

BLACK BOOK RESEARCH

ITALY

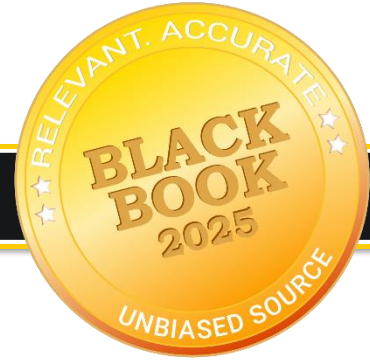


COMPETITIVE
INTELLIGENCE USER
SURVEY RESULT SET

ELECTRONIC HEALTH
RECORDS & HIT SYSTEMS

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Black Book™ conducts an annual, independent evaluation of leading healthcare and medical software and outsourcing service providers, measuring performance across 18 critical operational indicators. Driven entirely by client feedback, these assessments deliver unbiased insights free from vendor influence, offering a trusted source for competitive intelligence worldwide. With contributions from over 3.0 million healthcare IT users globally—including 36,000 EHR users outside the United States and 13,200 in 2024 alone—Black Book surveys provide a comprehensive view of real-world client experiences. Vendors are encouraged to invite their clients to participate, ensuring the data remains current, objective, and highly valuable for buyers, analysts, investors, consultants, competitors, and media stakeholders.

This year's survey spans 110 nations and culminates in 51 detailed country-specific reports. These reports provide unmatched insights into vendor performance and client satisfaction across diverse global markets. To learn more or request customized research, contact the Client Resource Center at +1-800-863-7590 or info@blackbookmarketresearch.com.

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Introduction



Italy

This report highlights key findings related to Italy and is part of a series from Black Book Research's latest global surveys on EHR, HIT, and digital healthcare technologies. These reports draw on feedback from current users, offering essential insights to guide informed vendor selection.

Front-line users provide a unique perspective on the real-world functionality, reliability, and impact of healthcare technologies. While Italy's healthcare sector has made strides in adopting digital solutions such as electronic health records and analytics, many leaders continue to face challenges in optimizing client/vendor relationships, leaving critical clinical, financial, and operational benefits unrealized.

Feedback from front-line users is invaluable, revealing performance issues that marketing claims or sales presentations may overlook. Incorporating this input into vendor evaluations ensures partnerships that align with an organization's specific needs. This research emphasizes the importance of peer recommendations and rigorous due diligence, focusing on vendors' proven track records and past collaborations to support better technology adoption and outcomes.

Respondents by Organization Type

Italy

2025 Survey Respondent Identification	Number of EHR User Responses	Percentage of Total Responses
Acute Care Hospitals and Specialty Care Facilities Private	204	18%
Acute Care Hospitals and Specialty Care Facilities Public	222	19%
Community and Primary Care Providers	449	38%
Chronic, Behavioral, Rehabilitation and Ancillary/Ambulatory Care Providers	110	9%
Government Healthcare Agencies and Institutions	175	15%
Total	1,160	100%

Black Book™ Global EHR User Group Framework: Foundations for Comprehensive Vendor Evaluation

Black Book Research focuses on these four EHR user groups globally because they encompass the full spectrum of healthcare delivery models, from acute and specialty care to government agencies and community-based providers. This framework ensures a comprehensive evaluation of EHR vendors by capturing the unique needs and challenges faced by diverse healthcare settings across local, regional, and multinational levels. By gathering insights from these representative groups, Black Book provides a balanced, data-driven perspective on vendor performance, functionality, and adaptability, enabling stakeholders to make informed decisions tailored to their specific environments. This inclusive approach ensures that the assessments reflect the real-world experiences of EHR users in every nation.

Acute and Specialty Care Facilities

Key Characteristics:

- Large, high-volume operations requiring robust, interoperable EHR systems for managing inpatient and outpatient care, diagnostics, and interdisciplinary teams.
- Integration with advanced imaging, laboratory, and surgical systems is essential.

Examples:

- General Hospitals
- Specialized Hospitals (e.g., oncology, cardiology, maternity)
- University and Teaching Hospitals
- Tertiary Care Hospitals
- Military and Veterans Hospitals
- Pediatric Hospitals

Global Relevance:

- Found in nearly all healthcare systems worldwide, from high-income nations with advanced tertiary centers to lower-income countries where general hospitals often double as specialty providers.
- Military hospitals are critical in many nations for both defense and civilian emergencies.

