



BLACK BOOK MARKET RESEARCH 2018 CLIENT SURVEY

Healthcare Information Technology Comprehensive Strategic, Operational, and Financial Services

Top Eight Highest Rated Client Experience & Outcomes Advisors & Consultant Firms

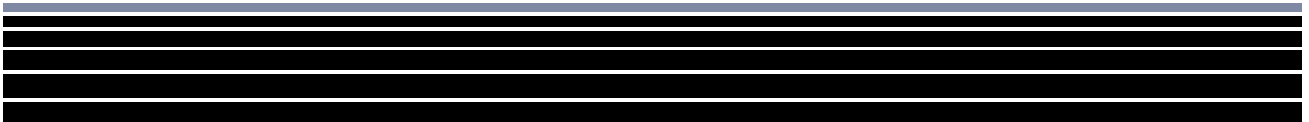


Black Book™ annually evaluates leading health care/medical software and service providers across 18 operational excellence key performance indicators completely from the perspective of the client experience. Independent and unbiased from vendor influence, more than 500,000 healthcare IT users are invited to contribute to various annual customer satisfaction polls. Suppliers also encourage their clients to participate to produce current and objective customer service data for buyers, analysts, investors, consultants, competitive suppliers and the media. For more information or to order customized research results, please contact the Client Resource Center at +1 800.863.7590 or info@Brown-Wilson.com

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For more information, visit www.BlackBookMarketResearch.com





Raw score compilation and scale of reference

Black Book raw score scales
0 = Deal breaking dissatisfaction ◀ — ▶ 10 = Exceeds all expectations
Source: Black Book Rankings

Individual vendors can be examined by specific indicators on each of the main functions of multilevel engagements as well as grouped and summarized subsets. Detail of each subset is contained so that each advisor may be analyzed by function and end-to-end consulting services collectively.



Key to raw scores

0.00–5.79 ▶	◀ 5.80–7.32 ▶	◀ 7.33–8.70 ▶	◀ 8.71–10.00
Deal breaking dissatisfaction Does not meet expectations Cannot recommend vendor	Neutral Meets/does not meet expectations consistently Would not likely recommend vendor	Satisfactory performance Meets expectations Recommends vendor	Overwhelming satisfaction Exceeds expectations Highly recommended vendor

Source: Black Book Rankings

Color-coded stoplight dashboard scoring key

Green (top 10%) scores better than 90% of Consultants. Green coded vendors have received constantly highest client satisfaction scores.

8.71 +

Clear (top 33%) scores better than 67% of Consultants. Well-scored vendor which have middle of the pack results.

7.33 to 8.70

Yellow scores better than half of Consultants. Cautionary performance scores, areas of improvement required.

5.80 to 7.32

Red scores worse than 66% of Consultants. Poor performances reported potential cause for service and contractual cancellations.

Less than 5.79



2018 Black Book™ Top 8 Comprehensive Healthcare IT Consultant & Advisory Firms

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 can 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, hospital software, services providers, educational providers in e-health, bench markers and advisors. These specific survey areas range from four to 20 questions or criteria each.

Understanding the statistical confidence of Black Book data

Statistical confidence for each performance rating is based upon the number of organizations scoring the electronic medical and health records service. 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 require a minimum of 20 unique client ballots. Data that are 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.
- 1,586 validated clients of 142 named consulting and advisory firms responded to all 20 Black Book KPIs specific to the IT consulting and management advisory sector in 2018.



2018 Black Book™ Top 8 Comprehensive
Healthcare IT Consultant & Advisory Firms

OVERALL KEY PERFORMANCE INDICATOR LEADERS
COMPRHENSIVE HEALTHCARE IT ADVISORS & CONSULTANTS

SUMMARY OF CRITERIA OUTCOMES: OVERALL PERFORMANCE

Summary of criteria outcomes, OVERALL COMPREHENSIVE IT ENGAGEMENT ADVISORS & CONSULTANTS		
Total number one criteria ranks	Consulting Firm	Overall rank
9	LEIDOS HEALTHCARE	1
4	THE HCI GROUP	2
2	OPTIMUM HEALTHCARE IT	3
2	IMPACT ADVISORS	4
2	KPMG	5
1	CHARTIS	6
0	ECG MANAGEMENT	7
0	HURON CONSULTING	8

