BLACK BOOK'S METHODOLOGY

Black Book collects ballot results on eighteen key performance areas of operational excellence to rank vendors by service and or product lines on their aggregate and mean scores.

These 18 KPIs are: Strategic Alignment of Vendor Offerings to the Client's Mission and Goals; Innovation and Optimization; Training and Education; Client Relationships and Cultural Fit; Trust, Accountability, Ethics and Transparency; Breadth of Offerings; Deployment and Implementation; Customization; Integration and Interfaces, Interoperability and Connectivity; Scalability and Client Adaptability, Vendor Staff Expertise and Performance; Reliability; Brand Image and Marketing Communications; Marginal Value Adds; Vendor Financial Viability and Managerial Stability; Data Storage Services; Support and Customer Care; and Best of Breed Technology and Process Improvement. Detail on each KPI can be found on the KPI section tab of this website.

Scoring is per KPI on the following scale

KEY TO RAW SCORES			
0.00 – 5.79 ▶	◀ 5.80 – 7.32 ▶	◀ 7.33 – 8.70 ▶	◀ 8.71 – 10.00
Deal breaking dissatisfaction	**Neutral**	**Satisfactory performance**	**Overwhelming satisfaction**
Does not meet expectations	**Meets/does not meet expectations consistently**	**Meets expectations**	**Exceeds expectations**
CANNOT RECOMMEND VENDOR	WOULD NOT LIKELY RECOMMEND VENDOR	RECOMMENDS VENDOR	HIGHLY RECOMMENDED VENDOR

Source: Black Book Research

Green 8.71 +	(Top 10%) scores better than 90% of comparable vendors. Green coded vendors have received constantly highest client satisfaction scores.
Clear 7.33 to 8.70	(Top 33%) scores better than 67% of vendors. Well-scored vendor which have middle of the pack results.
Yellow 5.80 to 7.32	Scores better than half of vendors. Cautionary performance scores, areas of improvement required.
Red Less than 5.79	Scores worse than 66% of vendors. Poor performances reported potential cause for contract cancellations.

SCORING KEY							
OVERALL RANK	Q1 CRITERIA RANK	COMPANY	SMALL HOSPITALS	COMMUNITY HOSPITALS	HEALTH SYSTEMS	PHYSICIANS	MEAN
5	1	VENDOR NAME	8.49	8.63	8.50	8.01	8.66

Source: Black Book Research

- **Overall rank** – this rank references the final position of all 18 criteria averaged by the mean score collectively. This vendor ranked fifth of the 20 competitors.
- **Criteria rank** – refers to the number of the question or criteria surveyed. This is the sixth question of the 18 criteria of which this vendor ranked first of the 20 vendors analyzed positioned only on this particular criteria or question. Each vendor required ten unique client ballots validated to be included in the top ten ranks.
- **Company** – name of the vendor.
- **Subsections** – each subset comprises one-fourth of the total vendor mean at the end of this row and includes all buyers and users who indicate that they contract each respective functional subsection with the supplier, specific to their healthcare enterprise.
- **Mean** – congruent with the criteria rank, the mean is a calculation of all four subsets of functions surveyed. As a final ranking reference, it includes all market sizes, specialties, delivery sites and geographies.

The gathered data is 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.

Black Book uses the individual log in identification processes of Linkedin, Google ID, Definitive, Facebook, and Twitter, as well as external, independent ballot verification systems for IP addresses, number of ballots completed per ID, location of survey taker, etc.

Aggregated data sets are placed into the standard Black Book report format.

The 18 criteria on operational excellence are subdivided by the client's industry, market size, geography and function outsourced and reported accordingly. Vendors are separated by products and services.

Situational and market studies are conducted on areas of high interest such as Population Health, Cybersecurity, Health Information Exchange, Accountable Care organization, hospital software, services providers, educational providers in e-health, bench markers and advisors..

Statistical confidence for each performance rating is based upon the number of organizations scoring the service or product/ solutions.

Black Book identifies data confidence by one of several means. Top-10-ranked vendors must have a minimum of ten unique clients represented. Broad categories of multiple product and service offerings require a minimum of 20 unique client ballots. Data that is asterisked (*) represent a sample size below required limits and are intended to be used for tracking purposes only, not ranking purposes. Performance data for an asterisked vendor's services can vary widely until a larger sample size is achieved. The margin of error can be very large, and the reader is responsible for considering the possible current and future variation (margin of error) in the Black Book performance score reported.

Vendors with over 20 unique client votes are eligible for top 10 rankings and are assured to have highest confidence and lowest variation. Confidence increases as more organizations report on their outsourcing vendor. Data reported in this form are shown with a 95% confidence level (within a margin of 0.25, 0.20 or 0.15, respectively).

Raw numbers include the quantity of completed surveys and the number of unique organizations contributing the data for the survey pool of interest.

Hundreds of thousands of scored ballots across 6000 vendors and 300 IT categories have been gathered by Black Book in this crowdsourced method. Total provider solutions and services users ranking from hospital and medical practice executives, clinicians, IT specialists and front-line implementation veterans are invited to participate

in the 2020 annual Black Book satisfaction surveying. 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 at http://blackbookrankings.com in Q4 each year and mobile applications from Apple iTunes and Google Play. Only one ballot per individual corporate email address is permitted per category and changes of ballots during the open polling period require a formal email request process to ensure integrity.

The members of multiple professional healthcare associations, subscribers of media outlets and returning participants with previous identification verifications are among those invited to surveys. An invitation is merely an announcement and not a requirement to participate. Individuals and provider management can register as new participants on mobile applications and online polling instruments. Ballots are validated through two independent survey verification services software companies before being included in the scoring process.

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