Safe harbor notice for forward-looking statements

This presentation may contain "forward-looking" statements that are based on our beliefs and assumptions and on information currently available to us only as of the date of this presentation. Forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause actual results to differ materially from those expected or implied by the forward-looking statements. Further information on these and other factors that could cause or contribute to such differences include, but are not limited to, those discussed in the section titled "Risk Factors," set forth in our most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q and in our other Securities and Exchange Commission filings. We cannot guarantee that we will achieve the plans, intentions, or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. The information on new products, features, or functionality is intended to outline our general product direction and should not be relied upon in making a purchasing decision, is for informational purposes only, and shall not be incorporated into any contract, and is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. The development, release, and timing of any features or functionality described for our products remains at our sole discretion. We undertake no obligation, and do not intend, to update the forward-looking statements.

Trends in Healthcare and Life Sciences

1 Patient-centric healthcare

Personalization of pre, during or post care services

Value-based care shift beginning with the chronic & elder care

New entrants with competitive products

Interoperability between **provider, payer and member**

2 Change in Care Delivery Location

~50%
of all patients reported they are now getting home treatment instead of going to their healthcare provider's office

15 MM
patients and more than 600 million patient visits each year for provided remotely

~25%
cost savings vs. traditional inpatient care and drives greater patient satisfaction

3 Patient Remote Monitoring

30 MM
US Patients are expected to use remote patient monitoring devices by 2024

47%
of home health patients will use IoT devices by 2024

82%
of organizations that have deployed medical IoT devices have experienced a cyberattack

Most companies stuck in an old work model

Work

**Email, Spreadsheets, Forms,
Messages, Emails, Calls**

Departments

Incidents

Requests

Cases

Patient visits

IT

HR

Customer Service

Clinical

Security
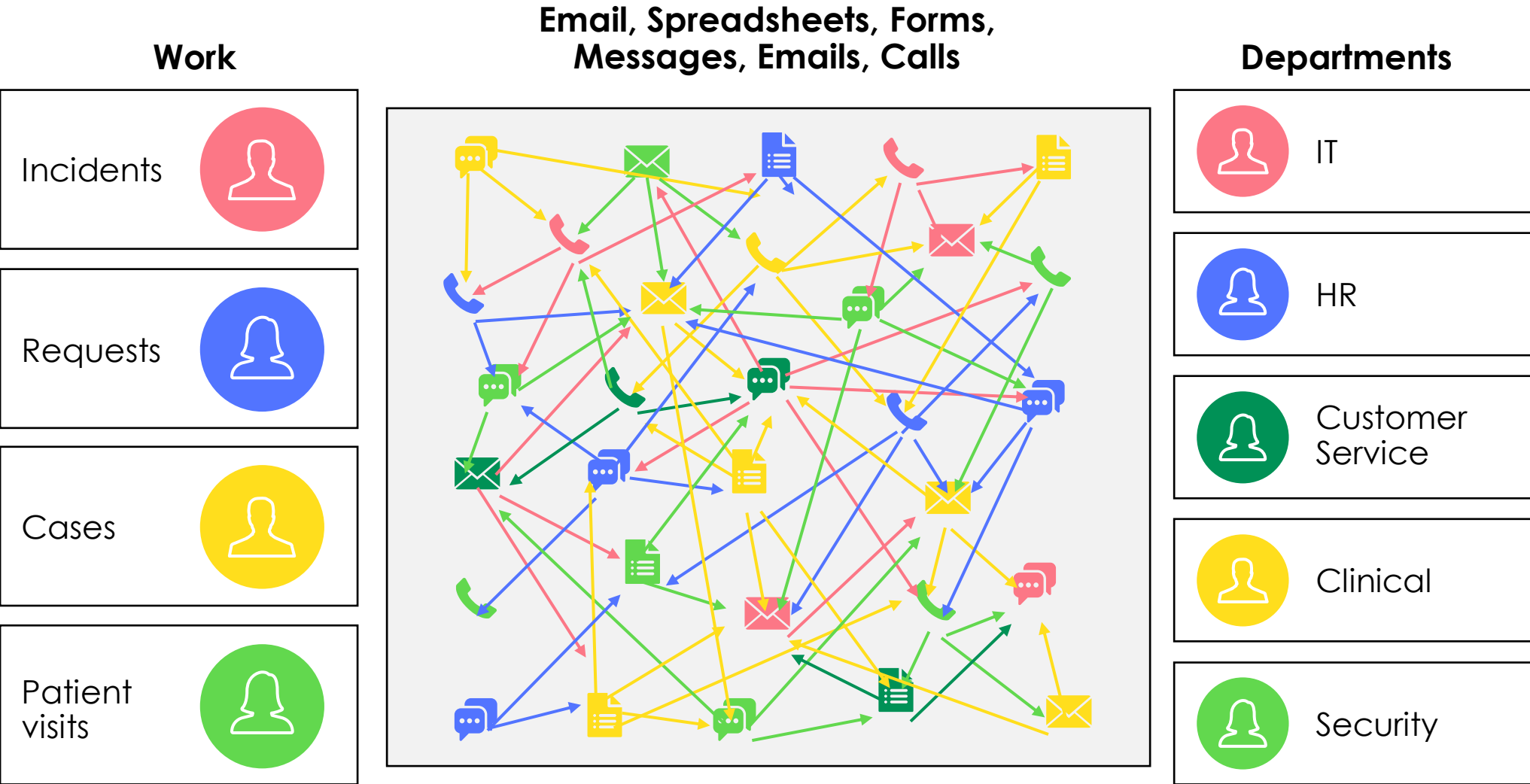
Four outcomes driving healthcare

Your patients want smoother intake and a great engagement.

Your processes need to be simple, streamlined, and cost-effective.

Your clinicians and staff wants faster onboarding, seamless transitions, and better communications.

Your security needs to protect patient privacy and meet compliance requirements.

A platform for healthcare innovation

Digital transformation maturity model

5

The future of work

Enterprise Service Management

Managing a safe and efficient workplace

Extending further across the enterprise:

Legal

Procurement

Facilities

Etc.

4

Enterprise productivity

On-boarding, Off-boarding, Transitions

Guided Employee Journeys

Cross-departmental campaigns and communication

Optimizing Employee experiences leveraging AI/ML-based recommndations

3

Self-reliance

Employee Service Center

Single portal for all Workplace Services and Intranet consolidation

OmniChannel Access

Mobile experiences from anywhere

Chat

2

Structured basic services

Case and Knowledge Management

Automated HR Workflows

1

Manual and tactical

Calls, emails, and spreadsheets

Lack of visibility and metrics

Minimal automation

Automation, efficiency, and value increase and employee experience improves as you mature.

Workflows for Healthcare Providers

Business Imperatives

Patient and Clinician Workflows		Risk & Compliance Workflows	Employee Workflows	IT and Shared Services Workflows
Create consumer-grade experiences across the care continuum	Optimize care delivery by uniting teams and information	Manage healthcare risk, security, and cost	Create connected and engaging experiences for healthcare workers	Improve departmental efficiency and reduce costs