Source: Black Book Rankings, 2018



2018 Black Book™ Top 8 Comprehensive Healthcare IT Consultant & Advisory Firms

TOP SCORE PER INDIVIDUAL CRITERIA: CONSULTANS & TRANSFORMATION ADVISORS

Top score per individual criteria		
Question / Criteria	Advisors	Overall Rank
Level of Advisor Subject Matter Management Consultant Experience	LEIDOS	1
Client Outcomes and Improvements	THE HCI GROUP	2
Capability Enhancements for Client	IMPACT ADVISORS	4
Advisor Domain and Body of Knowledge	CHARTIS	6
Advisor Industry-Specific Qualifications	LEIDOS	1
Spectrum of Subject Matter or Category-Specific Functions	KPMG	5
Governance & Service Management Solutions	OPTIMUM HEALTHCARE IT	3
Strategic Technology & Services Options & Delivery Alternatives	LEIDOS	1
Vendor Agnostic, Integrity, Objectivity, Experience with Multiple solutions	LEIDOS	1
Innovations in Consultative Approaches	THE HCI GROUP	2
Scalability, Flexibility, Pricing and Customization	IMPACT ADVISORS	4
Breadth of Firm Experience through Initiative Lifecycle	THE HCI GROUP	2
Marginal Value Adds	LEIDOS	1
Relationship Support and Client Care	KPMG	5
Trust, Reliability, Transparency and Confidentiality	LEIDOS	1
Firm Viability and Management Stability	CHARTIS	6
Return-On-Investment, Engagement Deliverables & Quality	LEIDOS	1
Speed and Efficiency of Engagement Deployment	THE HCI GROUP	2
Best-of-Breed, Client Process Improvement	LEIDOS	1
Marketing, Sales and Brand Recognition of Advisors	LEIDOS	1

Source: Black Book™ 2018



2018 Black Book™ Top 8 Comprehensive
Healthcare IT Consultant & Advisory Firms

RANKED CONSULTING FIRM PERFORMANCE

2018 KEY INDICATORS

OVERALL TOP FIRM PERFORMANCES

HEALTHCARE IT CONSULTANTS & ADVISORS

TECHNOLOGY STRATEGY PLANNING & ANALYTICS

SYSTEMS SELECTION & ADVISEMENT

CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION

FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION

NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY

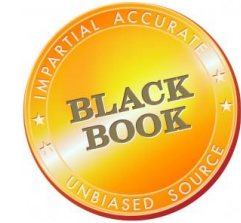


Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Top Ranked Comprehensive Healthcare IT Engagement Consultant Firms

RANK	Advisory Firm	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	MEAN
1	LEIDOS	9.73	9.69	9.61	9.74	9.78	9.75	9.65	9.68	9.80	9.66	9.52	9.72	9.61	9.73	9.81	9.44	9.77	9.77	9.84	9.79	9.70
2	THE HCI GROUP	9.69	9.83	9.65	9.59	9.68	9.53	9.33	9.54	9.79	9.72	9.53	9.86	9.50	9.24	9.68	9.49	9.68	9.84	9.70	9.73	9.63
3	OPTIMUM HEALTHCARE IT	9.36	9.54	9.16	8.93	9.69	9.59	9.13	9.41	9.42	9.56	9.51	9.47	9.02	9.56	9.49	9.05	9.34	9.45	9.59	9.63	9.40
4	IMPACT ADVISORS	9.68	9.41	9.75	9.17	9.20	9.23	9.15	9.00	9.10	9.55	9.55	9.20	9.30	9.18	9.71	9.08	9.73	9.12	9.41	9.53	9.35
5	KPMG	9.30	9.32	9.26	8.85	9.00	9.88	9.21	9.44	8.97	9.50	8.98	9.52	8.99	9.85	9.63	9.00	9.37	9.70	9.46	9.51	9.34
6	CHARTIS	9.65	9.44	9.48	9.78	9.02	9.00	9.20	9.04	8.93	9.59	9.15	9.01	9.42	8.97	9.54	9.54	9.19	8.99	9.45	9.19	9.28
7	ECG MANAGEMENT	9.34	8.77	9.32	9.04	8.98	8.77	8.88	8.73	8.76	9.53	9.20	9.39	9.22	9.00	9.37	9.11	9.55	9.29	9.56	9.24	9.15
8	HURON	9.22	9.06	9.56	9.00	9.29	8.79	8.98	8.77	8.74	9.09	8.97	8.99	9.53	9.25	9.80	9.36	8.74	8.80	9.43	9.25	9.13



Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q1. Level of Advisory expertise on subject matter: peer group healthcare industry recommendations and positioning as subject matter thought leader in the industry; firm and consultants are recognized as experts in the subject matter initiative as demonstrated by successful outcomes and initiatives.

