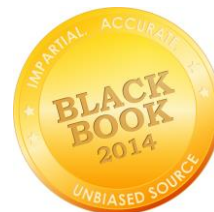


Part One: Aggregate Black Book™
EHR Survey Findings 2014



Top Inpatient Electronic Health Records Vendors

Part One: Aggregate Black Book™ Survey Findings

Part Two: Comparative Performance Result Set of Top EHR Vendors

Academic Medical Centers, Teaching Hospitals & Faculty Physician Practices

HOSPITALS OVER 300 BEDS

REPORT SUBSET

Survey Period: Q3 2013 – Q1 2014



Part One: Aggregate Black Book™
EHR Survey Findings 2014

FINDING 1: TOTAL SURVEY RESPONSE RATE 2013-2014

Survey Conducted in Q3 of previous calendar year	Validated Survey Responses by EMR EHR In Use or Under Implementation	Validated Survey Responses by Physician Practices Not Yet Purchased EMR EHR
2014	22,059	10,727
2013	16,623	26,991
2012	12,075	68,118
2011	4,506	21,493
2010	787	3,555

FINDING 2: IMPLEMENTATIONS OF BASIC EMR AND FULLY FUNCTIONAL EHR 2006 -2012

IMPLEMENTED EHR/EMR	2006	2009	2009	2012	2012	2014	2014
	Basic EMR	Basic EMR	Fully Functional EHR	Basic EMR	Fully Functional EHR	Basic EMR	Fully Functional EHR
National Office-Based Practices	29.0%	44.5%	6.3%	71.3%	29.2%	81.6%	50.7%
National Hospital, Academic and Institutional Based Practices	42.8%	66.0%	32.1%	90.2%	69.5%	99.3%	84.1%

Source: Black Book Rankings



Part One: Aggregate Black Book™ EHR Survey Findings 2014

A Basic EHR System is defined* as including all of the following functional components: patient demographics, patient problem lists, electronic medication lists, clinical notes and documentation, order entry management of prescriptions, and viewing capability of laboratory and imaging results (reports). A Fully Functional EHR System is defined as including the basic system functionalities as clinical notes and documentation of the medical history and follow-up, ordering of laboratory and radiology tests, electronic transmission of prescriptions and orders, and electronic return of images. Fully functional also includes clinical decision support with warnings of drug interactions or contraindications, highlighting of out-of-range test levels and reminders regarding guideline-based interventions or screening.

FINDING 3: EMR EHR SURVEY RESPONSE RATES BY PRACTICE/ORGANIZATION TYPE, VALIDATED SYSTEM USERS

2014 SURVEY RESPONDENT IDENTIFICATION	NUMBER OF RESPONSES VALIDATED	PERCENT OF TOTAL RESPONSES
Physician/Clinician Name	7,512	34%
Clinic/Practice Name	6,397	29%
Public Clinic	445	2%
Health System Clinic	1,102	5%
Academic Hospital and Medical Centers over 250 Beds	1,985	9%
Community Hospitals	1,980	9%
Small Hospitals under 100 Beds	2,206	10%
Ambulatory Surgery Centers	432	2%
TOTAL	22,059	100%
Source: Black Book Rankings		



Part One: Aggregate Black Book™
EHR Survey Findings 2014

FINDING 4: EHR ADOPTION RATE BY PRACTICE SIZE

PRACTICE SIZE	ADOPTION/IMPLEMENTATION RATE
50+ PHYSICIAN GROUPS	98.2%
20-49	91.7%
10-19	88.7%
2-9	65.9%
1 (SOLO PRACTICES)	58.3%
OVERALL	79.7%

Source: Black Book Rankings

FINDING 5: CHANGES IN IT ORGANIZATION SPEND ANTICIPATED IN NEXT 24 MONTHS

HEALTHCARE DELIVERY ORGANIZATIONS SPEND FOR IT	2014	PROJECTING 2015
SPEND INCREASING 10+% FOR ALL IT	67%	92%
SPEND DECREASING 10+% FOR ALL IT	5%	3%