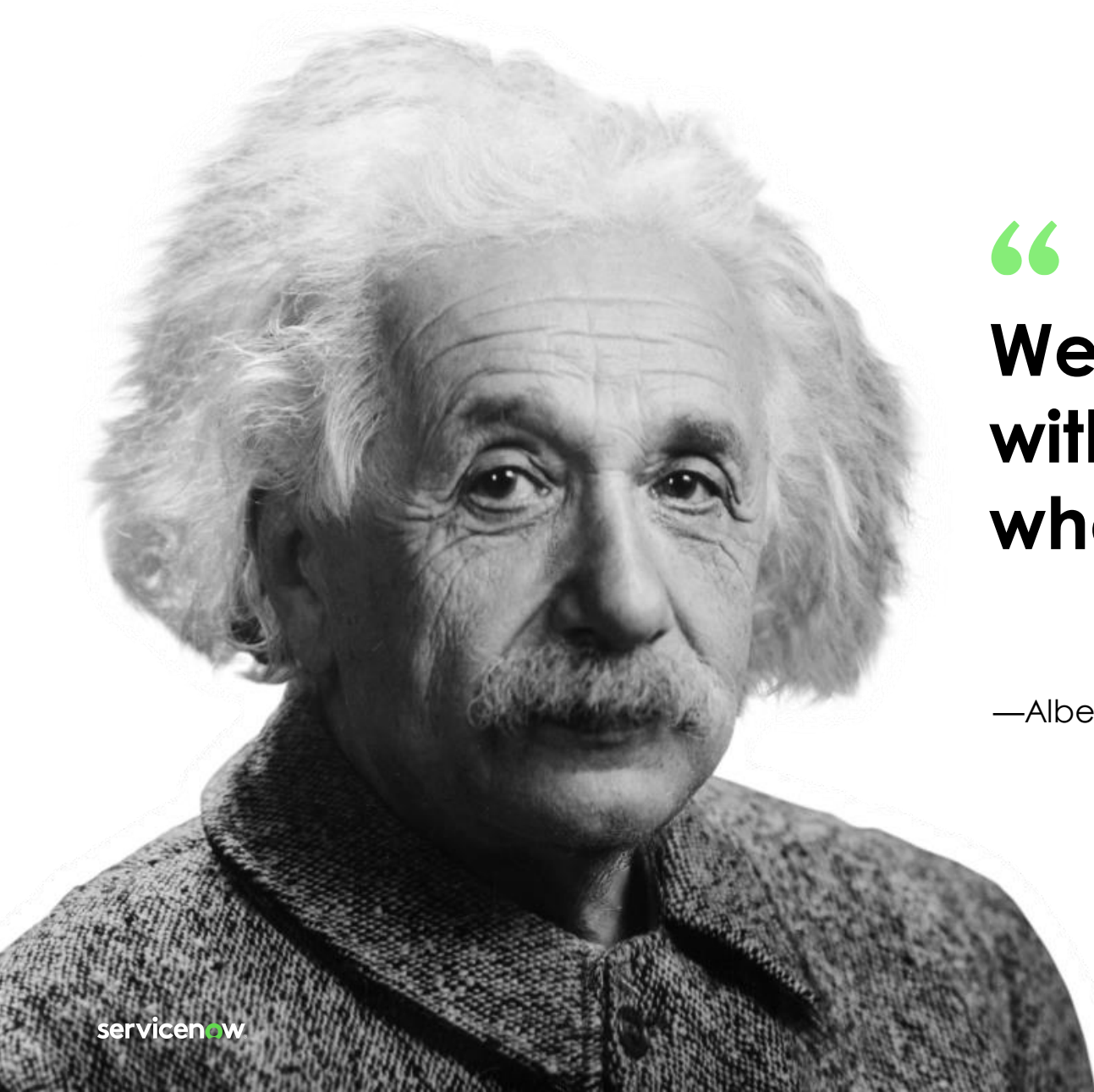**Improving how care is delivered** through a Single System of Action on Now Platform®

Workflow Optimization

Patient Access & Engagement (e.g., Outreach, Scheduling, Check-in, Onboarding, Self-Management)	Operational Risk and Resilience	Employee Service Delivery	IT Service Operations
Patient Care (e.g., Bedside Assist, Clinician EMR Troubleshooting)	Third Party Risk Management	Hybrid Workplace	Device Management (BioMed and IT)
Delivery of Care Anywhere (e.g., Virtual, Telemedicine, Home, Remote)	Business Continuity	Clinician Journeys (e.g., Onboarding)	Global Business Services

NHS SCOTLAND   **MICHIGAN MEDICINE** UNIVERSITY OF MICHIGAN   **UW Health** University of Wisconsin Hospital and Clinics   **SCL Health**

"

We cannot solve our problems with the same thinking we used when we created them.

—Albert Einstein

A better experience for your patients and providers

Patient experience

Arm your patient facing employees with access to the necessary resources at the point of interaction to provide the patient with the best experience.

Bedside assist

Improve patient care and efficiency of clinical staff with natural language processing requests made from patient bedside.

Clinic managed services

Deliver shared services to support your extended provider community by providing access to critical resources and process documentation.

BedsideASSIST

Patients can access the support and information they need 24/7 using conversational AI.

Immediately engages patients, confirming that they have been heard.

Supports nurses to deliver positive patient outcomes, providing insight into a patient's need, equipping them to respond effectively.

OrbitaASSIST also connects patients with entertainment services and can enable smart controls of the patient room.

Outcomes achieved

In 18 months over **8,000** conversational AI enabled requests were made to nurses.

87% of nurses reported feeling more confident to respond to patient requests.

92% of patients said they would recommend to friends or family

100% of patients would like it available if hospitalized again.
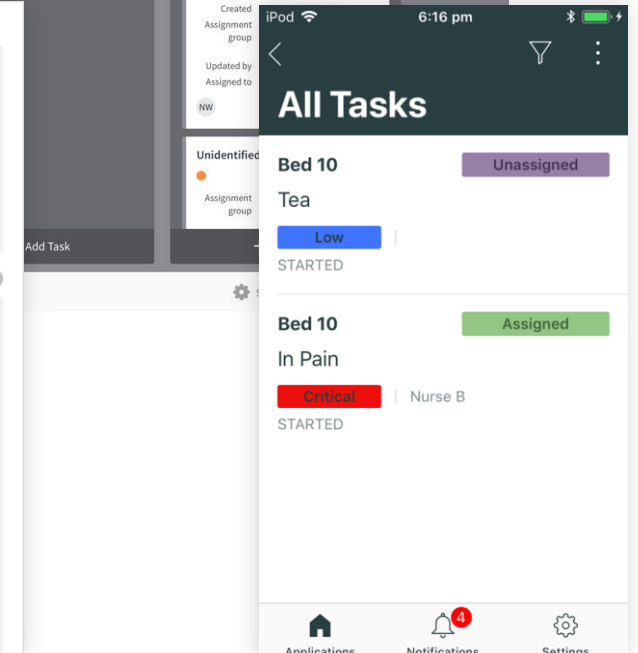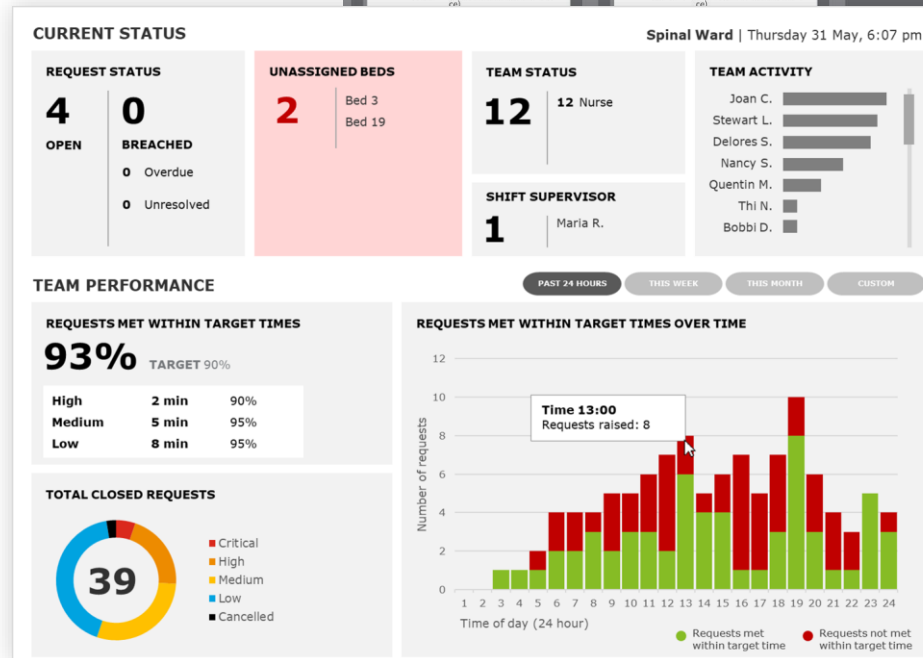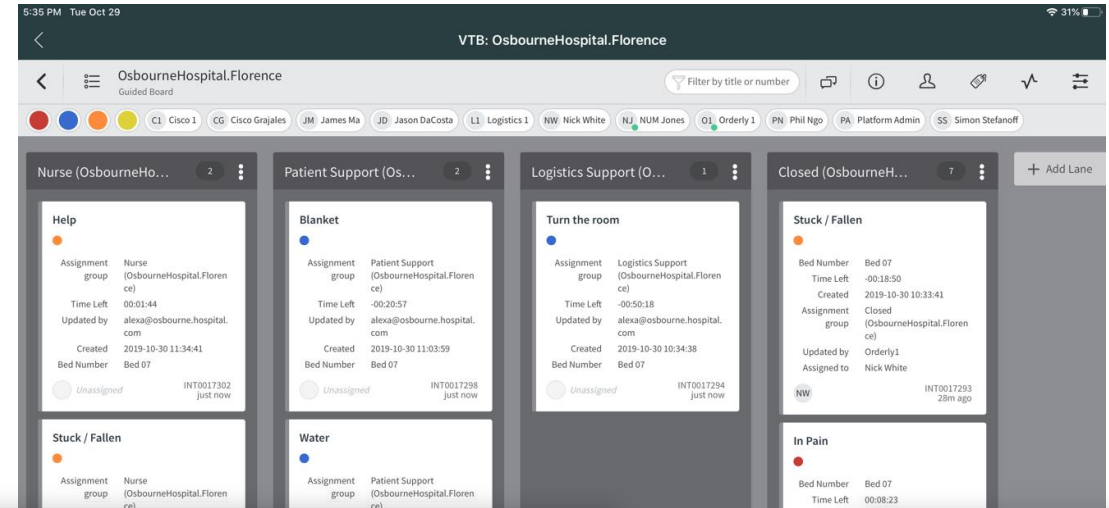
A smoother employee experience

Nurse on-/off-boarding

Provide visibility for nurses across the hiring process via a single portal, making orientation, onboarding, credentialing, and training more efficient.