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	9.73	9.68	9.69	9.63	9.90	9.73
2	THE HCI GROUP	10.00	9.85	9.42	9.65	9.53	9.69
4	IMPACT ADVISORS	9.68	9.29	9.82	9.67	9.93	9.68
6	CHARTIS	9.58	9.16	9.84	9.98	9.67	9.65
3	OPTIMUM HEALTHCARE	9.77	9.03	9.29	9.14	9.55	9.36
7	ECG MANAGEMENT	9.42	9.59	8.82	9.65	9.24	9.34
5	KPMG	8.84	9.60	9.53	9.50	9.04	9.30
8	HURON	8.82	9.30	9.28	9.67	9.04	9.22

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q2. Innovation: Measured by Client Outcomes and Improvements

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
2	THE HCI GROUP	9.98	9.85	9.74	9.75	9.81	9.83
1	LEIDOS	9.80	9.22	9.63	9.83	9.95	9.69
3	OPTIMUM HEALTHCARE	9.01	9.80	9.90	9.57	9.43	9.54
6	CHARTIS	9.60	9.27	9.16	9.95	9.24	9.44
4	IMPACT ADVISORS	9.38	9.13	9.57	9.47	9.48	9.41
5	KPMG	9.33	8.90	9.89	9.66	8.83	9.32
8	HURON	9.50	8.25	8.94	9.34	9.28	9.06
7	ECG MANAGEMENT	8.65	8.04	8.98	8.43	9.75	8.77

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q3. Training: Imparted client capability enhancements to client on vendor from consultant expertise and training initiatives

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
4	IMPACT ADVISORS	9.88	9.65	9.78	9.64	9.82	9.75
2	THE HCI GROUP	9.35	9.77	9.56	9.69	9.90	9.65
1	LEIDOS	9.82	9.68	9.60	9.34	9.60	9.61
8	HURON	9.77	9.73	9.41	9.46	9.41	9.56
6	CHARTIS	9.89	9.05	9.47	9.74	9.24	9.48
7	ECG MANAGEMENT	9.29	9.61	9.26	8.99	9.43	9.32
5	KPMG	8.82	9.63	9.29	8.77	9.80	9.26
3	OPTIMUM HEALTHCARE IT	8.84	9.20	8.91	9.25	9.62	9.16

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q4. Advisor Domain of provider and relevant payer operations (Clinical and Financial), and healthcare IT body of Knowledge

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
6	CHARTIS	9.51	9.75	9.90	9.98	9.74	9.78
1	LEIDOS	9.94	9.88	9.66	9.63	9.59	9.74
2	THE HCI GROUP	9.91	9.49	9.73	9.38	9.42	9.59
4	IMPACT ADVISORS	9.38	8.62	9.24	9.56	9.04	9.17
7	ECG MANAGEMENT	9.25	8.38	9.17	9.08	9.33	9.04
8	HURON	8.52	8.69	9.43	9.38	8.96	9.00
3	OPTIMUM HEALTHCARE	8.85	9.34	9.22	8.91	8.31	8.93
5	KPMG	9.30	8.66	8.57	8.26	9.45	8.85

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q5. Advisor's Industry-specific qualifications as demonstrated by past and current healthcare provider client list and engagement successes

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	9.98	9.92	9.74	9.45	9.79	9.78
3	OPTIMUM HEALTHCARE IT	9.25	9.79	9.89	9.55	9.96	9.69
2	THE HCI GROUP	9.83	9.69	9.80	9.72	9.34	9.68
8	HURON	9.67	9.55	9.01	9.58	8.63	9.29
4	IMPACT ADVISORS	8.66	8.85	9.27	9.60	9.64	9.20
6	CHARTIS	9.93	9.63	8.87	8.46	8.20	9.02
5	KPMG	9.79	9.84	9.11	8.62	7.63	9.00
7	ECG MANAGEMENT	9.35	9.34	8.93	9.03	8.24	8.98

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q6. Spectrum of healthcare category specific functions with immediate impact on evolving issues (ICD-10, Patient Engagement, Accountable Care, etc.)