FINDING 6: ANTICIPATED BUDGET IT PROJECT INCREASES NEXT 24 MONTHS

SELECT FOUR ANTICIPATED INCREASES FOR IT SPEND IN 2014-2016	CIO/CMO SELECTING IN FOUR TOP PROJECTS
ELECTRONIC HEALTH RECORDS	98%
CLINICAL DECISION SUPPORT/POPULATION HEALTH	92%
HEALTH INFORMATION EXCHANGE	86%
IT OUTSOURCING	80%
WEB STORAGE, CLOUD, DIGITAL IMAGING	71%
ACCOUNTABLE CARE	70%
SECURITY SYSTEMS	43%
HARDWARE & INFRASTRUCTURE	12%



Overall KPI Leaders: Inpatient Hospital EHR Large Hospitals over 300 Beds, Academic Medical Centers, Teaching Facilities

SUMMARY

SURVEY OVERVIEW

From Q2 2013 through Q12014, the Black Book Rankings' electronic medical record, electronic health record, e-Prescribing, Practice Management and e-Health client/user survey investigated over 611 EMR vendors utilized by 22,059 validated EMR users nationwide for rankings and an additional 10,727 respondents in pre-use, implementation, system decision-making or purchased but not yet installed status.

KEY SATISFACTION FINDINGS

Key finding: most important customer satisfaction KPIs

Customization, interfaces, connectivity, reliability, MU achievement, and deployment are the most important attributes influencing EHR client companies' satisfaction with their EHR vendors.

Key finding: EHR/EMR vendor satisfaction is highest among hospitals with faculty practices

Hospital clients with more than 25 employed/staff physicians are significantly more satisfied with their EMR than hospitals with networks of single and small group practices (2-5, 6-25 physician group) clients. Strong satisfaction in the teaching hospital/faculty practice segment surged to 91.0% in 2013, while large hospitals without academic-based practice maintained a far lesser overall EHR satisfaction, as noted in 32.1% of users favoring their collectively selected EHR.





Overall KPI Leaders: Inpatient Hospital EHR
Large Hospitals over 300 Beds, Academic
Medical Centers, Teaching Facilities

BLACK BOOK METHODOLOGY

HOW THE DATA SETS ARE COLLECTED

Black Book collects ballot results on 18 performance areas of operational excellence to rank vendors by electronic medical and health record product lines. The gathered data are subjected immediately to an internal and external audit to verify completeness and accuracy and to make sure the respondent is valid while ensuring that the anonymity of the client company is maintained. During the audit, each data set is reviewed by a Brown-Wilson executive and at least two other people. In this way, Black Book's clients are able to clearly see how a vendor is truly performing. The 18 criteria on operational excellence are subdivided by the client's industry, market size, geography and function outsourced and reported accordingly.

Situational and market studies are conducted on areas of high interest such as e-Prescribing, Health Information Exchange, Accountable Care organization, outsourcing, revenue cycle services, hospital software, managed services providers, educational providers in e-health, benchmarkers and advisors. These specific survey areas range from four to twenty questions or criteria each.

WHO PARTICIPATES IN THE BLACK BOOK RANKING PROCESS

Over 380,000 practice management and physician leaders and other users ranking from hospital executives, clinicians, IT specialists and front-line implementation veterans are invited to participate in the 2014 annual Black Book EMR EHR e-Health initiative satisfaction survey. Non-invitation receiving participants must complete a verifiable profile, utilize valid corporate email address and are then included as well.

The Black Book survey web instrument is open to respondents and new participants each year from September 15 to December 31 at <http://blackbookrankings.com> and <http://blackbookpolls.com>. Only one ballot per corporate email address is permitted and changes of ballots during the open polling period require a formal email request process to ensure integrity.

EMR/EHR VENDOR RANKINGS AND RESULTS – 2014

22,059 qualified users of systems with validated corporate/valid email addresses ranked 611 EMR-EHR suppliers offering individual or bundled arrangements as part of the Black Book annual survey, conducted via web survey instruments. Additionally 11,000 about-to-be users answered questions about budgeting, vendor familiarity and vendor selection processes but current non-user ballots are not counted in the vendor ranking process of client satisfaction.

The four most highly utilized systems of EHR systems are included as subsets.