Physician on-/off-boarding

Expedite the HR onboarding process for physicians and provide access to key resources necessary to accelerate the delivery of care.

Employee document management

Provide your clinicians and staff the ability to solve problems via an employee service center, minimizing HR support caseloads while increasing employee satisfaction.

Clinician Onboarding

Out-of-the-box configurable onboarding workflows

Form/Enrollment application consolidation

Automated routing and assignment of tasks across the enterprise

Visibility into the process and progress tracking through dashboards

Integrations with 3rd-party applications and external service providers

Visibility and proactive recognition of process bottlenecks

Outcomes achieved

Reduction in HR cases by **50%**

Increased efficiency in servicing HR cases by **30%**

Increased capacity equivalent to **48** full-time HR resources or **$3.9 million** per year

– Christus Health

Automate and optimize processes

EMR Help Button

Optimize clinician time in delivering patient care by automating and routing EHR clinician specified service requests to the right teams.

EMR Lifecycle Management

Deliver EHR upgrades and enhancements more effectively using standardized templates. View progress to stage gates, dependencies, and resources, while collaborating with the project team in a single view.

Outsmart HER Outages

Ensure EHR uptime and availability, by mapping all related devices, apps, and configuration profiles.

Create Request in Cerner

Automate and optimize processes

1 Clinician will click on "New Request" button within Cerner system and will fill information displayed on the form.

2 Once done, clinician will click on "Create my Request" button.

3 At this point, Cerner will call SN API to create the request and will pass the information.

University Kentucky HC
EMR help button results

Technical Dress Rehearsal (TDR)— Eliminated Manual spreadsheet tracking via Virtual Agent Auto Ticket Generation for HW/Applications

Automated 13,000 Log-in Labs, Verified User Access, tickets auto created for records

Auto Assigned Cases based on conversation (i.e., Security/Access issues)

Outcomes achieved

>50% calls managed through Virtual Agent

54% First Call Resolution through Virtual Agent

Automated Haiku SW Load for Clinicians via Virtual Agent

– University Kentucky HC

Total Epic Incidents Since Go-Live
35,537

Open Criticals
0

Total Epic Open Incidents From Epic Go-Live
3,539

Phone – 17,265 FCR – 40%
VA – 18,272 FCR – 54%

UK HealthCare

Stronger security and compliance
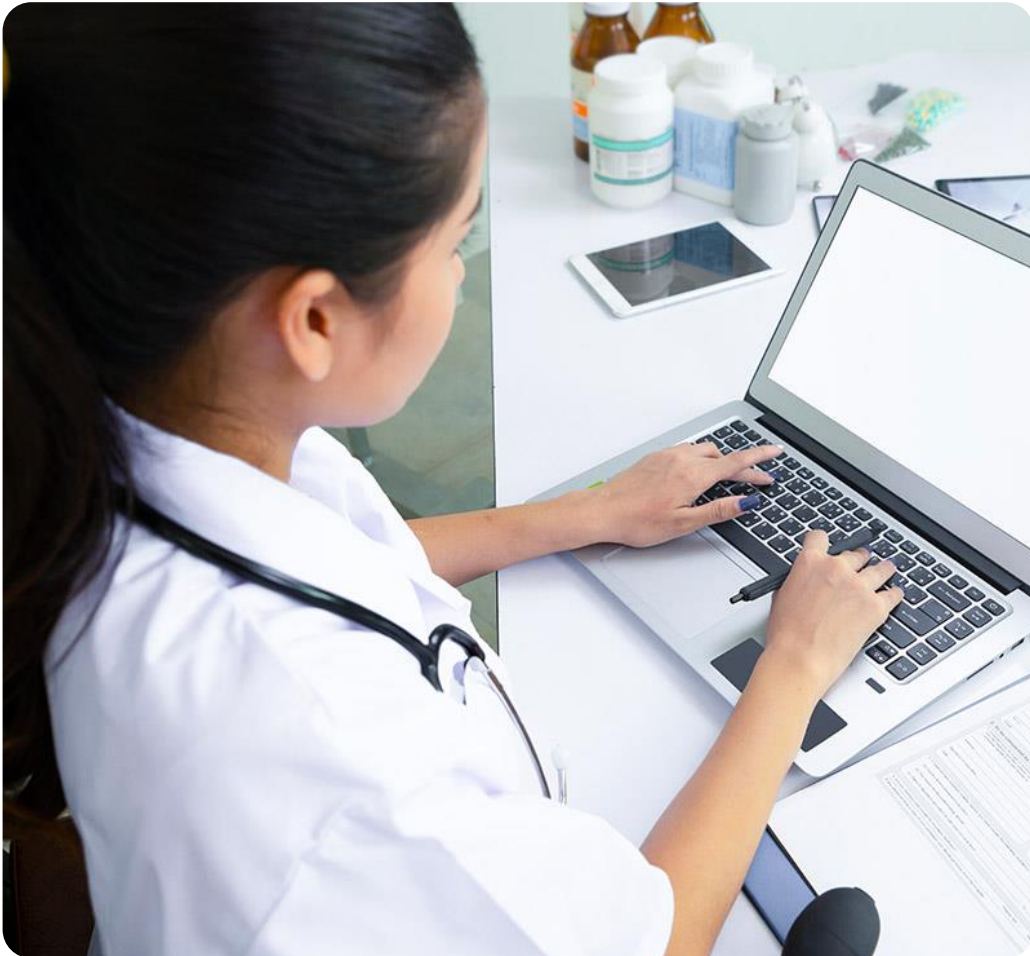
Protect medical and financial data

Prioritize threats and vulnerabilities so teams can respond more efficiently.

Improve compliance

Track compliance to regulations, improving security and protecting patient data, respond to issues, and effectively scope an audit engagement.

Protect the integrity of medical devices

Identify critical vulnerabilities and automatically respond via pre-defined workflows.

Full Clinical Device Lifecycle Management

Asset **Inventory**	Asset **Deployment**	Asset **Servicing**	Asset **Decommissioning**
Order Tasks	**Install/Deploy Tasks**	**Service and Repair Tasks**	**End-of-Life Tasks**

Stock ordering	Transfers	Thresholds	Request	Provision	Configure	Upgrades	Break/Fix	Recalls	Data Cleanse / Asset Disposal / Refurb and Sell
Inventory Audits		Loaner Asset Pool	Inspections		Verification	Planned Shutdowns		Preventive Maintenance	Shred and Scrap / Lease Return

Automated asset lifecycle activity, updates, reporting, and audit trail

servicenow

Federal Forum 2022

Healthcare/Life Sciences
Service Management roadmap

Produced by:
MeriTalk

Vision: Example UW Health

The Elevator Pitch…

I want to save every UW Health Employee 5 minutes 10x a day so that they can do the work they came to UW Health to do.

Email

Saving employee time to focus on what's important

1 Simple

2 Valuable

3 Broadly understood

Provider Capability Model

Patient Access
How do we identify patients and register them for services?

1.1 Patient Outreach and Marketing
- Segment Management
- Campaign Management
- Health Promotion & Patient Outreach
- Precision Marketing
- Clinical & Quality Fit
- Patient Directories

1.2 Onboarding
- Call & Inquiry Management
- Service Enrollment
- Medical Necessity Review
- Financial Counseling

1.3 Scheduling and Check-In
- Scheduling
- Pre-Visit Activity Management
- Worklist Management
- Consent Capture & Positive ID
- Digital Signature
- Insurance Verification
- Pre-Authorization

Patient Engagement
What should we offer our patients, and how do we reach out to them?

2.1 Patient Experience Management
- Patient Outreach
- Patient Journey
- Patient-Generated Data
- Patient Education
- Patient Self-Management
- Active Patient Navigation
- Patient Satisfaction

2.2 Service Line Management
- Definition
- Service Performance
- Go-To-Market Strategy
- Marketing
- Lifecycle

Patient Care
How do we care for our patients?