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
5	KPMG	9.80	9.92	9.95	9.94	9.80	9.88
1	LEIDOS	9.96	9.65	9.80	9.83	9.58	9.76
3	OPTIMUM HEALTHCARE IT	9.64	9.84	9.37	9.65	9.44	9.59
2	THE HCI GROUP	9.36	9.85	8.78	9.69	9.95	9.53
4	IMPACT ADVISORS	8.96	9.66	8.95	8.93	9.64	9.23
6	CHARTIS	8.45	9.44	9.90	8.86	8.34	9.00
8	HURON	7.98	9.13	8.79	9.50	8.57	8.79
7	ECG MANAGEMENT	9.59	9.52	8.94	9.38	7.13	8.77

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q7. Expertise with Financial Team Governance and organizational structure/human resource deployment

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
3	OPTIMUM HEALTHCARE IT	9.92	9.88	9.84	9.63	9.39	9.73
1	LEIDOS	9.43	9.46	9.44	9.48	8.83	9.35
2	THE HCI GROUP	9.60	9.30	9.37	9.08	9.30	9.33
5	KPMG	8.79	9.28	9.44	9.53	9.00	9.21
6	CHARTIS	9.25	9.27	9.90	8.98	8.58	9.20
4	IMPACT ADVISORS	9.44	8.91	8.85	9.19	9.35	9.15
8	HURON	9.27	9.43	8.35	9.18	8.69	8.98
7	ECG MANAGEMENT	8.98	9.50	9.30	8.09	7.84	8.88

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q8. Strategic Customizations, Delivery of Specialized Engagements unique to client needs; expanded Delivery options

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	9.93	9.52	9.50	9.90	9.53	9.68
2	THE HCI GROUP	9.86	9.44	9.83	9.51	9.05	9.54
5	KPMG	9.40	8.95	9.70	9.60	9.55	9.44
3	OPTIMUM HEALTHCARE IT	8.78	9.83	8.97	9.72	9.77	9.41
6	CHARTIS	9.03	8.99	9.31	8.82	9.07	9.04
4	IMPACT ADVISORS	8.64	9.42	9.43	9.27	8.24	9.00
8	HURON	9.26	8.82	8.00	8.85	8.92	8.77
7	ECG MANAGEMENT	8.99	8.34	9.45	8.84	8.04	8.73

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q9. Vendor Agnostic identification and selection processes, High Values and Integrity, Objectivity in advisement

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	10.00	9.88	9.86	9.54	9.74	9.80
2	THE HCI GROUP	9.99	9.80	9.69	9.71	9.77	9.79
3	OPTIMUM HEALTHCARE	9.64	8.92	9.08	9.99	9.45	9.42
4	IMPACT ADVISORS	9.73	9.31	9.33	9.05	8.00	9.10
5	KPMG	8.70	9.44	8.71	9.54	8.47	8.97
6	CHARTIS	8.58	9.13	9.30	8.38	9.25	8.93
7	ECG MANAGEMENT	8.72	8.78	9.11	8.23	8.98	8.76
8	HURON	8.09	9.02	8.81	8.89	8.88	8.74

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q10. Innovations in Consultative Approaches as demonstrated through technological interoperability between client systems, interfaces/integrations and innovative deliverables tailored specifically to each client.

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
2	THE HCI GROUP	9.96	9.79	9.79	9.55	9.50	9.72
1	LEIDOS	9.63	9.57	9.74	9.80	9.58	9.66
6	CHARTIS	9.37	9.64	9.57	9.84	9.55	9.59
3	OPTIMUM HEALTHCARE IT	9.56	10.00	9.30	9.70	9.22	9.56
4	IMPACT ADVISORS	9.54	9.69	9.24	9.41	9.89	9.55
7	ECG MANAGEMENT	9.56	9.73	9.84	8.85	9.69	9.53
5	KPMG	9.79	9.27	9.51	9.49	9.44	9.50
8	HURON	9.37	9.40	8.38	8.93	9.37	9.09

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q11. Scalability, Flexibility in Pricing and Ability to place/retain stable consultant talent for the length of the engagement