Overall KPI Leaders: Inpatient Hospital EHR
Large Hospitals over 300 Beds, Academic
Medical Centers, Teaching Facilities

PART TWO: 2014 RESULTS

ELECTRONIC HEALTH RECORDS

**INPATIENT HOSPITAL & AFFILIATED PRACTICE
PHYSICIANS, GROUPS & FACILITIES**

**ACADEMIC MEDICAL CENTERS
TEACHING FACILITIES & FACULTY PRACTICES
LARGE HOSPITALS OVER 300 BEDS**



Overall KPI Leaders: Inpatient Hospital EHR
Large Hospitals over 300 Beds, Academic
Medical Centers, Teaching Facilities

HOSPITAL PRACTICE PHYSICIANS & INPATIENT FACILITIES

2014 TOP OVERALL INPATIENT EHR EMR VENDOR HONORS:

Large Hospitals Over 300 Beds & Academic Medical Centers

ALLSCRIPTS

**FUNCTIONAL SUBSET HONORS: TOP VENDORS FOR INPATIENT HOSPITAL & AFFILIATED/
NETWORKED PRACTICE PHYSICIANS**

LARGE HOSPITALS OVER 300 BEDS

TOP VENDOR:

PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING

ALLSCRIPTS

TOP VENDOR: COMMUNICATIONS AND CONNECTIVITY

ALLSCRIPTS

TOP VENDOR: ORDER ENTRY AND MANAGEMENT

EPIC SYSTEMS

TOP VENDOR: RESULTS REVIEW/MANAGEMENT AND DECISION SUPPORT

MCKESSON

KEY PERFORMANCE INDICATOR LEADERS

Large Hospitals, Over 300 Beds



Overall KPI Leaders: Inpatient Hospital EHR
 Large Hospitals over 300 Beds, Academic
 Medical Centers, Teaching Facilities

SUMMARY OF CRITERIA OUTCOMES

Table 1: Summary of criteria outcomes		
Total number one criteria ranks	Vendor	Overall rank
7	ALLSCRIPTS	1
4	EPIC SYSTEMS	2
3	CERNER	3
2	MCKESSON	4
2	QUADRAMED	5

Source: Black Book Rankings



Overall KPI Leaders: Inpatient Hospital EHR
 Large Hospitals over 300 Beds, Academic
 Medical Centers, Teaching Facilities

TOP SCORE PER INDIVIDUAL CRITERIA

Table 2: Top score per individual criteria			
Question	Criteria	EHR Vendor	Overall rank
1	Vendor overall preference/vertical industry recommendations MU1 & MU2	ALLSCRIPTS	1
2	Innovation	EPIC SYSTEMS	2
3	Training	EPIC SYSTEMS	2
4	Client relationships and cultural fit	MCKESSON	4
5	Trust, Accountability and Transparency	ALLSCRIPTS	1
6	Breadth of offerings, client types, delivery excellence	CERNER	3
7	Deployment and outsourcing implementation	ALLSCRIPTS	1
8	Customization	EPIC SYSTEMS	2
9	Integration and interfaces	MCKESSON	4
10	Scalability, client adaptability, flexible pricing	ALLSCRIPTS	1
11	Compensation and employee performance	QUADRAMED	5
12	Reliability	CERNER	3
13	Brand image and marketing communications	ALLSCRIPTS	1
14	Marginal value adds	ALLSCRIPTS	1
15	Viability and Managerial Stability	EPIC SYSTEMS	2
16	Data security and backup services	CERNER	3
17	Support and customer care	QUADRAMED	5
18	Best of breed technology and process improvement, includes MU3	ALLSCRIPTS	1



Individual EHR Vendor Key Performance,
Inpatient Hospital Over 300 Beds

2014 INDIVIDUAL KEY PERFORMANCE: INPATIENT FACILITY & PRACTICE PHYSICIANS/ GROUPS

ACADEMIC MEDICAL CENTERS

TEACHING FACILITIES & FACULTY PRACTICES

LARGE HOSPITALS OVER 300 BEDS





Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

1. Vendor overall preference by similar users of all systems and vendors/peer group vertical industry recommendations for vendor expertise

Table 5: Organizational structure meets the needs of stakeholders or customers and stakeholder satisfaction is the most important priority. EHR client is likely to recommend the vendor to similar sized physician groups, physicians within the same specialty or delivery setting.

