow instance. This can be via the user interface, through integrations, or by using other ServiceNow components. We return all your data in an SQL dump format at the end of a contract. All hosted backed-up data is automatically deleted and overwritten 45 days from the end of a contract.

Secure Data Handling

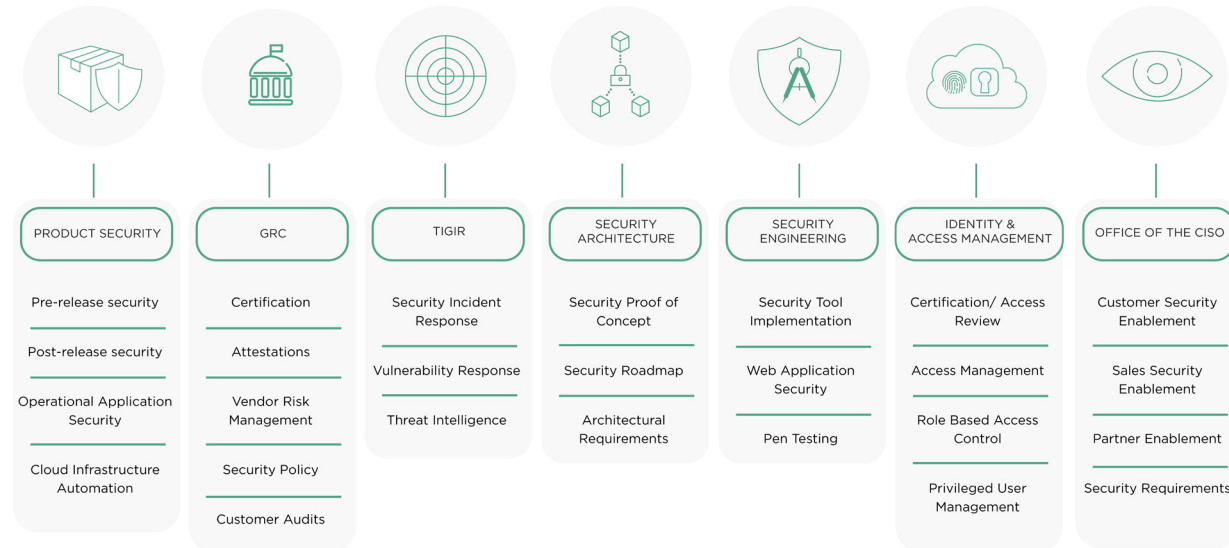
We follow the principle of least privileges to ensure that our operators have only the access necessary to perform their job. Additionally, access to our production environment is protected using multi-factor authentication and encrypted VPNs.

We have also implemented capabilities to protect against insider threats and data exfiltration. ServiceNow has a program called Controlled Access. It ensures that access to customer instances and data is logged and monitored, and that sufficient preventative controls are in place to protect customer data.

Security Architecture

Global Security Team

The ServiceNow global security team is focused on protecting the confidentiality, integrity, privacy, and availability of the data and the services we deliver. It performs the functions listed in the diagram below.

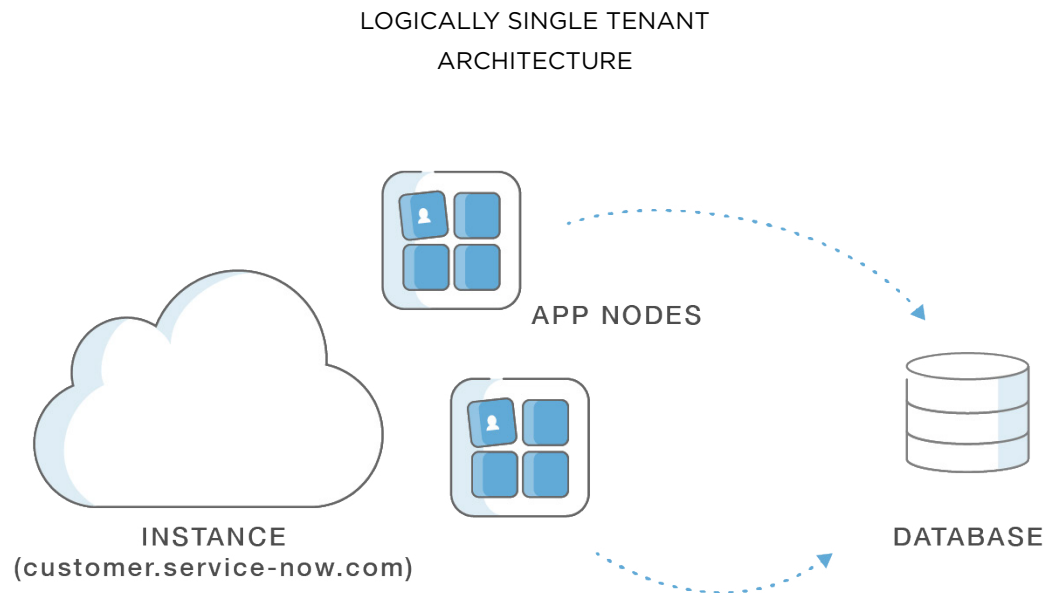


Physical Security

Physical security for the ServiceNow Nonstop Cloud begins with the global co-location data centers at which the service is hosted. The ServiceNow data centers are highly secure facilities with 24x7x365 security guards, CCTV, multiple levels of entry controls, and strict procedures for physically entering the facility. Within each data center, all ServiceNow equipment is stored in one or more dedicated, anonymous ServiceNow co-location spaces. The cages are further protected behind biometric access controlled doors. And all ServiceNow data center providers must be either ISO/IEC 27001:2013 accredited and/ or produce regular SSAE 16 Type 2 attestations.

Cloud Security

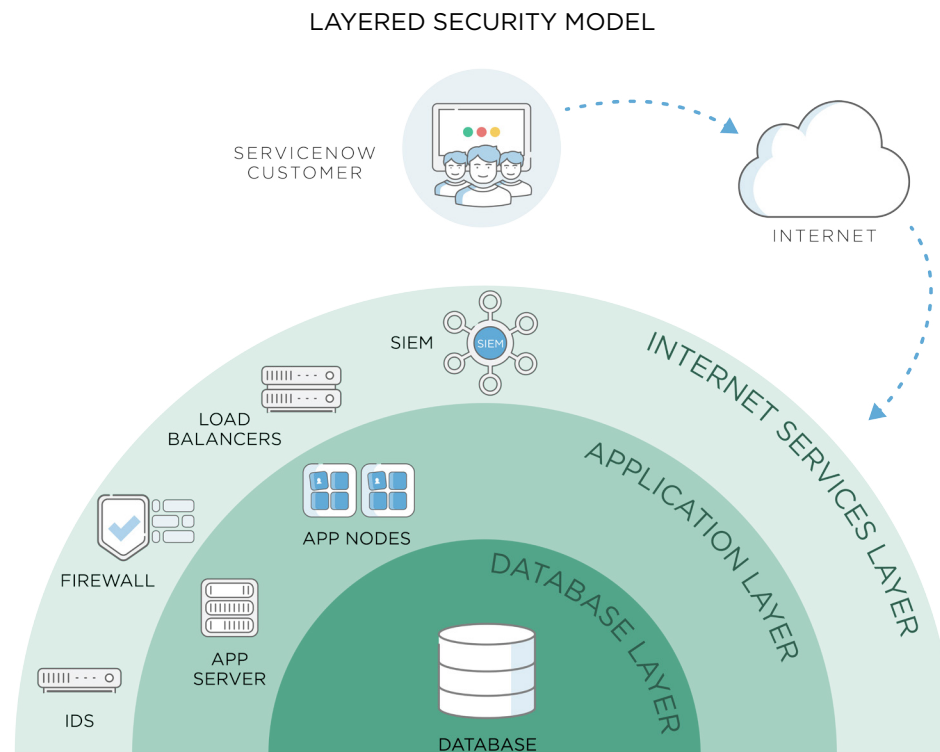
As a customer, your instance is hosted in our SaaS environment. We refer to it as “private” because the environment is dedicated to only hosting our subscription service and no other public cloud-hosting capabilities are used to deliver the service. Also your instance is logically separated from all other tenants in our cloud environment using our multi-instance architecture.