3.1 Enterprise and Network Care Coordination
- EHR Connection
- Encounters Aggregation
- View Aggregation
- Integrated Reporting
- Coordinated Content & Decision Support
- Attribution, Groups, Registries, & Links
- Provider Messaging
- Data Exchange

3.2 Care Management and Coordination
- Live Attribution
- Program Outcomes Tracking
- Contract Tracking
- Referral Management
- Care Plan Management
- Discharge Planning
- Coordinated Community Adherence
- Care Team Effectiveness

3.3 Governance and Care Optimization
- Guidelines & Content Development
- Clinical Process Management
- Evidence Basis and Outcomes
- Documentation Improvement
- Guidelines & Content Development
- Clinical Process Management
- Evidence Basis and Outcomes
- Documentation Improvement

3.4 Support
- Clinical Services
- Records Management
- Ancillaries
- Supply Tracking & Management

3.5 Interventions
- Readmission Risk Management
- Extended Stay Authorizations

3.6 Population Health
- Health, Wellness, and Prevention
- Chronic Condition Management

3.7 Virtual Care
- Remote Monitoring
- Telehealth
- Credentialing & Virtual Networks

Research for Providers
How do we conduct and participate in research?

4.1 Trial Authorization
- Trial Models and Study Design
- Participant Management
- System Requirements
- Participant Onboarding
- Grant Management

4.2 Execution and Attestation
- Patterns Analysis
- Adverse Events
- Adaptive Trials
- Regulatory Report Submissions
- Peer & Third-Party Review

Reporting & Analytics
How do we obtain insights?

5.1 Integrated Reporting
- Business Insights
- Resource Utilization
- Regulatory Reports
- Visualizations

5.2 Population Measurement
- Predictive Analysis
- Medical Informatics & Clinical Insights
- Population Health Analytics
- Risk Stratification
- Population Health Management
- Hot Spotting

Revenue Cycle
How do we make sure that we get paid?

6.1 Front-End Activity
- Pre-Service & Authorizations
- Eligibility & Benefits

6.2 Revenue Integrity
- Care Coordination
- Care Management & Utilization Management
- Coding
- Charge Services

6.3 AR Management
- Payments Processing
- Collection
- Partner Profitability
- Guarantor Liability
- AR Follow-Up

6.4 Claims Management
- Denial Management
- Member Management
- Claims Follow-Up
- Claims Submissions
- Single Billing Office

6.5 Finance Management
- Productivity
- KPIs

Network Management
How do we engage, identify, secure, and manage our partners?

7.1 Network Development
- Relationship Management
- Partner Onboarding
- Medical Referrals
- Referral Optimization
- Panel Management
- Access & Sharing Agreements

7.2 Provider Services
- Provider Relations
- Provider Fee Schedules
- Provider Communications
- Contract Modeling

Enterprise Operations
How do we support our business operations?

8.1 HR
- Recruitment
- Onboarding
- Performance Management
- Learning & Development
- Policy & Compliance
- Global Resource Mgmt.

8.2 Finance
- Policy & Compliance
- Budgeting & Planning
- Accounting
- Analysis & Reporting

8.3 Supply Chain
- Purchasing & Vendor Management
- Inventory Management
- Pharmaceutical Management

8.4 Legal & Regulatory
- Compliance
- Litigation Management
- Government Affairs
- Corporate Affairs
- Contracts and IP

8.5 M&A
- Strategy
- Screening
- Due Diligence
- Transaction Execution
- Integration

8.6 Medical Affairs
- Credentialing
- Med Staff Governance
- Quality

8.7 Data Analytics
- KPIs
- Customer Satisfaction
- Quality Measures

8.8 IT
- Hardware & SW Management
- Support Internal & Field
- BioMed Device Management

8.9 Facility Mgmt.
- Environmental Health & Safety
- Real Estate & Property Mgmt.
- Space Mgmt. & Planning
- Construction & Design

8.10 Mktg. & Comms
- Community Engagement
- Internal Corp Comms
- Public Relations

Who are we defining this for?

- **Patients/Veterans/Families**

- **Providers/Clinicians**

- **Expand into the Healthcare Ecosystem**
A community consisting of patient and doctor, and all satellite figures involved in the medical care or hospital stay process.

©ECHAlliance

Opportunity: ServiceNow can transform the healthcare experience

To a patient-, provider-, supplier-, partner-, vendor-focused approach to service delivery that unlocks productivity

Service Delivery

- Customer Service Center
- Web View
- Mobile App
- Messaging Apps (e.g., Teams, Slack)

Search for Information

Request Services

Request Help

Report Issue

Service Health

- Service Catalog
- Virtual Agent Chatbot
- Incident Form
- Community Post
- Knowledge Base

ONE unique case ID
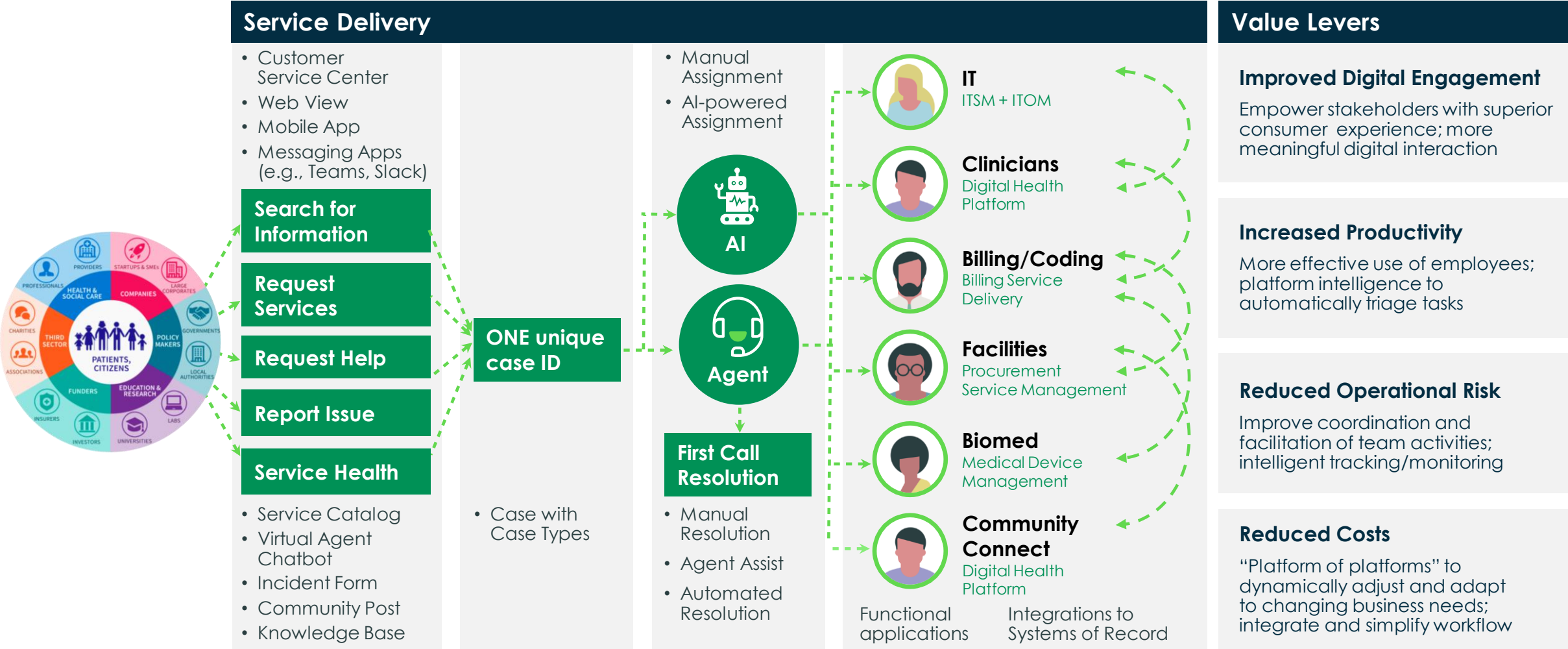
- Case with Case Types

- Manual Assignment
- AI-powered Assignment

AI

Agent

First Call Resolution

- Manual Resolution
- Agent Assist
- Automated Resolution

IT
ITSM + ITOM

Clinicians
Digital Health Platform

Billing/Coding
Billing Service Delivery

Facilities
Procurement Service Management

Biomed
Medical Device Management

Community Connect
Digital Health Platform

Functional applications   Integrations to Systems of Record

Value Levers

Improved Digital Engagement

Empower stakeholders with superior consumer experience; more meaningful digital interaction

Increased Productivity

More effective use of employees; platform intelligence to automatically triage tasks

Reduced Operational Risk

Improve coordination and facilitation of team activities; intelligent tracking/monitoring

Reduced Costs

"Platform of platforms" to dynamically adjust and adapt to changing business needs; integrate and simplify workflow

Healthcare and Life Sciences Service Management

Healthcare and Life Sciences Applications

VAM (Sept '21)
Efficiently manage any vaccine immunization

Pre-Visit Management (Sept '21)
Efficiently manage pre-visit processes to personalize the patient experience

Patient Support Service (Oct '21)
Streamline enrollment into patient support services