OVERALL RANK	Q1 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	ALLSCRIPTS	9.87	9.85	9.80	9.28	9.70
3	2	CERNER	9.58	9.45	9.56	9.89	9.62
2	3	EPIC SYSTEMS	9.65	9.56	9.44	9.71	9.59
6	4	OPTUM	9.34	9.48	8.60	9.15	9.14
4	5	MCKESSON	9.49	9.16	8.39	9.11	9.04
5	6	QUADRAMED	9.35	8.01	8.88	8.88	8.78
9	7	CPSI	9.09	9.06	8.15	8.36	8.67
7	8	ECARESOF	8.66	7.31	9.03	8.77	8.44
11	9	PROGNOSIS	9.14	8.65	7.45	8.53	8.44
10	10	GE HEALTHCARE	9.16	7.40	8.27	8.83	8.42

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

2. Innovation

Table 6: Customers are also continuing to push the envelope for further enhancements to which the EHR vendor is responsive. EHR clients also believe that their vendors' technology is helping them manage practices more effectively, generate accurate records and reimbursement billings and cut their overhead in ways that were difficult or impossible to accomplish before electronic medical records were implemented. Vendor is responsive to make client recommendations with cutting edge improvements.

OVERALL RANK	Q2 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
2	1	EPIC SYSTEMS	9.73	9.83	9.84	9.93	9.83
3	2	CERNER	9.78	9.72	9.35	9.59	9.61
5	3	QUADRAMED	9.05	9.48	9.32	9.23	9.27
1	4	ALLSCRIPTS	9.13	9.10	9.83	9.02	9.27
10	5	GE HEALTHCARE	9.02	9.57	9.22	9.10	9.23
12	6	ICARE	9.21	9.26	8.55	9.25	9.07
6	7	OPTUM	9.36	9.32	8.18	9.41	9.07
9	8	CPSI	9.05	9.07	8.92	8.77	8.95
7	9	ECARESOFTE	9.41	8.72	7.81	8.99	8.73
11	10	PROGNOSIS	9.17	9.04	7.64	8.93	8.70

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

3. Training

Table 7: Electronic medical and health record vendor leadership provides significant and meaningful training opportunities for internal employees and client staff. Leadership strives to develop technology staff, EMR/EHR client service and customer servicing consultant employees in particular. Training modules are effective and practical so that minimal post-implementation training is required on or off site. Regular updates are timely and require minimal additional training to implement.

OVERALL RANK	Q3 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
2	1	EPIC SYSTEMS	9.77	9.85	9.93	9.59	9.79
4	2	MCKESSON	9.65	9.40	9.89	9.36	9.58
3	3	CERNER	9.24	9.54	9.42	9.68	9.47
1	4	ALLSCRIPTS	9.62	8.84	8.36	9.69	9.13
7	5	ECARESOFTE	9.16	9.68	8.22	9.43	9.12
12	6	ICARE	9.37	9.32	8.05	8.73	8.87
5	7	QUADRAMED	9.09	9.15	9.41	7.79	8.86
6	8	OPTUM	8.90	9.07	8.38	8.22	8.64
16	9	EMPOWER	9.32	8.72	8.52	7.87	8.61
9	10	CPSI	8.96	8.83	7.86	8.05	8.43

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

4. Client relationships and cultural fit

Table 8: EHR vendor leadership honors customer relationships highly. The relationship with the EHR elevates the customer reputation. Improving physician practice and healthcare delivery efficiency and effectiveness is a priority of the supplier. Governance of engagement is neither complex for buyer nor does it require vendor management attention regularly. There is no regular transparency or quality issue. There are no culture clashes or misfits that threaten relationship's success or client's satisfaction.

OVERALL RANK	Q4 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
4	1	MCKESSON	9.68	9.77	9.81	9.45	9.68
1	2	ALLSCRIPTS	9.78	9.83	9.20	9.58	9.60
2	3	EPIC SYSTEMS	9.31	9.44	9.93	9.58	9.57
3	4	CERNER	8.95	9.54	9.55	9.83	9.47
11	5	PROGNOSIS	9.24	9.30	8.53	9.34	9.10
7	6	ECARESOF	9.17	9.75	8.02	8.45	8.85
8	7	HEALTHLAND	8.92	9.00	8.62	8.83	8.84
5	8	QUADRAMED	8.47	9.19	8.46	8.37	8.62
6	9	OPTUM	9.81	9.27	7.94	7.38	8.60
9	10	CPSI	7.95	8.84	9.10	7.73	8.41