Logical Security

To protect the instances and data within the ServiceNow Nonstop Cloud, we have implemented specific logical security zones. These zones are logically separated and protected using logical access controls. The three primary zones are as follows:

- **Internet Services Layer:** The first zone of the architecture includes network routers, switches, load balancers with integrated network firewalls, and intrusion detection systems. These devices are deployed in a fully redundant configuration to provide the highest possible availability in the event of a failure.
- **Application layer:** The second zone isolates the application servers, installed in a discrete network segment inaccessible from the Internet. The servers in this zone host the application nodes for each of your ServiceNow instances. They serve as the termination point for all inbound requests from users of those instances.
- **Database layer:** The third zone contains the database servers that have host-based firewalls. In our multi-instance architecture, each database server runs one or more unique database processes assigned to a customer instance. Each database server runs multiple database daemons (services). One of these exists for every instance. These services only have access to a single set of database tables used solely for a particular instance.



Host Security

Protecting the hosts and servers in our production environment is essential for security. The protection of the host starts with the use of a hardened open source operating system that is regularly patched using automated configuration management.

Comprehensive vulnerability response processes scan all hosts daily and they are patched regularly to meet compliance mandates.

DDoS Protection

ServiceNow takes the threat of Distributed Denial of Service (DDoS) very seriously and has deployed a multi-tiered defense system that continually monitors for attacks and mitigates them. DDoS attack traffic is identified and discarded at the edge of our cloud. This allows customers to maintain access to their instances even during an attack.

In addition to the on-network defenses, we have contracted with a third-party provider to provide DDoS mitigation services in the event on-network defenses are overwhelmed.

Platform Security

Secure by Default

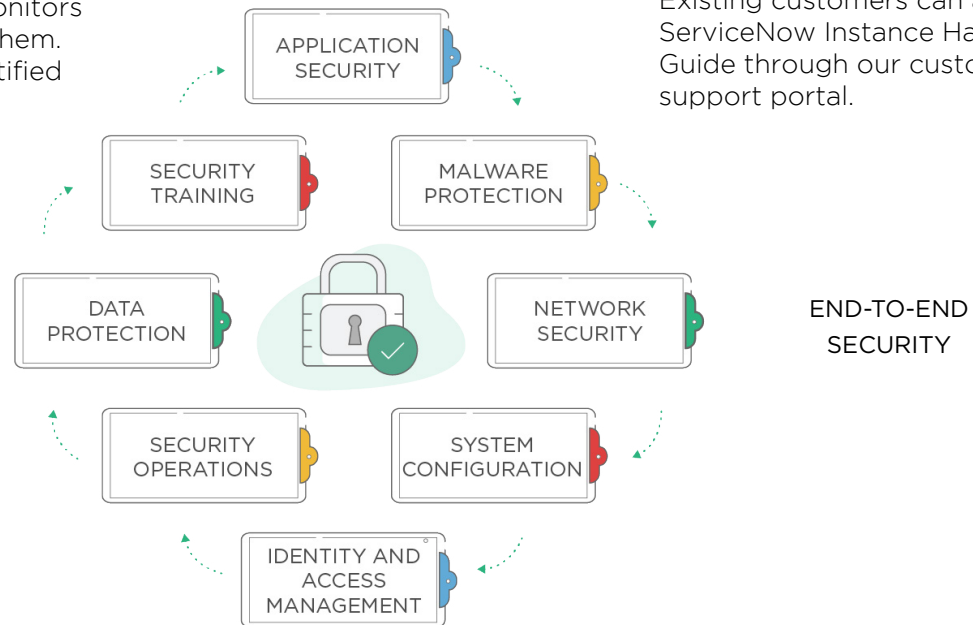
We add new security properties to each release of the Now Platform and provide specific recommendations about how to enable these properties within the ServiceNow Instance Hardening Guide. As a customer, you benefit from the services we provide that support application security, malware protection, network security, system configuration, Identity and Access Management

(IAM), security response, and data protection.

A high security plugin provides advanced security options that can be enabled in all new ServiceNow instances. The plugin enforces the default deny access mode and enables access control rules. It provides elevated access functionality and security-related roles for a customer's instance administrators.

The plugin also includes out-of-the-box security-related properties. For example, you can set restrictions on the nature and types of attachments that can be uploaded into the instance, how those attachments behave when downloaded, and other hardening attributes.

Existing customers can access the ServiceNow Instance Hardening Guide through our customer support portal.