Creator Workflows
Clients, Partner, and SI built apps using HCLS-SM Core and Platform capabilities

Healthcare and Life Sciences Service Management Core (July '21)

Healthcare Data model

Patient 360

Consent Management

Digital Documentation

HL7 FHIR, HITRUST and FedRamp based framework

Customer Workflows

Case management

Omnichannel engagement

Knowledge & Communities

Customer Service

Case playbooks

IT Workflows

Incident management

Problem management

Change management

Release management

Request management

Now Platform

Workflows and integrations

Machine learning, AI, & predictive analytics

Web, mobile, Conversational UX

CMDB

Enterprise service management

App Engine Studio

Healthcare and Life Sciences Data Model

Foundation Data	Practitioner	Patient	Healthcare Insurance	Clinical	Revenue Cycle
Healthcare organization	Practitioner	Patient	Payer Plan	Condition	Claim Header
Healthcare location	Practitioner location	Household members	Member plan	Observation	Claim Line
Healthcare Code Set	Practitioner specialty	Appointment		Encounter	
	Practitioner location specialty			Procedure	
				Allergy intolerance	
				Immunization	
				Vaccine product	
				Medication	
				Medication product	

$ Professional or Enterprise   servicenow. | Store

Accelerate digital transformation

1 Extend the existing data model to support providers, payers, and life sciences organizations

2 Provide standardized objects and attributes across ecosystem

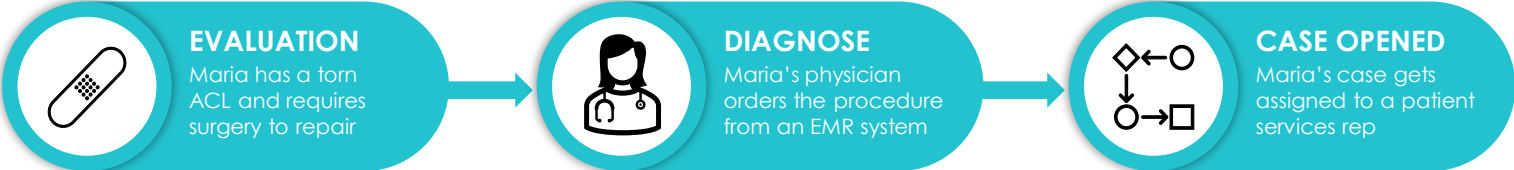**3** Drive faster time to value with pre-built integrations & connectors
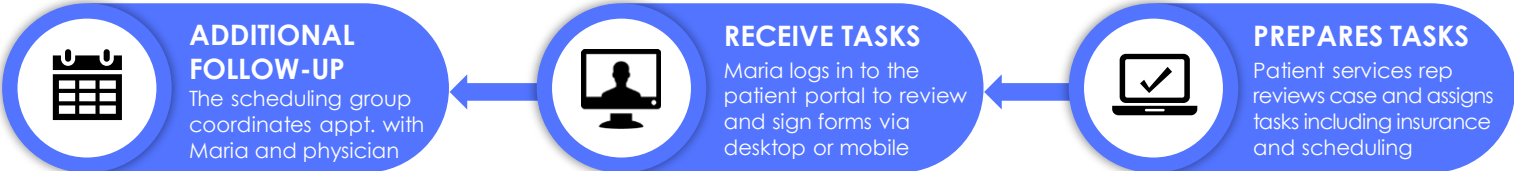
Maria's journey

Maria Gonzalez

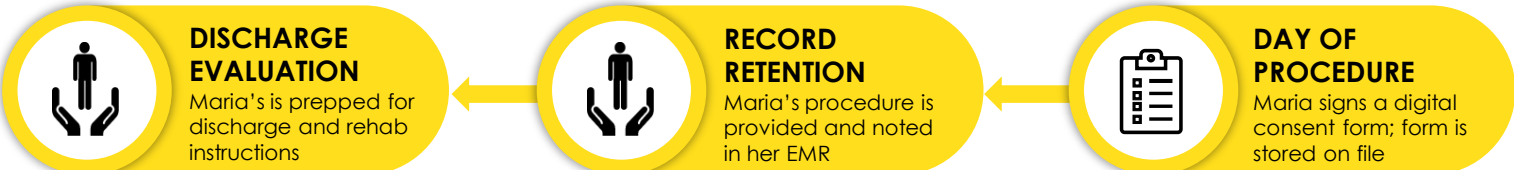Healthy woman who tore her ACL playing soccer with her grandkids

Scheduling

EVALUATION
Maria has a torn ACL and requires surgery to repair

DIAGNOSE
Maria's physician orders the procedure from an EMR system

CASE OPENED
Maria's case gets assigned to a patient services rep

Pre-Registration

ADDITIONAL FOLLOW-UP
The scheduling group coordinates appt. with Maria and physician

RECEIVE TASKS
Maria logs in to the patient portal to review and sign forms via desktop or mobile

PREPARES TASKS
Patient services rep reviews case and assigns tasks including insurance and scheduling

Pre-Visit

INSURANCE AUTHORIZED
Patient service rep obtains ins. authorization; Billing rep creates estimate

ROADBLOCKS
Patient service rep has visibility into bottleneck and automatically keeps Maria informed of status

READY TO GO
Maria is assigned Patient Reg. Forms and other tasks no later than 3 days before procedure

Service

DISCHARGE EVALUATION
Maria's is prepped for discharge and rehab instructions

RECORD RETENTION
Maria's procedure is provided and noted in her EMR

DAY OF PROCEDURE
Maria signs a digital consent form; form is stored on file

Care Management

DME
Patient rehab includes passive motion machine for at home care

REHAB STARTS
Day 2 post discharge rehab starts with physiotherapist

ACTION PLAN
Patient continues rehab and follow-up's 6 months post surgery
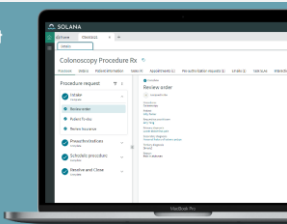
Enabling workflows across healthcare organizations

Prepackaged workflows exist but the platform can support workflows specific
to your organization's challenges

Out of Box

Pre-visit Management

Vaccine Admin Management
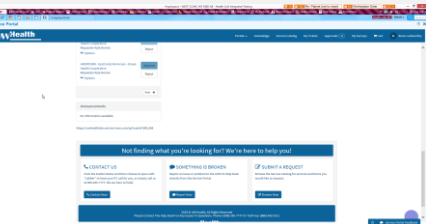
EMR Help

In-Development
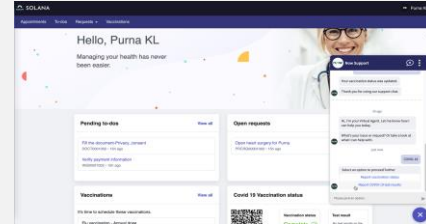
Patient Portal

Biomedical Device Management
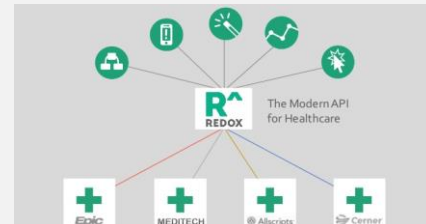
Redox Integrations for EHRs

Extending the DHP to meet customer requests…

Healthcare Ecosystem Management

ED Patient Flow Optimization (NSW)

Care at home

Referral Management
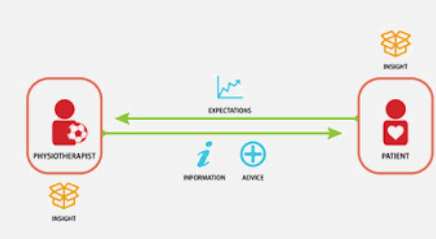
Clinical Pathways (Life Health)
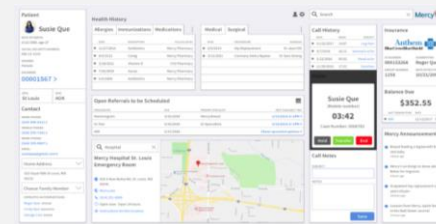
Vendor/Supplier Risk

Organizations are finding challenges with optimizing device and service management

It costs between **$4,000 to $5,000** per bed per annum in lost/stolen equipment.

For a 400-bed hospital that is a **$1.6M** problem.

10% to 20%
of medical equipment hospitals misplace or lose annually

$5B
is wasted annually from expired, lost, or uncaptured medical devices

Up to 30%
of medical employees' time is spent searching for equipment

Hospitals are spending **$93 billion per year** on medical equipment lifecycle costs.