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

5. Trust, Accountability and Transparency

Table 9: Trust in enterprise reputation is important to EHR clients as well as prospects. Client possesses an understanding that its EHR organization has the people, processes, and resources to effectively deliver the desired business and clinical results, based on its industry reputation and past performance. There are no disconnects between promises and delivery

OVERALL RANK	Q5 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	ALLSCRIPTS	9.71	9.57	9.13	9.70	9.53
2	2	EPIC SYSTEMS	9.55	9.41	9.87	9.04	9.47
7	3	ECARESOFTE	9.53	9.12	9.10	9.53	9.32
9	4	CPSI	9.83	9.08	8.86	9.29	9.27
4	5	MCKESSON	8.80	9.60	8.51	9.46	9.09
10	6	GE HEALTHCARE	9.32	9.25	8.44	9.32	9.08
3	7	CERNER	9.47	9.10	8.12	8.94	8.91
8	8	HEALTHLAND	8.85	8.86	8.47	9.46	8.91
5	9	QUADRAMED	9.49	9.22	7.89	8.23	8.71
6	10	OPTUM	8.37	9.14	8.17	8.28	8.49

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

6. Breadth of offerings, varied client settings, delivery excellence across all user types

Table 10: EMR/EHR vendor offers industry recognized horizontal functionality and vertical industry applications, and manage bundled EMR services such as ePrescribing and developing new e-Health initiatives. Vendor routinely drives operational performance improvements and results in the areas they affect. Comprehensive offerings are constructed to meet the unique needs of the client's EHR initiatives. Breadth of vendor modules offers comprehensive system services and broad modules.

OVERALL RANK	Q6 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
3	1	CERNER	9.79	9.80	9.80	9.56	9.74
1	2	ALLSCRIPTS	9.22	9.80	9.10	9.48	9.40
5	3	QUADRAMED	9.51	9.49	9.09	9.44	9.38
6	4	OPTUM	9.41	9.58	8.48	9.15	9.16
7	5	ECARESOFTE	9.23	9.41	8.94	8.95	9.13
12	6	ICARE	9.62	9.53	8.55	8.67	9.09
4	7	MCKESSON	9.69	9.54	8.09	8.91	9.06
2	8	EPIC SYSTEMS	9.23	9.10	8.52	8.87	8.93
8	9	HEALTHLAND	8.95	8.72	8.24	9.33	8.81
10	10	GE HEALTHCARE	9.07	9.20	8.00	8.74	8.75

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

7. Deployment and EHR implementation

Table 11: EHR client deploys at a pace acceptable to the client. EHR solutions eliminate excessive supervision over vendor implementations. Vendor overcomes client implementation obstacles and challenges effectively. Technical, organizational and cultural implementation obstacles are handled professionally and punctually. EHR implementation time meets standard expectations. Implementations are efficient and sensitive to users' specific situations which may cause delays.

OVERALL RANK	Q7 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	ALLSCRIPTS	9.64	9.54	8.86	9.54	9.40
2	2	EPIC SYSTEMS	9.63	9.47	8.57	9.60	9.32
7	3	ECARESOF	9.33	9.30	8.78	9.24	9.16
4	4	MCKESSON	9.13	8.95	8.43	9.36	8.97
9	5	CPSI	8.96	9.40	8.30	9.10	8.94
3	6	CERNER	9.56	8.80	8.28	8.94	8.90
5	7	QUADRAMED	9.05	9.51	8.09	8.18	8.71
13	8	MEDITECH	8.83	9.07	7.10	9.25	8.56
6	9	OPTUM	9.52	9.35	7.21	7.93	8.50
15	10	HCARE	8.53	8.89	7.01	8.16	8.15

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

8. Customization

Table 12: EHR products and process services are customized to meet the unique needs of specific practice client purpose, processes and physician models. Little resistance is encountered when changing performance measurements as clients' needs vary. Extraordinary efforts are made to adapt and convert client special needs into workable solutions with efficient cost and time considerations. EMR software allows for modifications that are not costly or complex.