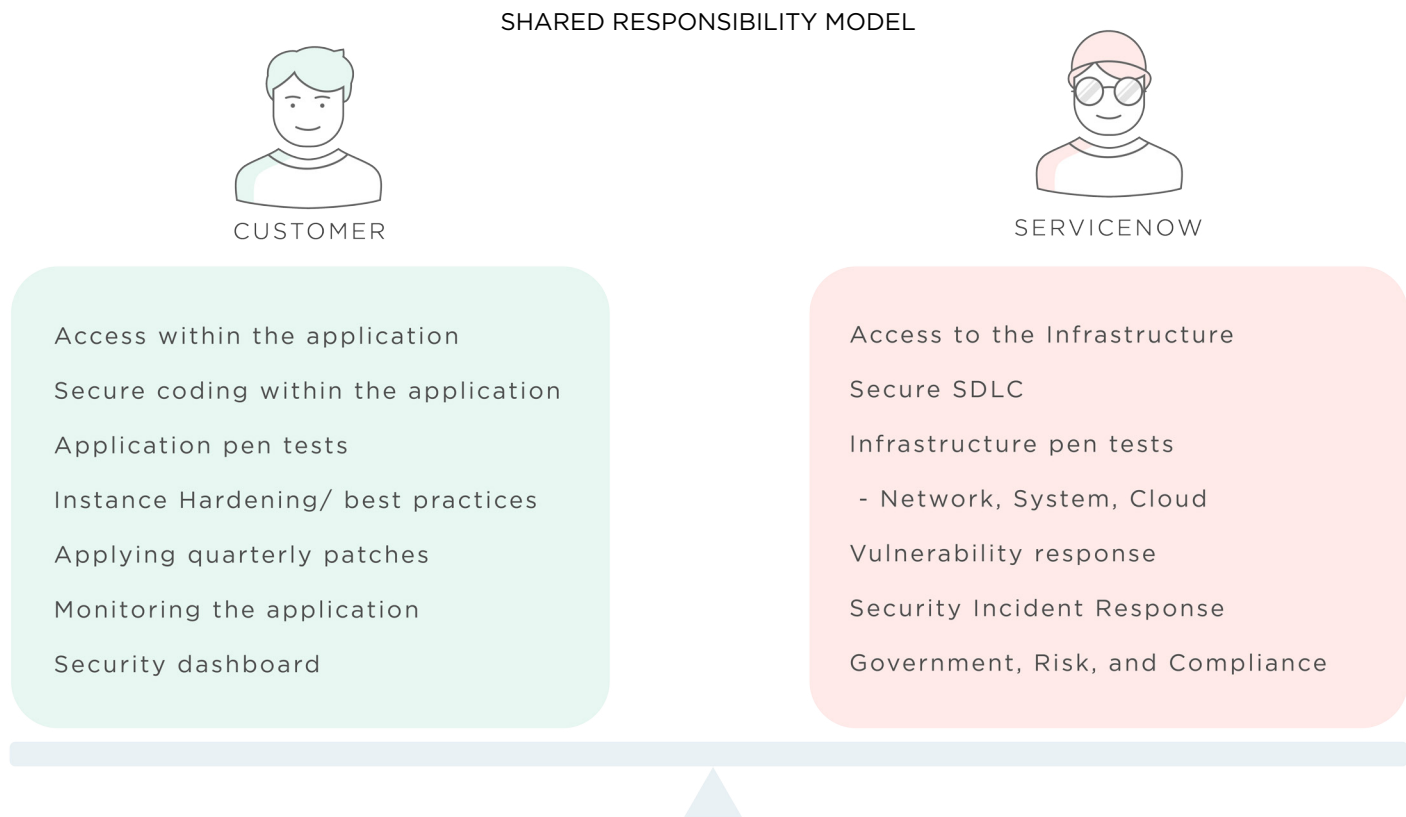


Customer-Controlled Security

As a ServiceNow customer, you have control over the security of your instance and your data within the ServiceNow cloud services. As discussed previously, you can choose from several data-at-rest encryption options, manage application-level role based access controls, and authentication mechanisms. As a customer, you are also contractually permitted to conduct an application-level penetration test against your sub-production instance every year.

You also have the ability to control specific security settings within the instance that enables you to harden the application and platform settings to meet your unique security needs.

Existing customers can learn more about customer-controlled security by accessing the ServiceNow Instance Hardening Guide through our customer support portal.



Identity Management

Users of a ServiceNow instance require an identity within the database, regardless of authentication mechanism. This helps support a variety of capabilities within the cloud service, including role-based access and transaction/configuration item (CI) association.

To facilitate this, your instances support both manual creation of user identities as well as automated mechanisms like Active Directory, LDAP, and external identity providers (IDPs). The instance synchronizes users, their group memberships, and the group objects themselves. You can incorporate as few or as many user attributes as you deem necessary, although passwords cannot be synchronized.

Customers may also use the ServiceNow Management, Instrumentation, and Discovery (MID) server component for LDAP synchronization. The MID server can be installed inside your internal network to access your directory servers. This eliminates the need to allow the ServiceNow instances through your perimeter and firewall for server access.

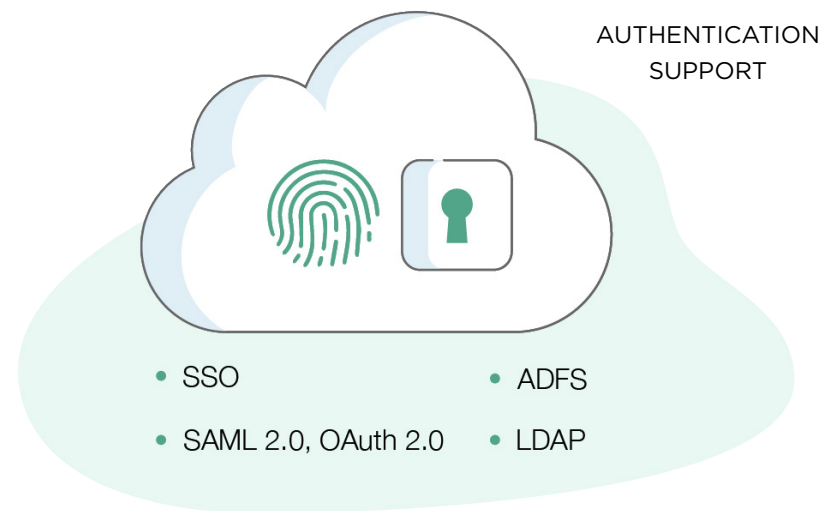
Authentication

To give you the most flexibility, ServiceNow supports several authentication options. This allows you to use several methods within your instance. Your instance supports “native” or local authentication (for example, when user credentials are stored in the instance) and OAuth 2.0 authentication (such as for external client authentication), as well as multi-factor authentication mechanisms.

The ServiceNow SAML plugin supports SSO-based authentication through a variety of SAML 2.0-compliant identity providers. This include Active Directory Federation Services (ADFS) as well as third-party identify providers, such as Ping, SecureAuth, SailPoint, Okta, or others that are compliant with the SAML 2.0 standard. If you have

already implemented your own SAML-compliant IDP or leverage a third-party service, you can use the same capability for your ServiceNow instance.

LDAP authentication enables customers to use their own LDAP-compliant directory services such as Active Directory. A directory needs to be accessible to the relevant ServiceNow instance, as often these are located behind a firewall or other perimeter control. As part of the LDAP integration, passwords are not stored or transferred back to your ServiceNow instance.

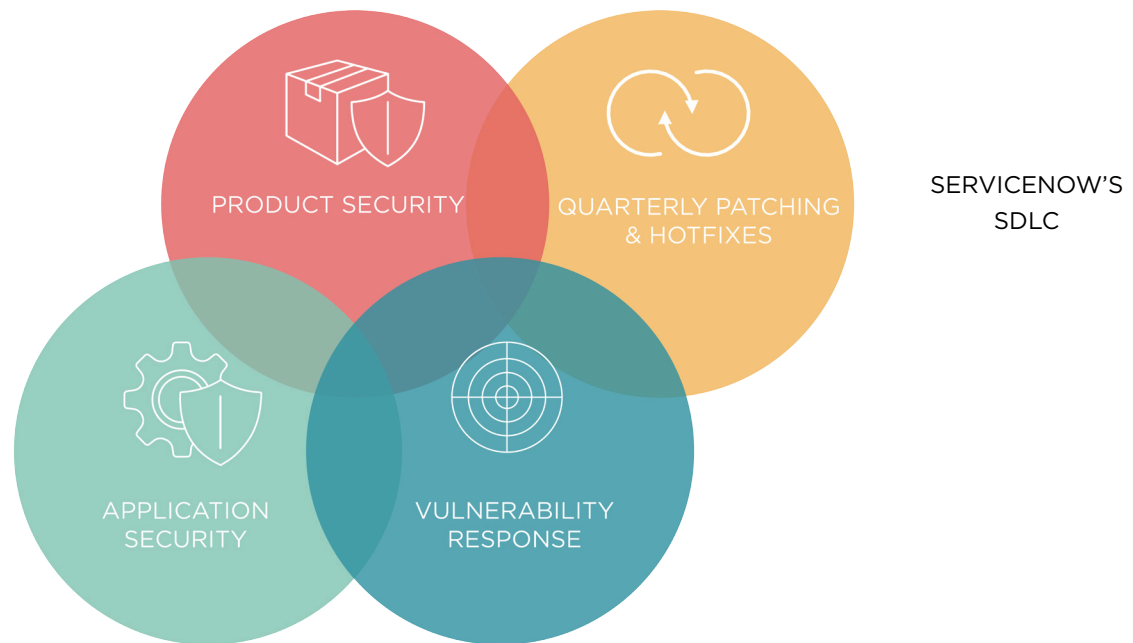


Software Development Lifecycle Security

Security is an embedded component of the Software Development Lifecycle (SDLC) at ServiceNow. We use an Agile development process that includes validation steps run by an independent product security team. Developers and other relevant personnel are regularly trained on web application security, through a variety of methods, including classroom-based training. This includes, but is not limited to, training from organizations such as the Open Web Application Security Project (OWASP).