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
4	IMPACT ADVISORS	9.79	9.09	9.40	9.55	9.93	9.55
2	THE HCI GROUP	9.85	9.32	9.41	9.57	9.58	9.53
1	LEIDOS	9.39	9.75	9.74	9.56	9.15	9.52
3	OPTIMUM HEALTHCARE IT	9.26	9.72	9.95	9.43	9.19	9.51
7	ECG MANAGEMENT	8.96	9.38	9.24	9.25	9.19	9.20
6	CHARTIS	9.77	8.90	8.74	9.58	8.74	9.15
5	KPMG	9.89	8.51	8.72	9.28	8.48	8.98
8	HURON	8.99	8.80	8.85	9.14	9.09	8.97

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q12. Breadth of Firm and Staff experience evidenced by on-site advisement at time or source of client issue/situation

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
2	THE HCI GROUP	9.85	9.79	9.87	9.79	9.98	9.86
1	LEIDOS	9.97	10.00	9.37	9.78	9.46	9.72
5	KPMG	9.27	9.96	9.55	9.42	9.40	9.52
3	OPTIMUM HEALTHCARE IT	9.42	9.04	9.53	9.70	9.65	9.47
7	ECG MANAGEMENT	9.35	9.58	9.18	9.61	9.25	9.39
4	DDDD	9.45	9.29	9.51	9.52	8.70	9.20
6	CHARTIS	8.59	9.30	8.86	9.50	8.80	9.01
8	HURON	9.25	9.54	8.62	8.84	8.68	8.99

2018 Black Book™



Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q13. Marginal Value Adds

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	9.75	9.67	9.62	9.41	9.60	9.61
8	HURON	9.92	9.67	9.30	9.18	9.58	9.53
2	THE HCI GROUP	9.67	9.56	9.63	9.52	9.11	9.50
6	CHARTIS	9.91	9.57	9.13	8.94	9.56	9.42
4	IMPACT ADVISORS	8.94	9.22	9.14	9.33	9.86	9.30
7	ECG MANAGEMENT	8.88	9.58	8.65	9.39	9.6	9.22
3	OPTIMUM HEALTHCARE IT	8.50	9.47	9.09	8.51	9.52	9.02
5	KPMG	9.66	8.28	9.19	9.11	8.72	8.99

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q14. Relationship, Client Account Management Program, Client Care and Responsiveness

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
5	KPMG	9.96	9.81	9.96	9.78	9.70	9.85
1	LEIDOS	9.65	9.79	9.58	9.95	9.68	9.73
3	OPTIMUM HEALTHCARE IT	9.09	9.70	9.14	9.89	9.98	9.56
8	HURON	9.93	8.79	9.58	9.00	8.94	9.25
2	THE HCI GROUP	9.55	9.51	8.77	8.53	9.83	9.24
4	IMPACT ADVISORS	9.20	8.67	9.40	9.17	9.45	9.18
7	ECG MANAGEMENT	8.30	10.00	8.48	8.91	9.30	9.00
6	CHARTIS	8.73	8.26	9.51	9.44	8.69	8.97

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q15. Accountability, Trust, Reliability and Confidentiality

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	10.00	9.93	9.96	9.55	9.62	9.81
8	HURON	9.71	9.89	9.54	9.92	9.92	9.80
4	IMPACT ADVISORS	9.53	9.80	9.30	9.91	9.99	9.71
2	THE HCI GROUP	9.51	9.91	9.87	9.25	9.88	9.68
5	KPMG	9.05	9.62	9.63	9.85	9.98	9.63
6	CHARTIS	8.80	9.82	9.81	9.75	9.53	9.54
3	OPTIMUM HEALTHCARE	9.84	9.80	9.19	9.01	9.60	9.49
7	ECG MANAGEMENT	8.64	9.95	9.62	9.90	8.73	9.37

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q16. Consultant Firm Viability and Senior Management Stability

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
6	CHARTIS	9.64	9.56	9.58	9.95	8.99	9.54
2	THE HCI GROUP	9.83	9.58	9.48	9.84	8.73	9.49
1	LEIDOS	9.79	9.57	9.29	9.55	9.00	9.44
8	HURON	9.23	9.08	9.25	9.78	9.45	9.36
7	ECG MANAGEMENT	9.20	9.06	9.64	8.85	8.81	9.11
4	IMPACT ADVISORS	8.78	8.54	8.46	9.80	9.81	9.08
3	OPTIMUM HEALTHCARE	8.30	9.56	8.86	9.90	8.64	9.05
5	KPMG	9.24	8.52	9.29	9.83	8.12	9.00