Full Asset Lifecycle Management

Asset **Inventory**	Asset **Deployment**	Asset **Servicing**	Asset **Decommissioning**
Order Tasks	**Install/Deploy Tasks**	**Service and Repair Tasks**	**End-of-Life Tasks**

Stock ordering	Transfers	Thresholds	Request	Provision	Configure	Upgrades	Break/Fix	Recalls	Data Cleanse	Asset Disposal	Refurb and Sell
Inventory Audits		Loaner Asset Pool	Inspections		Verification	Planned Shutdowns		Preventive Maintenance	Shred and Scrap		Lease Return

Automated asset lifecycle activity, updates, reporting, and audit trail

HCLS Device Management: Vision and Use Case

4 **Enable Patient Remote Monitoring**
- Enable Connected Health empowering clinicians with patient's device data outside of traditional healthcare setting to improve care quality and reduce health inequities (SDOH)
- Reduce healthcare cost by real time decision making, reduce patient visits and proactive patient health management

3 **Enable Device Care for Home Health**
- Manage, service and maintain clinical devices used by patient at home/remote
- Provide Home health, Hospice care or Medical device an out-of-box solution to enable Home Health device management

2 **Optimize Device Operations**
- Track device's timing and availability, patient's usage and location to improve patient care
- Optimize device inventory and deployment to improve device efficiency
- Reduce hospital device total cost of ownership (TCO)

1 **Manage Device Compliance**
- Framework, process, and reporting to manage Hospital devices compliance maintenance and operations
- Exceed accreditation (TJC, HFAP, DNV*) and regulatory (CMS, FDA, State Health dept.) standards
- Out-of-box Reporting and customized dashboards to provide real-time view in device compliance

Now Digital Health Platform®

Workflows   Experiences   Intelligence   Integration

Platform Governance Model

Healthcare & Life Sciences
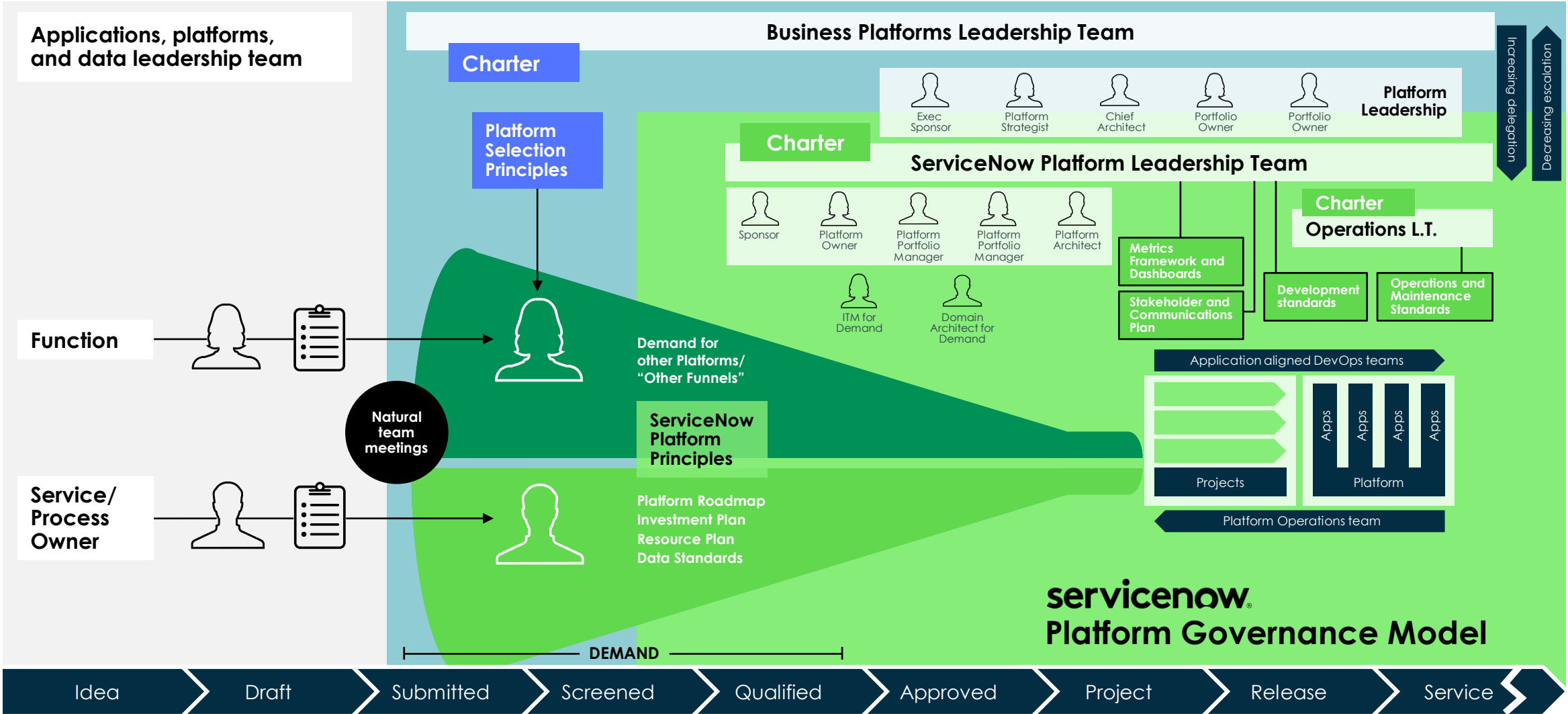
Digital Transformation Leaders outperforming their peers in SG&A

Industry leaders

16.0pts

Lower SG&A vs. Industry peers

2019 SG&A as % Sales
Lower is better

20.31%

36.33%

Digital Leaders

Peer Median
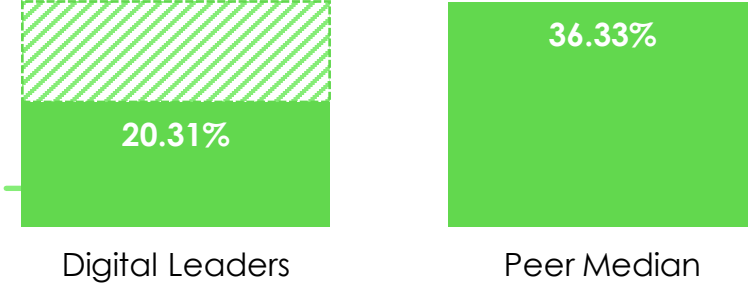
ServiceNow's Digital Transformation Leaders
Organizations who are *maximizing* their investment in ServiceNow

- Broadly increasing the digitizing of their business workflows
- Moving beyond IT to include enterprise services
- Extending automation and adopting the Now Platform across the entire enterprise

These Digital Leaders realizing measurable financial improvement vs. their industry peers

Executives are leveraging their ServiceNow investment to create One Connected Platform across their enterprise; in doing so, they are achieving greater financial performance vs. their industry peers

Platform of Platforms: 4 key transformation imperatives for healthcare providers

- Smooth intake, great engagement
- Simplified and efficient processes
- Faster onboarding and access to information
- Protect privacy, ensure compliance

Healthcare

Customer logo here

Strategic priorities

Personalized care

Seamless transitions

Streamlined and simple processes

Protect patient privacy and meet compliance regulations

CXO imperatives

Deliver an end-to-end service experience

Smoother intake and greater engagement

Enhanced delivery of care with knowledge and workflows

Consistent experience with enhanced workflows

Enhance the value of EMR systems

Prioritize and respond to vulnerabilities

Protect medical and financial data

Business outcomes

Improve patient satisfaction scores by X% in 20XX

Drive patient retention to X% by 20XX

Employee retention improvement by X% over the next 2 years

Reduce MTR for core systems by X% in 2 years

Automate resolution of service incidents by a factor of X by 20XX

Reduce active vulnerabilities by X days in the next X years

X% reduction in audit costs by 20XX

ServiceNow Platform alignment

Patient workflows

Bedside Assist
Provider Link

Employee workflows

Onboarding and Offboarding
EHR Easy Button

Clinical workflows

EHR Lifecycle Management
Event Management

Security workflows

Security Operations
Governance, Risk & Compliance
Asset Tracking

Journey map: Company strategy, benchmarks, KPIs

What is driving the Journey?

Accountable care
- Shift from Fee-for-Service to Fee-for-Value
- Patient Satisfaction, Quality Scores and Value

Technology-driven innovation
- Wearable Tracking Devices
- Patient-centered care
- Increased data and security demands

Consumerism of healthcare
- Customer experience
- Consumer relationship management
- Cost transparency

What results are being achieved?   **1.8X** Revenue Growth

50% of customers are beyond IT

FINANCE   SECURITY   CUSTOMER SERVICE   HR

What are **leaders** doing different?

DIGITAL

2X in Platform KPIs

7X Service Automation

3 Business Functions

TRANSFORM

Clinical Resource Optimization

Intelligent Automation at Scale

AUTOMATED

Regional Hospital Standardization

Patient Service Model Change

MANUAL

EHR/EMR Application Performance

Where does the **value** come from?