Dedicated security engineers who are part of the ServiceNow security department are embedded into our overall SDLC. These team members support secure development by:

- Managing the various internal and external testing programs
- Managing vulnerability response across the cloud environment
- Managing the quarterly patching program and hotfixes as needed
- Performing assessments of internal ServiceNow services and instances that support our business
- Performing architectural reviews for new security features
- Curating educational material on security



Application Security Testing

Application security testing occurs throughout the lifecycle. During development, code for the release is subject to continuous ongoing testing and review using methods that include commercial and in-house automated toolsets. Manual testing, peer code reviews, and Dynamic Application Security Testing (DAST) are also part of our development testing process. These processes and tools are used to test the patches and hotfixes applicable to each supported version.

For added assurance, a third party tests every major release using a grey box methodology. Findings from this test are addressed and re-tested as part of the release process. This ensures an objective assessment of the cloud service before it is released to customers.

Customer Penetration Testing

Existing customers may perform an annual application penetration test using a documented process. ServiceNow works with customers to pre-approve the testing schedule. This allows us to continue to monitor and differentiate potential real attacks from authorized customer activity.

We require that our customers share their results with us. Confirmed customer findings

help contribute to the collective security of the ServiceNow environment and enable us to continuously improve our security posture.

Customer penetration testing represents a significant number of tests annually. If these tests produce genuine, confirmed vulnerabilities, we remediate those in accordance with our vulnerability response criteria. We document what has been remediated in each major version, patch, and hot fix within the release notes.

Existing customers can access additional information around the penetration testing process through the customer support portal.

Patch Management

There are two major releases of the Now Platform each year. We also produce patches and hotfixes throughout the supported lifetime of a major release.

We automatically schedule patch installations on a per-customer and per-instance basis. Our multi-instance model allows customers to request alternate dates for the patches to be applied. Hotfixes are also applied at a customer's discretion unless deemed mandatory for availability or security reasons.

Your instance of ServiceNow can continue to be used during a major release upgrade, patch, or hotfix installation.

We perform continuous and automated scanning of our infrastructure to identify vulnerabilities or patch discrepancies. The findings are first reviewed by our expert staff to ensure that the appropriate level of priority is assigned, taking into factors such as relevant mitigating controls. Published or identified vulnerabilities that initially seem significant may in reality represent a lower risk to our environment, as with all published vulnerabilities.

We also use the Advanced High Availability architecture to transfer customers' production instances between data centers when we perform maintenance, such as patching, which further minimizes the impact to availability.

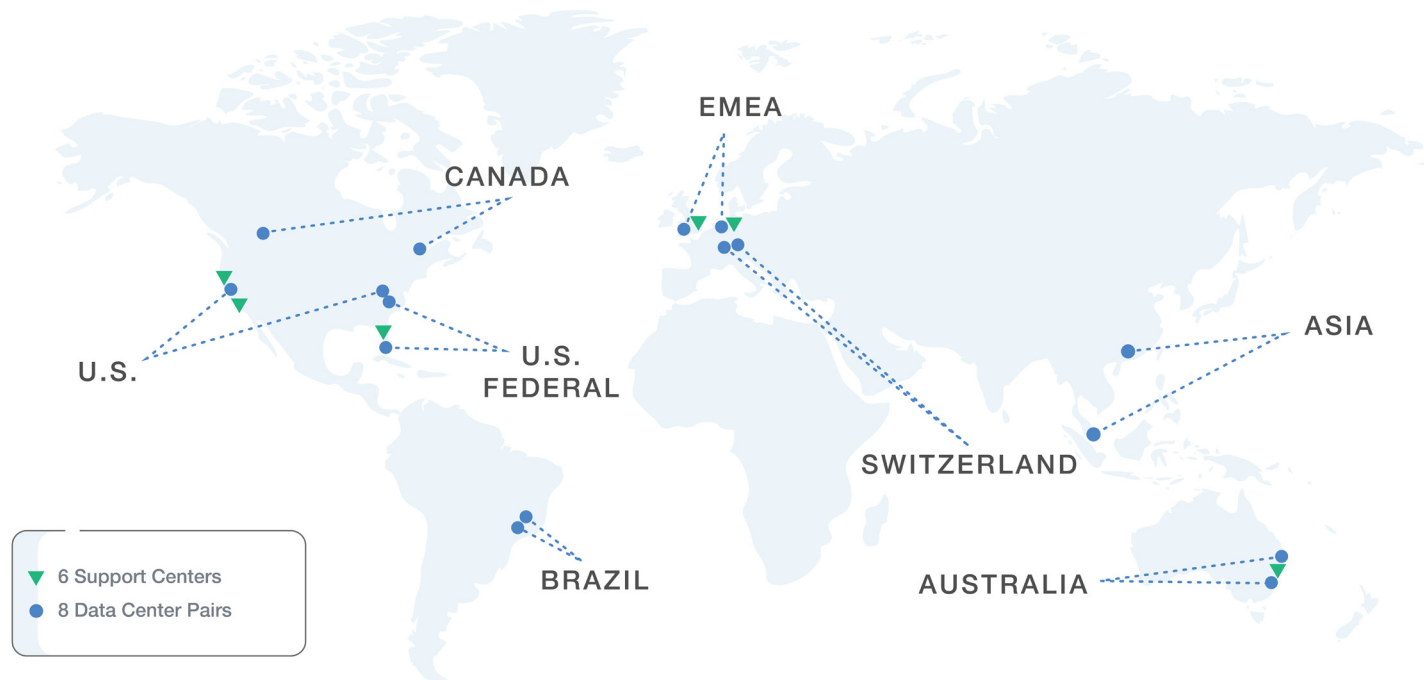
OPERATIONS AND AVAILABILITY

We believe that cloud services must always be on. Our unique, multi-instance architecture lets you configure your cloud services and perform upgrades on your own schedule. And our advanced, high availability infrastructure provides instance redundancy between data center clusters in your chosen geography. It scales to meet the needs of even the largest global enterprises.

Global Operations

Global Infrastructure

The ServiceNow Nonstop Cloud was designed to support the availability and scalability requirements of Global 2000 enterprises. We operate eight data center pairs for a total of 16 data centers across 4 regions to meet our customers' location and data sovereignty needs. Each data center pair operates in an active-active mode providing highly performant and available instances for our customers. Our data centers span five continents: Asia, Australia, Europe, North America, and South America.



At ServiceNow, operational excellence is a top priority. To meet this goal, we have invested in the following:

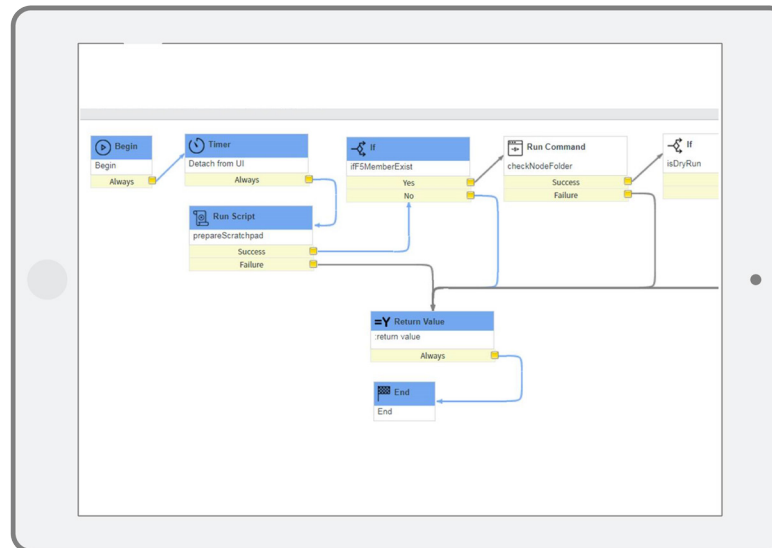
- Best-of-breed data center sites built and designed to support our customers' high-availability requirements. These sites meet the highest standards for reliable power, fire suppression, and physical security
- Redundant devices and power across all network and server infrastructure
- Secure infrastructure with redundant firewalls, intrusion detection systems (IDS), load balancers, and Distributed Denial of Service (DDoS) protection in every location
- ServiceNow-owned and operated equipment, with all locations staffed by full-time employees

Automation

We use the power and flexibility of the Now Platform to automate the provisioning, monitoring and scaling of our Nonstop Cloud. Customers on the Now Platform in the Nonstop Cloud benefit from the ability to leverage the same operational capabilities that we use in-house for their own enterprise automation.