OVERALL RANK	Q8 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
2	1	EPIC SYSTEMS	9.90	9.74	9.96	9.73	9.83
1	2	ALLSCRIPTS	9.78	9.77	8.83	9.15	9.38
4	3	MCKESSON	9.59	9.29	9.49	8.83	9.30
10	4	GE HEALTHCARE	9.23	9.46	9.05	9.07	9.20
8	5	HEALTHLAND	9.26	9.34	8.42	9.05	9.02
6	6	OPTUM	9.53	9.22	8.23	8.59	8.89
3	7	CERNER	9.09	8.90	6.94	9.81	8.69
14	8	NEXTGEN	8.66	8.83	8.05	8.68	8.56
11	9	PROGNOSIS	9.17	8.92	7.31	8.06	8.37
13	10	MEDITECH	8.24	9.06	7.57	8.13	8.25

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

9. Integration and interfaces

Table 13: EHR vendor supports interfaces so information can be shared between necessary applications. Solutions are easily integrated to existing backend systems as needed and HIE feasible. Seamless interfaces to legacy applications are performed as required for optimal functioning. Human integration and interface activities are administered precisely. Systems communicate effectively among provider groups and ancillaries. True interoperability with other healthcare organizations is factored into implementation.

OVERALL RANK	Q9 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
4	1	MCKESSON	9.77	9.84	9.90	9.86	9.84
1	2	ALLSCRIPTS	9.32	9.87	9.63	9.04	9.47
2	3	EPIC SYSTEMS	9.22	9.17	8.75	9.92	9.27
3	4	CERNER	9.41	9.37	9.04	9.17	9.25
9	5	CPSI	9.17	9.28	9.05	9.18	9.17
7	6	ECARESOFTE	9.66	9.50	8.24	8.95	9.09
5	7	QUADRAMED	9.13	9.61	8.36	9.01	9.03
14	8	NEXTGEN	9.31	8.65	7.97	8.28	8.55
16	9	EMPOWER	8.91	8.47	8.22	7.95	8.39
12	10	ICARE	8.28	8.77	7.70	8.52	8.32

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

10. Scalability, client adaptability, flexible pricing

Table 14: EHR services and solutions vendor provides flexible pricing allowing the client to choose and pay for the precise functionality and services needed. Vendor invests in significant infrastructure and has the ability to provide services to enterprise organizations. IT products and services meet the changing and varied needs of the EHR customer. Pricing is not rigid or shifting and meets needs of client.

OVERALL RANK	Q10 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	ALLSCRIPTS	9.86	9.15	9.86	9.77	9.66
6	2	OPTUM	9.56	9.51	9.80	9.54	9.60
2	3	EPIC SYSTEMS	9.32	9.45	9.72	9.86	9.59
10	4	GE HEALTHCARE	9.40	8.88	8.16	9.37	8.95
7	5	ECARESOF	9.08	9.63	8.39	8.67	8.94
4	6	MCKESSON	9.05	9.01	8.54	8.83	8.86
3	7	CERNER	9.24	9.33	7.66	8.93	8.79
9	8	CPSI	8.66	9.22	7.68	8.29	8.46
8	9	HEALTHLAND	9.08	8.67	7.91	8.18	8.46
11	10	PROGNOSIS	9.03	8.97	7.99	7.76	8.44

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

11. Vendor staff expertise, compensation and employee performance

Table 15: EHR vendor team of employees is considered top in industry for professionalism and skill. Vendor attracts and retains high performing staff. Vendor is focused on building and developing a strong employee team of producers. Employees act like owners/leaders. Company is moving towards leveraged pay at all levels. Vendor is using effective tools to tie performance metrics to compensation policy and compensating top leaders. Human resources-related criteria are scored from the client perspective on this indicator.

OVERALL RANK	Q11 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
5	1	QUADRAMED	9.91	9.74	9.80	9.22	9.67
7	2	ECARESOF	9.63	9.39	9.09	9.27	9.35
2	3	EPIC SYSTEMS	9.50	9.84	8.87	9.19	9.35
1	4	ALLSCRIPTS	9.22	9.42	8.75	9.63	9.26
9	5	CPSI	9.11	8.82	8.62	9.09	8.91
3	6	CERNER	9.23	8.69	7.65	9.89	8.87
6	7	OPTUM	9.48	9.39	7.98	8.01	8.72
4	8	MCKESSON	8.87	9.23	7.56	8.55	8.55
8	9	HEALTHLAND	8.98	8.72	8.06	8.08	8.46
15	10	HCARE	8.80	8.76	8.27	7.92	8.44

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

12. Reliability

Table 16: EHR supplier meets agreed terms as evidenced by routine, acceptable service level reporting and industry expectations. Depth and breadth of applications/solutions are acceptable in meeting client needs. Online reliability is maximized and outages/downtimes are minimized. Solid product and service capacities are demonstrated consistently. Service levels are consistently met as agreed. Services and support response is maximized by vendor team.