JOURNEY STARTS

Now Value, our proven methodology to help you achieve exceptional outcomes

1. Envision Value

Agree on Digital Roadmap to deliver desired business outcomes.

2. Create Value

Achieve successful adoption of world-class platform.

4. Champion Success

Celebrate and promote our successful partnership.

4. Validate Value

Demonstrate achievements of business outcomes.

Envision

Create

Champion

Validate

Industries

Executives

Partners

Now Value

Digital Transformation Leaders' response to COVID crisis

Digitally mature customers demonstrated:

- Readiness by managing surge in business volumes from employees working remotely
- Resiliency by improving average resolution time despite the explosion of new demand

Incident Volume Growth

17%
increase in YOY incident volume

- Responding to COVID impacted all customers
- Increases in incident volumes were consistent regardless of digital maturity

*Total Incidents for Jan–Apr 2020 vs 2019 (not HC specific)

Improvement in Incident Resolution Time (%)

Legend:
- Digital Leaders
- Digital Laggards
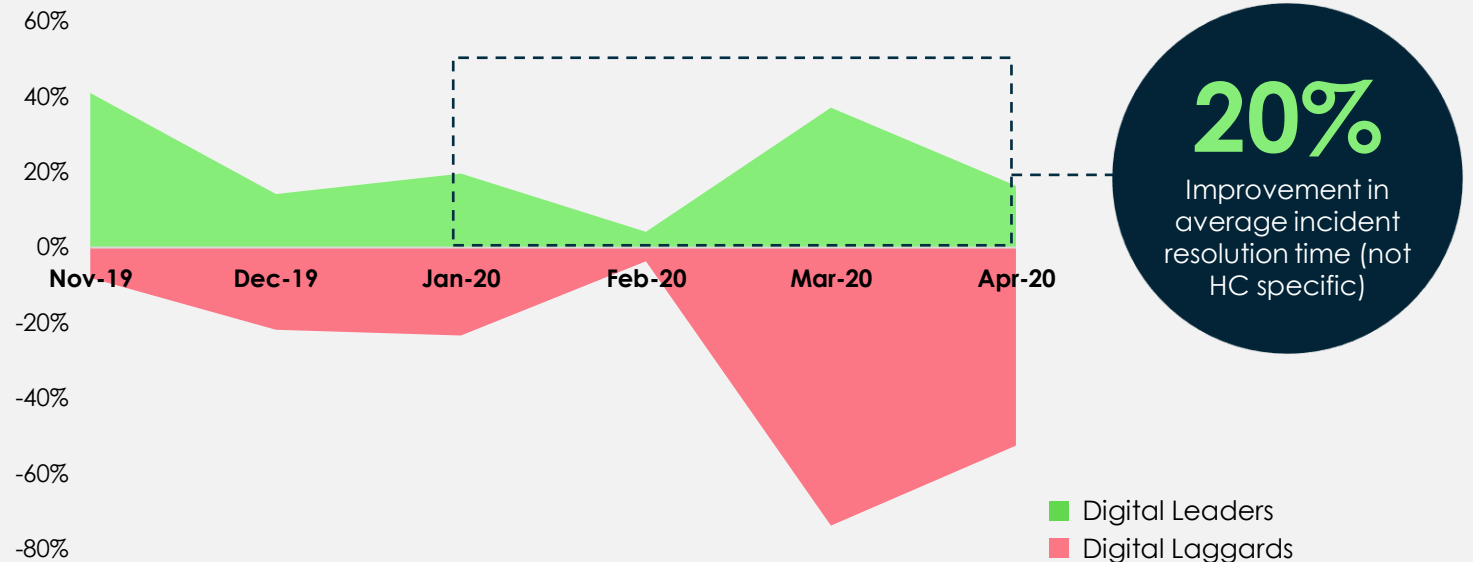
20%
Improvement in average incident resolution time (not HC specific)

Average resolution time for digital leaders improved by 20% when compared to Oct-19
Average resolution time worsened by 38% for laggards

Ascension's COVID-19 rapid response

17% New emergency response services
<3–5 days dev to launch

24/7 Shared Service Model

31 New agents trained in 2 days

17 Patient safety Hotline responses

80,000 Knowledge Article views

20,000 myHR Portal views

7,523 Financial hardship/ dependent care request

5,500 COVID-19 cases

3,848 HR Central calls

1,015 Live chats

How is ServiceNow helping your industry peers?

What characteristics do leading ServiceNow customers exhibit?

Agility
Pace of Change

↑ **19%**
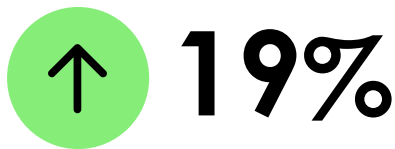
Efficiency
Visibility across
Business Environment

↑ **60%**
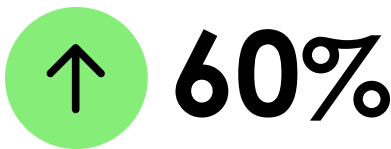
Control
Reliability of Critical
Business Services

↑ **18%**

NOVANT HEALTH

CHS Community Health Systems

Jefferson. HEALTH IS ALL WE DO

StLuke's UNIVERSITY HEALTH NETWORK
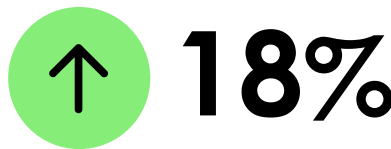
Sample of DTI leading hospitals represented in peer group. Logos are trademarks or registered trademarks of their registered holders.

Industry imperatives—Executive focus areas

Operational

Improving operational efficiency to reduce the cost of providing care

- **Patient and physician satisfaction** (CSAT, NPS, HCAHPS, RSRR)
- **Implementation of new technology** in the clinical and operational settings—mobile, Telehealth, iOT, cloud-based solutions, and data analytics
- **Data quality:** Improving the quality and use of operational data in support of predictive analytics strategy
- **Patients are living longer:** Aging patient population requiring non-traditional care delivery models over an extended period of time
- **Clinical Staff:** Recruit and maintain talented and high value clinical staff
- **Extended visibility:** Operational visibility and coordinated scheduling across multiple care teams
- **Improving ambulatory/primary care alignment:** Make the hospital-physician partnership a priority to enable mutual success under different payment and care-delivery models

Financial

Soaring operational and medical costs

- **Minimizing cost duplication:** Providers are seeking solutions for improved visibility across the entire care continuum to minimize unnecessary cost
- **Maintaining a balanced payer mix:** As more patients are leveraging government-run programs margins continue to decline
- **Patients are living longer:** Adopting financial strategy to support aging population with extended life expectancy
- **Capture revenue from associated clinical services through partnerships or direct acquisition**
  - Revenue diversification
  - Cancer treatment facilities
  - Post acute, step down, and long term
  - M&A for a balanced portfolio
- **Invest in digital transformation to reduce cost and drive operational efficiency**
  - Analytics
  - iOT
  - Cloud transformation
  - Software reconciliation
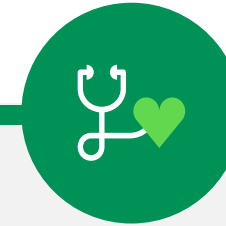
Clinical

Philosophical shift from treating illness to preventing illness

- **Data, data, data:** Exchange and utilization of data across extended care continuum
- **Extend the point of care beyond the walls of the acute facility**
  - Mobile
  - Telehealth
  - iOT
- **Fee for service vs. value-based care:** Make the patient the focus and **not** billable services
- **Patient engagement:** Improve patient experience to better protocol adherence
- **Population health:** Redesign health services in support of a community approach to providing care
- **Optimize care management:** Improve care coordination to insure protocol adherence

Focusing on Healthcare Quadruple Aim

Defined initially as Triple Aim; with the addition of Clinician Satisfaction, it is now referred to as Quadruple Aim industry wide

DIGITAL TRANSFORMATION

Patient satisfaction
- Engagement
- Personalization
- Improved coordination of care
- Patient Safety
- Clinical Effectiveness

Risk Management

Self-Service Support

Data Analytics

Data transparency and security

Improving Data Management

Governance/Compliance

Patient Data Privacy

Audit & Assessment

Process Automation

Supply chain optimization

Personalize medicine and improve care coordination

Industry shift from fee for service to value-based care

Patient Experience
Better Care

Population Health
Better Health

Triple Aim

Better Value
Reducing Per Capita Cost

Shift to the use of new technology to reduce the cost of care

Value-based care
- Data Aggregation
- Care Coordination
- Performance Reporting
- Patient Safety
- Outcome focused
- Administrative/Business

Clinician satisfaction
Clinician experience
- Clinical Workflow Support
- Self Service
- Reduce reporting burdens
- Effective communication
- Order support

Operational excellence
- Software reconciliation
- Streamline bureaucracy
- IT operational excellence

How do we identify Digital Transformation Leaders?