We use the Now Platform to automate many tasks for customers on the Nonstop Cloud. We provision new instances using the ServiceNow workflow capabilities. We can create a byte-for-byte copy of a customer instance (a process we call "cloning") for use as a test or development environment and add capacity to customer instances—all using automation.

We can ensure the availability of our customer instances using our advanced high availability automation that moves customer instances between the pairs of data centers in each geography. Our operations teams use both DevOps and ITILv3 practices as well as the ServiceNow Incident, Problem, Change, Knowledge, Notify and custom-written business applications extensively.

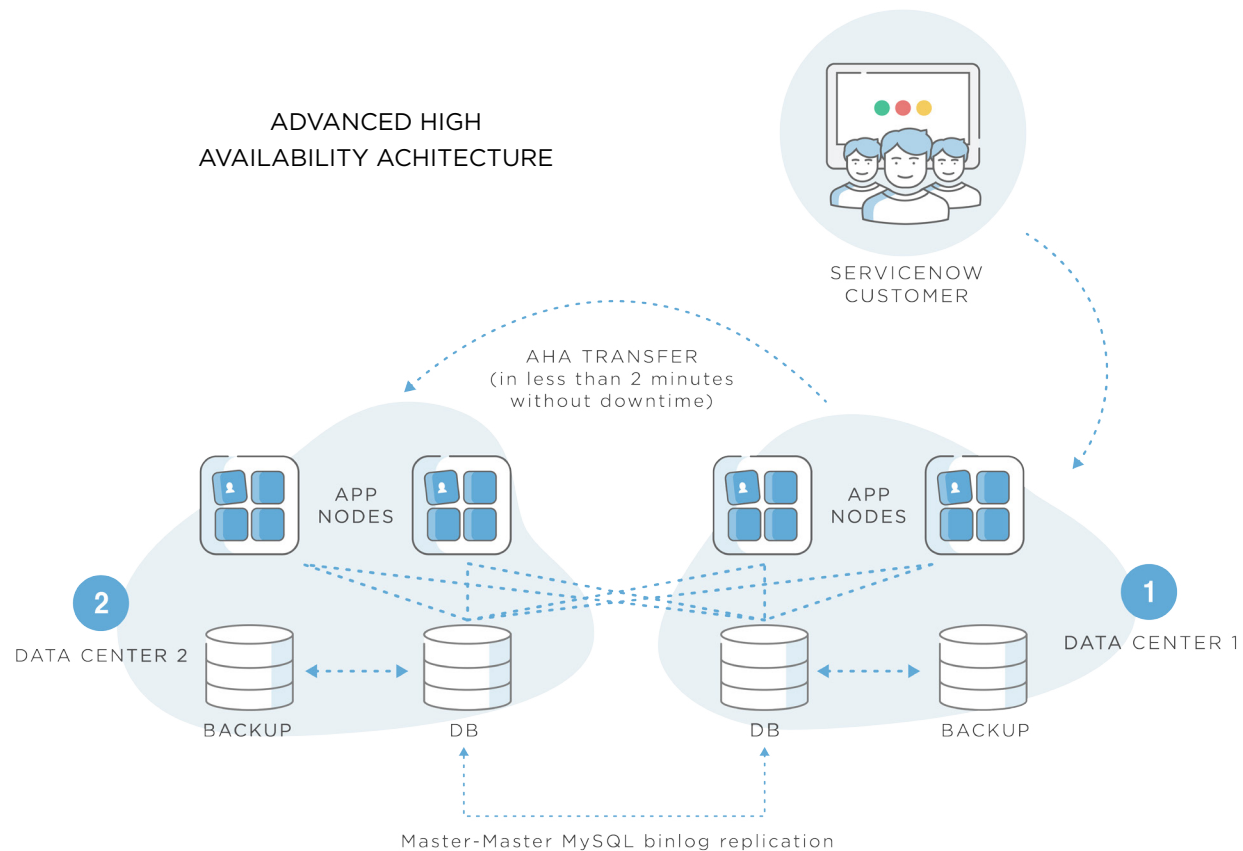


AUTOMATED INSTANCE
PROVISIONING

Business Continuity and Disaster Recovery

ServiceNow's production cloud environment is architected to host customer instances from regionally-located and geographically dispersed data center pairs that operate in an active-active mode. Instance data is replicated in near real-time between the two data center pairs. In the event of an operational fault, failure, outage or attack, customer traffic can be quickly rerouted using our Advanced High Availability (AHA) capability to ensure you maintain access to your instances and data.

For disasters that could impact an entire data center, ServiceNow maintains comprehensive disaster recovery, business continuity, and information system contingency plans that cover our production environments.



Availability and Performance

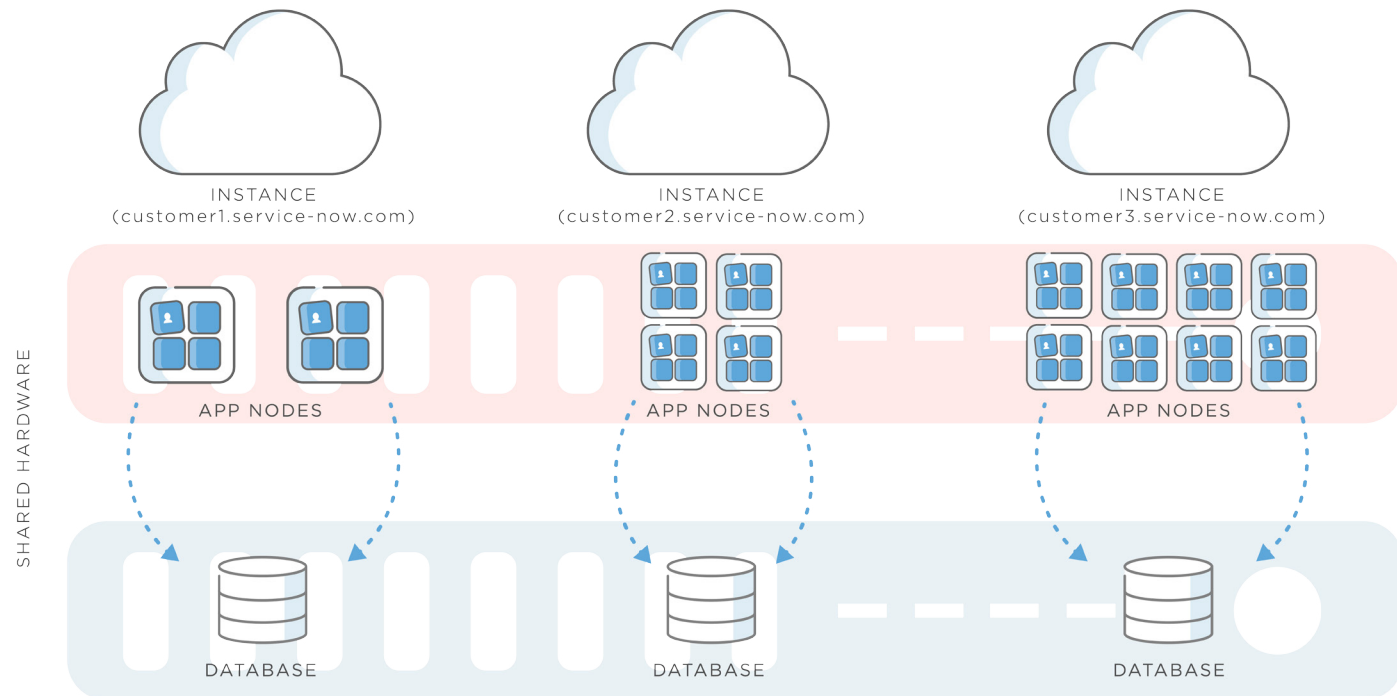
Multi-Instance Architecture

The ServiceNow Nonstop Cloud is deployed on an advanced, multi-instance architecture that separates a customer's application nodes and database. This means there is no co-mingling of customer data.