OVERALL RANK	Q12 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
3	1	CERNER	9.57	9.68	9.79	9.80	9.71
10	2	GE HEALTHCARE	9.26	9.76	9.04	9.28	9.34
5	3	QUADRAMED	9.29	9.79	8.99	9.16	9.31
1	4	ALLSCRIPTS	9.05	9.08	9.08	9.79	9.25
6	5	OPTUM	9.42	9.49	9.07	8.38	9.09
8	6	HEALTHLAND	8.82	9.26	8.72	9.15	8.99
4	7	MCKESSON	9.38	9.08	8.65	8.68	8.95
2	8	EPIC SYSTEMS	8.71	9.53	8.34	8.82	8.85
12	9	ICARE	8.97	8.80	7.56	7.89	8.31
17	10	CLIN1	8.12	8.77	8.06	8.24	8.30

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

13. Brand image and marketing communications

Table 17: EHR vendor's marketing and sales statements/pitches are accurately and appropriately represented by actual EMR product and service deliverables. Image is consistent with top EHR rankings. Sales presentations and proposals are delivered upon and corporate integrity/honesty in marketing and business development are highly valued. Company image and integrity are values upheld top-down consistently.. High level of relevant client communications enhances the EHR vendor – EHR user relationship.

OVERALL RANK	Q13 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	ALLSCRIPTS	9.88	9.67	9.88	9.85	9.82
4	2	MCKESSON	9.81	9.88	9.65	9.70	9.76
3	3	CERNER	9.69	9.79	9.87	9.45	9.70
5	4	QUADRAMED	9.28	8.88	9.72	9.43	9.33
16	5	EMPOWER	9.27	9.47	9.00	9.03	9.19
6	6	OPTUM	9.56	9.62	8.49	8.78	9.11
7	7	ECARESOFTE	9.13	9.32	8.67	9.08	9.05
13	8	MEDITECH	9.48	9.03	8.30	8.93	8.94
8	9	HEALTHLAND	9.07	9.00	8.07	9.52	8.92
2	10	EPIC SYSTEMS	8.37	8.54	8.76	8.89	8.64

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

14. Marginal value adds

Table 18: Beyond stimulus achievement, EHR vendors' cost savings are realized as generally estimated and not over-positioned or over/underestimated in ways that effect major client satisfaction or costs. Vendor offers value-adds as a practice management partner in cost savings and avoidance initiatives and creative programs through bundled EMR product design. Provides true business transformation opportunities to physician practices and other medical settings utilizing EHR.

OVERALL RANK	Q14 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	ALLSCRIPTS	9.63	9.62	9.77	9.26	9.57
2	2	EPIC SYSTEMS	9.69	9.29	9.44	9.35	9.44
4	3	MCKESSON	9.67	9.75	8.70	8.42	9.14
8	4	HEALTHLAND	8.99	9.48	8.77	8.90	9.04
9	5	CPSI	8.87	8.92	8.13	9.02	8.74
3	6	CERNER	8.88	8.07	8.88	8.77	8.65
6	7	OPTUM	9.46	9.12	7.86	7.72	8.54
7	8	ECARESOFTE	8.17	8.89	8.36	8.30	8.43
18	9	IATRIC	7.80	8.86	8.06	8.44	8.29
13	10	MEDITECH	8.04	8.68	7.98	7.17	7.97

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

15. Viability and managerial stability

Table 19: Vendor's viability, employee turnover, financial stability and/or cultural mismatches do not threaten relationship. Senior management and the board exemplify strong leadership principals to steward appropriate resources that impact EHR buyers. Client is confident of long term industry viability for this vendor based on investments, client adoption, exceptional outcomes and service levels. Field management is notably competent, stable and supportive of clients. EHR vendor demonstrates and provides evidence of competent financial management and leadership.