Methodology 101

The Data	The Index (DTI)	The Insights
• Actual ServiceNow platform usage • ~6300 customers • 20 Industries and/or segments • FY19 financial data (FactSet) • 10 key KPIs	Composite measure of Digital Transformation maturity Measure components: 1. Reach as % of Total Employee Base 2. Business Workload Volumes per User 3. Automation Maturity in terms of platform adoption	We split the customer base into a matrix of; • Low to High DTI, and • Low to High Financial KPI
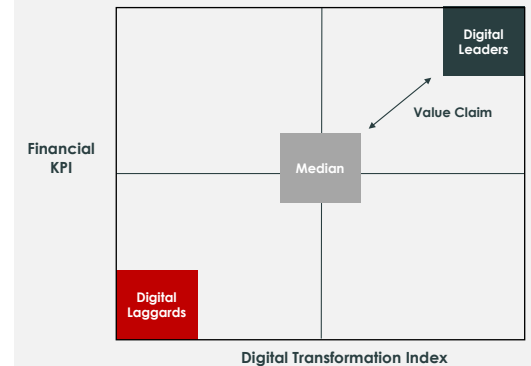
We measure value by evaluating operational and financial data across benchmark groups, e.g., Digital Leader, Laggards, etc.

Engage your patients and providers

Deliver efficient and effective end-to-end patient experience across the continuum of care

Patient experience
Arm your patient facing employees with access to the necessary resources at the point of interaction to provide the patient with the best experience

Clinic managed services
Deliver shared services to support your extended provider community by providing access to critical resources and process documentation

Bedside assist
Improve patient care and efficiency of clinical staff with natural language processing requests made from patient bedside

Deliver 21st Century business services

Provide your clinical and operational staff the resources to deliver world class care. Digitize workflows throughout the hospital to accelerate service delivery and empower teams to deploy solutions at mission-critical speed

EHR epic easy button
Optimize clinician time in delivering patient care by automating and routing EHR clinician specified service requests to the right teams

EHR service mapping
Ensure EHR uptime and availability, by mapping all related devices, applications and configuration profiles

EHR upgrade support
Deliver EHR upgrades and enhancements more effectively through the use of standardized templates. View progress to stage gates, dependencies, and resources, while collaborating with the project team in a single view

Clinical asset management
Track and manage facility, clinical and software assets for improved operational efficiency, true cost showback and seeing the true impact of change

World class employee experience

Improve the employee experience through a single system of engagement for all clinicians and staff. Accelerate the onboarding/offboarding experience so that clinicians and staff can focus on providing better care

Nurse on/offboarding
Provide visibility for nurses across the hiring process via a single portal, making orientation, onboarding, credentialing, and training more efficient

Physician on/offboarding
Expedite the HR onboarding process for physicians and provide access to key resources necessary to accelerate the delivery of care

Employee document management
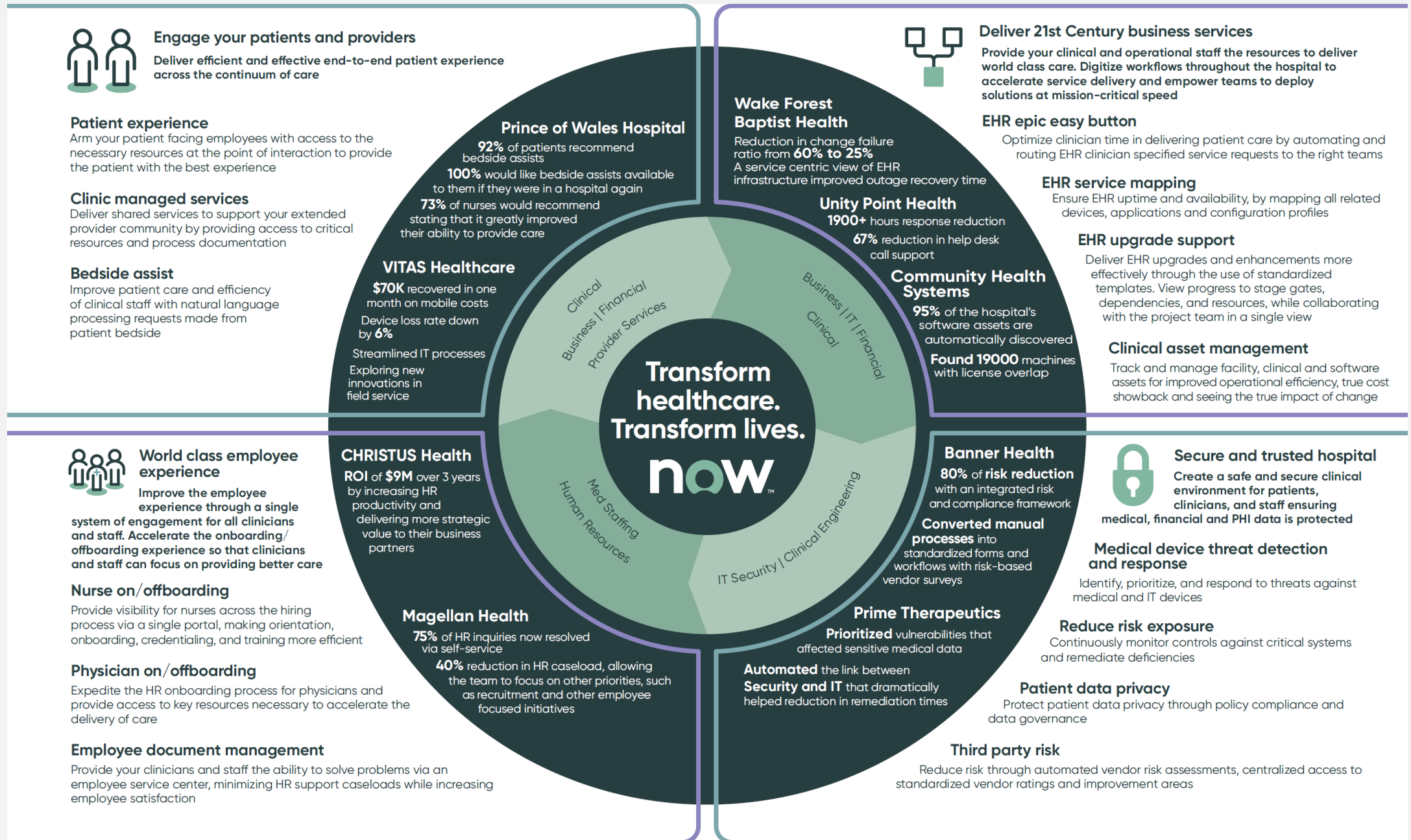Provide your clinicians and staff the ability to solve problems via an employee service center, minimizing HR support caseloads while increasing employee satisfaction

Secure and trusted hospital

Create a safe and secure clinical environment for patients, clinicians, and staff ensuring medical, financial and PHI data is protected

Medical device threat detection and response
Identify, prioritize, and respond to threats against medical and IT devices

Reduce risk exposure
Continuously monitor controls against critical systems and remediate deficiencies

Patient data privacy
Protect patient data privacy through policy compliance and data governance

Third party risk
Reduce risk through automated vendor risk assessments, centralized access to standardized vendor ratings and improvement areas

Prince of Wales Hospital
92% of patients recommend bedside assists
100% would like bedside assists available to them if they were in a hospital again
73% of nurses would recommend stating that it greatly improved their ability to provide care

Wake Forest Baptist Health
Reduction in change failure ratio from **60% to 25%**
A service centric view of EHR infrastructure improved outage recovery time

VITAS Healthcare
$70K recovered in one month on mobile costs
Device loss rate down by **6%**
Streamlined IT processes
Exploring new innovations in field service

Unity Point Health
1900+ hours response reduction
67% reduction in help desk call support

Community Health Systems
95% of the hospital's software assets are automatically discovered
Found 19000 machines with license overlap

CHRISTUS Health
ROI of **$9M** over 3 years by increasing HR productivity and delivering more strategic value to their business partners

Magellan Health
75% of HR inquiries now resolved via self-service
40% reduction in HR caseload, allowing the team to focus on other priorities, such as recruitment and other employee focused initiatives

Banner Health
80% of **risk reduction** with an integrated risk and compliance framework
Converted manual processes into standardized forms and workflows with risk-based vendor surveys

Prime Therapeutics
Prioritized vulnerabilities that affected sensitive medical data
Automated the link between **Security and IT** that dramatically helped reduction in remediation times

Center
Transform healthcare. Transform lives. now

Clinical | Business | Financial | Provider Services
Business | IT | Financial | Clinical
Med Staffing | Human Resources
IT Security | Clinical Engineering