We deploy instances on a per-customer basis, allowing the multi-instance cloud to scale horizontally to meet each customer's performance needs.

Unlike in a multi-tenant environment, each instance runs its own application logic and database processes. This means your instance does not have to be on the same version or upgraded at the same time as other customers' instances. You can choose to upgrade your instances on a schedule that best meets your enterprise's needs and compliance requirements.

PHYSICALLY MULTI-INSTANCE ARCHITECTURE WITH HORIZONTAL SCALING AND LOAD BALANCING



Availability

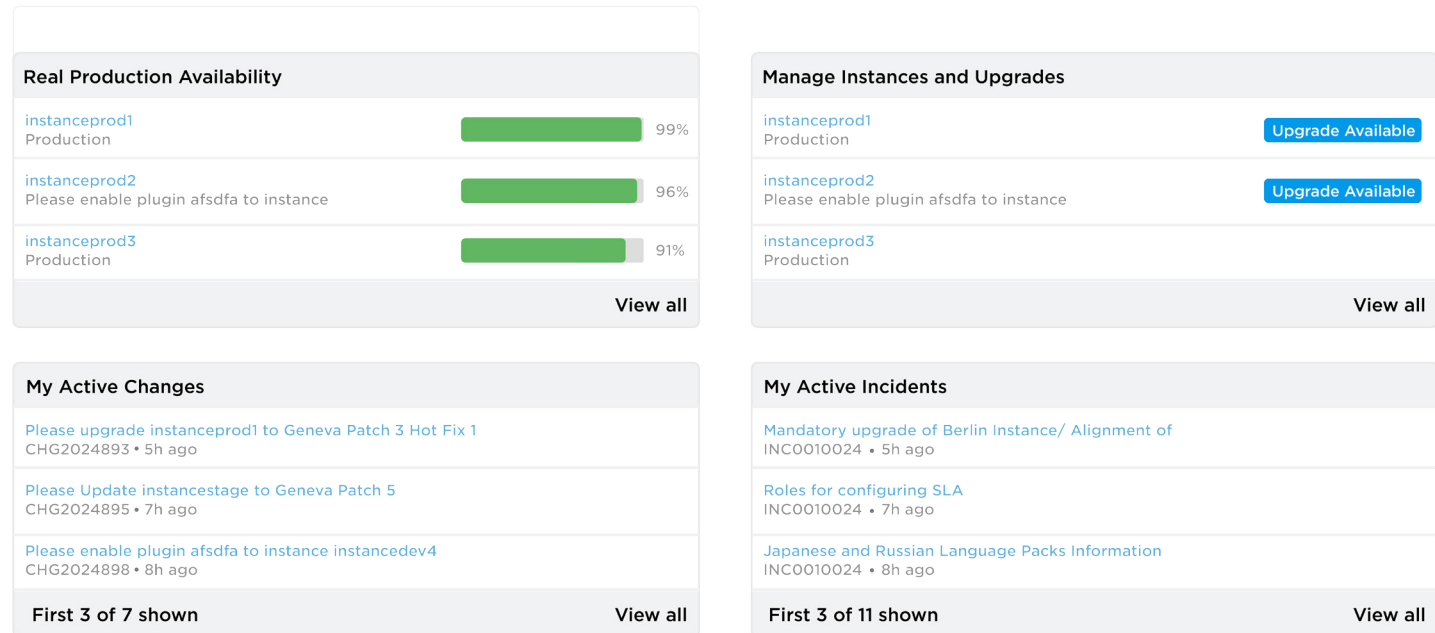
The ServiceNow Nonstop Cloud aims to be always operational for our customers. No vacation, no extended upgrade or maintenance windows, no single points of failure. We focus on near-perfect availability with redundancy built in to every layer of our cloud, including redundant devices and power across all network and server infrastructure. There is no downtime necessary for upgrades.

We provide the industry's only Real Availability Dashboard that shows availability of all your instances running in the cloud. Real Availability is the true measure of customer availability by looking at every incident that results in a customer outage (a Priority 1 or P1 incident).

Performance

Our Nonstop Cloud scales to meet the needs of the largest Global 2000 enterprises and aims to be always operational for our customers. We have tens of thousands of customer instances operating globally in our data center regions. Each of our customer instances leverages our multi-instance architecture to perform an aggregate of tens of billions of full page transactions every month. Customers using the ServiceNow Configuration Management Database (CMDB) as the single system of record have scaled their CMDBs to manage tens of millions of configuration items (CIs).

REAL AVAILABILITY AND TRANSPARENCY



PRIVACY AND COMPLIANCE

As a customer, you always maintain ownership and control over the data you entrust to the ServiceNow Nonstop Cloud. Our approach to privacy is founded upon our commitment to giving you full control over the use, collection, and distribution of your customer data.

We continue to adhere to one of the broadest portfolios of industry standards that include ISO 27001, ISO/IEC 27018, SSAE SOC 1 Type 2 and SOC 2 Type, and the FedRAMP. And we remain committed to complying with new digital privacy and safety mandates as they continue to evolve.

PRIVACY

GDPR

The new General Data Protection Regulation (GDPR) helps protect and ensure the privacy rights of European Union (EU) citizens and residents. The GDPR establishes global privacy requirements governing how you manage and protect personal data of EU citizens and residents while respecting individual choice—regardless of where data is sent, processed, or stored.

At ServiceNow, we believe that the GDPR is an important step toward strengthening data protection laws across the European Union and enabling individual privacy rights. This is why ServiceNow is committed to being GDPR-compliant across our cloud services when enforcement begins on May 25, 2018. Read more about our commitment to complying with the [GDPR](#).

Privacy Policy

As a ServiceNow customer, we understand that you are entrusting us with your data. This is why we take a principled approach to privacy, security, and

compliance, with strong commitments to ensuring you can trust the cloud services you rely on.

Our [Privacy Statement](#) explains our privacy practices, including what personal data we collect and how we use it.

Our commitment to data privacy and security is further highlighted by a comprehensive set of third-party compliance certifications and attestations.

Privacy Shield Framework

We comply with the EU-U.S. Privacy Shield Framework and the Swiss-U.S. Privacy Shield Framework as set forth by the U.S. Department of Commerce regarding the collection, use, and retention of personal information transferred from the European Economic Area and Switzerland to the United States.

You can view a description of how we comply with the Privacy Shield Principles in our [Privacy Shield Policy](#). To learn more about the Privacy Shield Framework and the scope of our participation, visit the U.S. [Department of Commerce website](#).

Cookies and Other Technologies

Our Cookies Policy applies to the ServiceNow Website and describes the information that we collect by using automated information-gathering tools, such as cookies and web beacons.

ServiceNow uses cookies to collect certain information, enhance your browsing experience, and make your interactions with our Website more meaningful. For example, we may use cookies to determine whether you have visited our Website before. It informs us about site features that you are interested in, allowing us to better tailor our Website content to your needs.