OVERALL RANK	Q15 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
2	1	EPIC SYSTEMS	9.13	9.35	9.18	9.81	9.37
1	2	ALLSCRIPTS	9.39	9.23	9.70	9.11	9.36
3	3	CERNER	9.18	9.94	8.84	9.30	9.32
5	4	QUADRAMED	9.20	9.09	9.55	9.43	9.32
4	5	MCKESSON	9.42	9.00	9.46	8.46	9.09
11	6	PROGNOSIS	9.06	8.15	7.80	8.63	8.41
12	7	ICARE	8.74	8.61	7.82	8.46	8.41
6	8	OPTUM	8.56	7.79	8.76	8.47	8.40
10	9	GE HEALTHCARE	8.60	8.28	7.90	8.38	8.29
17	10	CLIN1	8.04	9.20	7.51	8.31	8.27

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

16. Data security and backup services

Table 20: In order to provide secure and constantly dependable EMR service offerings for physician and hospital entities, an EHR vendor has to provide the highest level of security and data back-up services. EHR vendor's service in these two areas is superior to the security and back-up system of past internal systems of the physician practice.

OVERALL RANK	Q16 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
3	1	CERNER	9.25	9.65	9.64	9.15	9.42
1	2	ALLSCRIPTS	9.48	9.29	9.49	9.30	9.39
2	3	EPIC SYSTEMS	9.10	9.69	9.77	8.95	9.38
8	4	HEALTHLAND	9.56	9.03	8.57	8.96	9.03
6	5	OPTUM	8.73	9.89	9.44	7.99	9.01
5	6	QUADRAMED	9.04	9.02	9.36	8.41	8.96
19	7	HMS	8.98	9.19	8.49	8.24	8.73
4	8	MCKESSON	8.78	8.61	8.88	8.48	8.69
12	9	ICARE	8.90	7.78	8.29	8.96	8.48
7	10	ECARESOFTE	8.00	8.28	7.91	9.16	8.34

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

17. Support and customer care

Table 21: Account management provides an adequate amount of onsite administration and support to clients. There exists a formal EHR account management program that meets client needs. Media and clients reference this vendor as an EMHR services leader and top vendor correctly. Customer services and relationship satisfaction is manifested through significant flagship clients as well as smaller and newest customers similarly. Vendor provides appropriate number of accessible support and customer care personnel.

OVERALL RANK	Q17 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
5	1	QUADRAMED	9.66	9.50	9.93	9.29	9.60
2	2	EPIC SYSTEMS	9.61	9.63	9.20	9.76	9.55
12	3	ICARE	9.85	9.66	9.29	9.11	9.48
3	4	CERNER	9.34	9.47	9.22	9.22	9.31
1	5	ALLSCRIPTS	9.03	9.08	8.82	8.98	8.98
9	6	CPSI	9.08	9.56	8.93	8.30	8.97
8	7	HEALTHLAND	8.91	9.33	8.68	8.96	8.97
10	8	GE HEALTHCARE	9.01	9.36	8.50	8.86	8.93
4	9	MCKESSON	9.26	9.29	8.35	8.35	8.81
6	10	OPTUM	9.49	8.94	8.11	7.82	8.59

Source: Black Book Rankings



Individual EHR Vendor Key Performance, Inpatient Hospital Over 300 Beds

18. Best of breed technology, MU 3 and process improvement

Table 22: EHR management and related technology services are considered best of breed. EHR Vendor technology elevates customers via capabilities, equipment, processes, deliverables, professional staff, leadership, quality assurance and innovative initiatives. EHR services are delivered at or above current/former in-house service levels. Technology is current and relevant to exchanging health information among providers, as well as sufficiently offering patient access.

OVERALL RANK	Q18 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	ALLSCRIPTS	9.79	9.77	9.81	9.53	9.73
3	2	CERNER	9.52	9.66	9.94	9.65	9.69
4	3	MCKESSON	9.56	9.40	9.75	9.81	9.63
2	4	EPIC	9.90	9.53	9.85	9.14	9.61
7	5	ECARESOFTE	9.23	9.36	8.00	8.66	8.81
5	6	QUADRAMED	8.63	8.62	8.80	9.11	8.79
6	7	OPTUM	9.44	9.17	8.25	8.21	8.77
8	8	HEALTHLAND	8.88	8.99	8.08	8.66	8.65
9	9	CPSI	9.12	8.75	8.88	7.15	8.48
10	10	GE HEALTHCARE	8.70	8.43	7.44	9.24	8.45

Source: Black Book Rankings