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q17. Return on Investment, True Engagement Deliverables, Quality of Recommendations

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	9.65	9.67	9.91	9.89	9.75	9.77
4	IMPACT ADVISORS	9.63	9.57	9.80	9.64	10.00	9.73
2	THE HCI GROUP	9.84	9.34	9.56	9.99	9.68	9.68
7	ECG MANAGEMENT	9.10	9.82	9.83	9.58	9.42	9.55
5	KPMG	8.79	9.24	9.59	9.84	9.37	9.37
3	OPTIMUM HEALTHCARE	9.80	9.28	9.56	8.90	9.17	9.34
8	HURON	9.78	8.20	9.74	9.07	9.39	9.24
6	CHARTIS	9.04	9.31	9.04	9.12	9.45	9.19

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q18. Speed and Efficiency of Consultant Engagement processes, Timeliness of Milestones and Recommendations

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
2	THE HCI GROUP	9.97	9.98	9.80	9.47	9.97	9.84
1	LEIDOS	10.00	9.60	9.80	9.78	9.67	9.77
5	KPMG	9.75	9.89	9.80	9.67	9.39	9.70
3	OPTIMUM HEALTHCARE IT	9.34	9.20	9.91	9.14	9.68	9.45
7	ECG MANAGEMENT	8.10	9.62	9.81	9.32	9.62	9.29
4	IMPACT ADVISORS	8.98	9.30	8.97	8.72	9.64	9.12
8	HURON	8.60	9.74	9.30	8.00	9.37	9.00
6	CHARTIS	9.04	8.90	8.88	9.33	8.82	8.99

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q19. Best-of-Breed technology and process improvement tools employed by Consultants in process of client advisement

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	9.99	9.94	9.88	9.57	9.83	9.84
2	THE HCI GROUP	9.91	9.63	9.61	9.80	9.56	9.70
3	OPTIMUM HEALTHCARE	9.51	9.19	9.85	9.61	9.79	9.59
7	ECG MANAGEMENT	9.59	9.47	9.79	9.79	9.15	9.56
5	KPMG	9.48	9.69	9.57	9.08	9.49	9.46
6	CHARTIS	9.47	9.74	9.67	9.00	9.38	9.45
8	HURON	9.44	9.42	9.49	9.52	9.28	9.43
4	IMPACT ADVISORS	9.55	9.20	9.32	9.29	9.70	9.41

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Individual Key Performance

HEALTHCARE IT CONSULTANTS & ADVISORS

Q20. Firm Accuracy in Marketing consulting services, appropriately conducted Sales Processes. Client endorses Brand Recognition of Advisor in industry as earned and correct. Outcomes are reliable and match the promises by the consultant firm sales executives and processes.

OVERALL RANK	ADVISORY FIRM	TECHNOLOGY STRATEGY PLANNING & ANALYTICS	SYSTEMS SELECTION & ADVISEMENT	CLINICAL SYSTEMS SUPPORT & IMPLEMENTATION	FINANCIAL & RCM SYSTEMS SUPPORT & IMPLEMENTATION	NETWORK ALIGNMENT, CONNECTIVITY & INTEROPERABILITY	MEAN
1	LEIDOS	9.95	9.93	9.74	9.84	9.49	9.79
2	THE HCI GROUP	9.80	9.60	9.67	9.62	9.97	9.73
3	OPTIMUM HEALTHCARE IT	9.29	9.95	9.55	9.71	9.66	9.63
4	IMPACT ADVISORS	9.62	9.46	9.55	9.35	9.67	9.53
5	KPMG	9.16	9.87	9.99	9.51	9.01	9.51
8	HURON	9.88	8.97	9.30	8.58	9.53	9.25
7	ECG MANAGEMENT	8.92	9.59	8.72	9.12	9.84	9.24
6	CHARTIS	9.27	8.98	9.00	8.91	9.78	9.19

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APPENDIX

Black Book market research surveys & it user polling

We hope that the data and analysis in this report will help you make informed and imaginative EMR/EHR business decisions. If you have further requirements, the Black Book research team may be able to help you. For more information about Black Book's custom survey capabilities, please contact us directly at info@brown-wilson.com

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