You can learn more about our cookies policy [here](#).

COMPLIANCE CERTIFICATIONS

Regional Compliance

We recognize that your compliance and certification requirements vary by the regions in which you operate. Our certification efforts span a comprehensive set of compliance requirements that apply to numerous industries and geographic regions. Our regional certifications include the following:

Certification Name	Geography
ISO 27001	International
ISO 27018	International
SSAE 16 SOC 1 Type 2 & SOC 2 Type 2	United States
FedRAMP Moderate JAB ATO	United States
Pink Verify	International
EU Privacy Shield	European Union
Multi-Tier Cloud Security Standard	Singapore
Australian Signals Directorate	Australia

ISO 27001

ISO 27001 is a security management standard that specifies security management best practices and controls based on ISO/IEC 27002:2013 best practice guide. As an ISO/IEC 27001-certified organization

there is a high level of integration between the ISO/IEC 27002:2013 code of practice and the ServiceNow Information Security Management System (ISMS). The ISO 27001 certification validates that ServiceNow:

- Systematically evaluates our information security risks, taking into account factors including the impact of company threats and vulnerabilities
- Designed and implemented comprehensive information security controls and risk management practices to address company and architecture security risks
- Adopted a continuous risk management process to ensure that the appropriate information security controls are in place to meet an evolving threat landscape and risks

ServiceNow has been an ISO 27001-certified organization since 2012.

ISO 27018

ISO 27018 expands upon the controls implemented in 27002 with an emphasis on the protection of personal data in the cloud.

ServiceNow became ISO 27018-certified in 2016.

SSAE 16 SOC 1 Type 2 and SOC 2 Type 2

The American Institute of Certified Public Accountants (AICPA) developed the Service Organization Control (SOC) framework that outlines controls organizations can implement or be assessed by, to protect the confidentiality and privacy of information in the cloud.

The SOC 1 controls focus on the effectiveness of

internal controls that affect the financial reports of customers.

The SOC 2 evaluates controls that are relevant to security, availability, processing integrity, confidentiality, or privacy.

ServiceNow is audited annually by a third party and has maintained its SSAE 16 SOC 1 Type 2 certification since 2011 and SOC 2 Type 2 certification since 2013.

Accessibility 508

ServiceNow is committed to making our products accessible to everyone. We develop our products to adhere to Section 508 Amendment to the Rehabilitation Act of 1973 and the guidelines Web Content Accessibility Guidelines (WCAG) 2.0 Level A.

ServiceNow publishes a Voluntary Product Assessment with each release on the [ServiceNow Product Documentation site](#).

FedRAMP Moderate Certification (for U.S. Government entities)

The U.S. Federal Risk and Authorization Management Program (FedRAMP) was established to provide a standardized approach for assessing, monitoring, and authorizing cloud computing products and services under the Federal Information Security Management Act (FISMA), and to accelerate the adoption of secure cloud solutions by federal agencies.

ServiceNow received its Moderate P-ATO in 2016.

The FedRAMP Moderate P-ATO also meets the requirements for DoD Impact Level 2.

Pink Verify

ServiceNow was the first SaaS vendor to achieve Pink Verify status on 11 ITIL processes back in 2009. ServiceNow has continuously evolved and improved its IT Service Management solutions while maintaining this industry certification.

Multi-Tier Cloud Security Singapore Standard (for Singaporean Government entities)

The Multi-Tier Cloud Security (MTCS) is an operational Singapore security management standard. It is based on ISO 27001/02 Information Security Management System (ISMS) standards that allows for Singaporean government entities to leverage ServiceNow.

ServiceNow achieved MTCS Level 3 Certification in 2016.

Australian Signals Directorate

ServiceNow is certified by the Australian Signals Directorate (ASD) and registered under the Information Security Registered Assessors Program (IRAP) as a cloud service provider suitable for Australian government organizations. The IRAP is an ASD initiative. It includes a framework for endorsing individuals from the private and public sectors who can deliver cyber security assessment services to Australian government organizations. Endorsed IRAP assessors can independently assess ICT security, suggest mitigations, and highlight residual risks.

COMPLIANCE RESOURCES

ServiceNow CORE

ServiceNow CORE (Compliance Operations Readiness Evidence), hosted on the ServiceNow Community Site, brings together an extensive set of documentation that outlines how ServiceNow helps our customers address their compliance and regulatory requirements for cloud services.

Our customers can easily access the documentation they need to address their internal audit and vendor assessment requirements, as well as other regulatory requirements (e.g., FDA, ISO, and SOX), related to their use of ServiceNow.

ServiceNow CORE offers industry-specific guidance for life sciences quality management (including the IQOQ process), healthcare, higher education, and financial services industries. It constantly evolves as new documentation becomes available or additional industry-specific information is incorporated.

SUMMARY

Partnerships that last are built upon a foundation of trust. At ServiceNow, we strive to deliver safe and secure cloud services that you can rely on to run your business. Our state-of-the-art security infrastructure, data encryption techniques, and threat response processes ensure that your data is always protected and secure. Our advanced, high-availability infrastructure and a multi-instance architecture provides you with cloud services that are reliable, configurable, and scalable. And we remain committed to adhering to one of the broadest portfolios of industry standards, and complying with privacy and safety mandates as they continue to evolve.

Compliance Questionnaire

ServiceNow uses the Standardized Information Gathering (SIG) questionnaire as a tool for risk management assessments of cybersecurity, IT, privacy, data security, and business resiliency. The SIG is an industry-standard questionnaire that allows for a broad range of different industries to quickly assess security and risk management practices at ServiceNow. It is available through ServiceNow CORE.

CSA STAR Registry

The Cloud Security Alliance (CSA) Security, Trust, and Assurance Registry (STAR) program assists customers with performing due diligence on cloud service providers. ServiceNow has completed the CSA Star Level 1: Self-Assessment and it is available through the ServiceNow CORE site.

ServiceNow is also a CSA member and contributor.



© Copyright 2017 ServiceNow, Inc. All rights reserved. ServiceNow, the ServiceNow logo, and other ServiceNow marks are trademarks and /or registered trademarks of ServiceNow, Inc., in the United States and/or other countries. Other company and product names may be trademarks of the respective companies with which they are associated.

Why digital transformation in healthcare starts with modern IT



You wouldn't expect a habitual couch potato to get up and successfully run a marathon. No, successful marathon runners prepare themselves for the task: building stamina, endurance and muscle strength. They make sure they are capable and ready for the high-performance that's required of them.

And so it is with your IT infrastructure and service tools. Many healthcare IT systems have grown sluggish and unwieldy: unable to deliver the speed and responsiveness that clinicians, patients and partners demand. As for your legacy tools, they also hold you back when it comes to digital transformation: making your IT organisation more laggard than industry leader, more couch potato than performance athlete. As a healthcare IT leader, you know that digital transformation is the top priority in the industry today. The primary reason is that healthcare providers are keen to leverage new technologies to serve patients better. And they're doing this in many different ways.

From hybrid cloud to Big Data and Artificial Intelligence (AI), new technologies enable new concepts of care such as telemedicine and telecare. Predictive analytics can improve patient care delivery and efficiency, and Internet of Things (IoT) sensors can monitor patient health statistics continually to improve clinical care and research.

The problem is that ad hoc or siloed transformation projects, when combined with legacy platforms, ultimately result in poor services.

The transformation in healthcare

IDC notes that healthcare IT professionals are facing a distinct set of challenges. "Growth in the consumerisation of IT, BYOD, mobility, and virtualisation is driving increasingly heterogeneous and hybrid IT environments that are adding significant complexity to IT service delivery and support within the enterprise."

Besides your diverse IT infrastructure, outdated patterns of work, manual processes and unwieldy emails are also slowing you down, making it hard to manage IT incidents.

Most likely, you carry a vision where people, machines and departments are much more integrated and efficient. Where your service team's work patterns are structured and automated; accelerating the flow of work instead of hindering it. Where you have faster and more transparent services at a lower cost, eliminating recurring, manual tasks and increasing team productivity.

You may well be at the point where you need to consolidate or replace your legacy service management tools in order to drive digital transformation. It's possible to do this quickly and efficiently with a platform such as [ServiceNow ITSM](#). Having ServiceNow at the heart of your operations will enable you to take advantage of new technologies and improve patient care, because it is designed to support your digital transformation.

IDC carried out an with an average 24,117 staff and 1,934 IT personnel. The analyst firm calculated that, on average, these businesses will capture total discounted benefits worth \$36.8 million over five years.

This incorporates an average return on investment (ROI) of 449%, with breakeven in their investment occurring in 7.4 months. According to IDC, they will achieve this by using ServiceNow ITSM to:

Enhance the efficiency and effectiveness of their IT operations, including incident management and change management.

Provide user-friendly interfaces through service catalogues to save employee time when making service and provisioning requests.

Limit unplanned downtime as a result of having a single consolidated service automation platform.

Ease the burden and reducing the complexity of audits by establishing automated validation controls and having record traceability.

Drive user productivity among enterprise users by speeding service requests and fulfilment processes.

The implementation took the IT team just four months to complete, which meant they could quickly make available a new, user-friendly, cloud-based IT helpdesk to 1,500 employees

As we explore, a range of healthcare organisations have consolidated their IT service operations using ServiceNow ITSM, and it's enabling them to overcome the mountain range of obstacles they face. It's giving them the ability, for example, to create a single record of service issues across the organisation; or proactively address and fix problems as they arise; or to automate service management processes that were previously unconnected or labour intensive.

AstraZeneca transforms its IT helpdesk

Leading pharmaceuticals firm AstraZeneca implemented ServiceNow ITSM in order to support delivery of a shared services model within its business. The UK-based company now uses the platform to offer users cloud-based IT services and create a single system of record for all service issues across its organisation.

AstraZeneca consolidated its existing ITSM systems onto ServiceNow and benefited from the platform's sophisticated automation capabilities. Using its advanced automation, the business has improved its operational efficiency by automating a large number of manual service processes. It also provides its users with self-service facilities, improving customer satisfaction and speeding up processes even further.

The implementation took the IT team just four months to complete, which meant they could quickly make available a new, user-friendly, cloud-based IT helpdesk to 1,500 employees as well as a number of IT partners.

AstraZeneca CIO, Dave Smoley, explains "With ServiceNow, IT has a single system of record to manage requests and resolve issues for employees globally and to drive a self-service model for faster and easier interactions with IT online. Automating IT service management processes enables the team to be more flexible and responsive."

As well as IT services, AstraZeneca is also using ServiceNow to extend the ITSM model into other areas of its business. For example, it built a custom application to support finance request management and fulfilment. This allows questions relating to invoice status and finance issues to be managed and processed within ServiceNow. The IT team is also extending the platform to support HR processes, and bring greater automation and efficiencies.

Broward Health links up clinical and business teams

As a healthcare IT professional, you want IT solutions that will help you proactively address and fix issues, respond to problems as they arise, and automate service management processes. You know that if your tools can help you do these things, they will improve IT visibility and efficiency, modernise the patient experience, and help you pioneer digital transformation in your business.

These are outcomes that Florida-based medical centre [Broward Health](#) was keen to pursue, which is why it chose to partner with ServiceNow to transform its organisation. More specifically, it was looking for a service platform that could break down barriers between its clinical and business departments.

Broward Health runs a sizeable IT operation. It supports more than 400 applications, and over 8000 employees rely on IT to take care of their computing needs. There are more than 10,000 workstations, 1600 physical and virtual servers, and clinical devices such as handhelds, computers on wheels and scanners.

Vijo Menon, systems consultant and IT process architect with Broward Health, says the organisation was able to transform its business and implement culture change from the top down, by working closely with ServiceNow and deploying its cloud platform.

Menon explains that the company's IT transformation "required a paradigm shift in the way we managed our service delivery, especially in the change and incident management. At the core of this transformation was a significant cultural change, enabled through executive sponsorship".

One of the biggest changes Broward Health put into place was the extension in functionality of its IT service catalogue, beyond merely fulfilling orders for phones and IT equipment. Using ServiceNow ITSM, and its ITIL-defined best practices, it built a catalogue in just three months.

This has an Amazon-like interface offering 500 service items, so clinicians can order and see the status of their requests. Despite the complexity of 40 to 50 workflows behind each of these items, the firm was able to automate and tailor everything to its needs.

It made this powerful system available to pharmacy, nursing, radiology and other ancillary services. Meanwhile, it enforced security by restricting access based on roles and business rules, and automating all approvals.

Tony Ruiz, director of IT, says, "There is now a seamless interface with the clinical staff and our business units. The clinical staff can now devote their time to better customer service and projects, rather than working on ad hoc requests. We can now generate business intelligence for the volume and type of catalogue requests. This gives us a reference point for further operational automation. It is a win-win proposition for us."

Broward Health is looking into extending the service catalogue to non-IT departments, who are requesting something similar. IT transformation is contagious, impacting the whole organisation in the end.

Medibank revolutionises IT, HR and facilities

Medibank is Australia's largest health insurance provider with 2,700 employees and annual revenues in excess of AUD\$6.37bn (\$5.1 billion). It's also a big supplier of telehealth services: 600 clinicians interact more than 2.5 million times per year with customers over the web, phone, and face-to-face.

Medibank needed to streamline its IT processes, connect up all of its departments, and eliminate unwieldy back-and-forth email communications. It selected ServiceNow ITSM to revolutionise the way it delivers IT, HR, and Facilities Services to its employees across multiple locations.

The modules it has found particularly transformational are ServiceNow Incident Management and ServiceNow Problem Management. ServiceNow Incident Management gives the IT department the power to capture incident notifications through a self-service portal. They can then prioritise the work based on service level targets, and route responsibility for resolution to the appropriate group.

Meanwhile, ServiceNow Problem Management enables the team to investigate the root cause of incidents and document solutions and workarounds in a knowledgebase. The combination has made it possible for Medibank to replace unstructured email flows with a simple way to report, view, track, and resolve incidents.

Like Broward Health, the ServiceNow deployment has enabled Medibank to upgrade the catalogue of services that employees can access. Service integration manager Natalie McIntosh says, "The portal functionality in particular has improved access to IT 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 IT has streamlined our service delivery process considerably."

As well as IT services, Medibank has extended services across HR Payroll and Facilities, continuing its IT transformation across the business.

ServiceNow ITSM: Your transformation platform

As evidenced by these stories, the healthcare industry is undergoing rapid change, with digital transformation providing new opportunities to drive efficiencies and overcome the issues you face. By replacing or consolidating your legacy IT services with the cloud-based Now Platform for [IT Service Management](#), you will be well-positioned to modernise and drive real change through your organisation.

ServiceNow ITSM will enable you to connect your IT teams and departments; automate recurring and manual tasks; gain valuable workflow insights and increase team productivity. And as the platform helps to structure, automate and continuously improve your IT service delivery, it will support new initiatives, such as telemedicine and telecare, so you can take your business forward by transforming key healthcare services.

Contact ServiceNow to discuss how ITSM can deliver business value for you by transforming your patient care using a modern IT infrastructure.

www.servicenow.com