EHR Needs:

- Comprehensive patient management tools, clinical decision support, integration with imaging and labs, and capabilities for teaching and research in university settings.
- Scalability to manage complex workflows and large patient volumes.

Community and Primary Care Providers

Key Characteristics:

- Focused on primary and preventive care, often serving as the first point of contact for patients.
- Simpler EHR systems emphasizing accessibility, chronic disease management, and referrals to specialized care.

Examples:

- Primary Care Clinics (GPs)
- Community Health Centers
- Rural and Community Hospitals
- Publicly-Funded Mobile Health Units
- Telemedicine and Digital Health Providers

Global Relevance:

- Integral to universal healthcare models (e.g., NHS in the UK) and rural healthcare delivery in low-income countries (e.g., Ethiopia's Health Posts).
- Telemedicine is increasingly important in remote and underserved areas globally.

EHR Needs:

- Lightweight, cloud-based solutions with offline functionality for remote regions.
 - Tools for managing chronic diseases, vaccination schedules, and population health.
 - Seamless referral systems and integration with higher-level care facilities.
-

Ancillary Services, Chronic, Behavioral, Rehabilitation, and Ambulatory Care Providers

Key Characteristics:

- Includes providers focusing on long-term care, mental health, rehabilitation, and outpatient specialty care.
- EHR systems prioritize care continuity, progress tracking, and interdisciplinary collaboration.

Examples:

- Psychiatric and Behavioral Health Hospitals
- Rehabilitation and Recovery Hospitals
- Chronic Care, Geriatric, and Palliative Hospitals
- Specialist Clinics (e.g., cardiology, dermatology, orthopedics)
- Polyclinics
- Outpatient Departments in Hospitals
- Private Physician Offices
- Outpatient Surgery and Diagnostic Centers
- Occupational Health Clinics

Global Relevance:

- Mental health services are a growing priority worldwide, with specialized facilities increasing in middle-income and high-income countries.
- Polyclinics are common in Asia and Eastern Europe, while geriatric care is critical in aging societies like Japan and Germany.

EHR Needs:

- Specialized templates for behavioral health, chronic disease management, and rehabilitation workflows.
- Tools for tracking long-term patient progress, care plans, and outcomes.
- Modular systems to integrate with acute care and community health networks.

Government Healthcare Agencies and Institutions

Key Characteristics:

- Deliver healthcare directly to patients in government-run settings such as correctional facilities, state hospitals, and public health clinics.
- Often tasked with managing care for underserved populations and ensuring compliance with public health mandates.

Examples:

- State Hospitals (psychiatric, general, and specialty care facilities)
- Prisons and Correctional Healthcare Facilities
- Government-Run Health Clinics (e.g., maternal and child health, STD clinics, vaccination centers)
- Military and Veterans Hospitals
- Public Health Programs and Community Clinics (e.g., immunization and disease management centers)

Global Relevance:

- Found worldwide, especially in countries with universal health systems (e.g., NHS in the UK) or hybrid models (e.g., India's state-run hospitals).
- Prisons and correctional healthcare are essential in both developed and developing countries.
- State-run vaccination and disease control clinics play a pivotal role in global health initiatives.

EHR Needs:

- Systems capable of managing population health, integrating with national health data networks, and ensuring secure, compliant data sharing.
- Solutions for specialized needs like correctional healthcare workflows, tracking immunizations, and public health reporting.
- Scalable platforms for handling large populations and diverse services.

The State of Healthcare Information Technology & Electronic Health Records: Italy

Italy has made significant strides in healthcare digitalization, particularly in the adoption and integration of Electronic Health Records (EHRs). These advancements aim to enhance healthcare delivery, improve patient outcomes, and establish a more connected and efficient health system.

National EHR Initiatives

The New Health Information System (Nuovo Sistema Informativo Sanitario, or NSIS) serves as a cornerstone of Italy's EHR strategy. NSIS has been progressively implemented to create a universal system of electronic records, connecting various levels of care. Key highlights include:

- Coverage of approximately 85% of services under the Essential Levels of Care (LEA), including:
 - Hospital care
 - Emergency services
 - Outpatient specialist care
 - Residential and palliative care
 - Pharmaceuticals
- Primary Care Integration: While still a work in progress, significant efforts are being made to incorporate primary care into the NSIS framework.
- Administrative Data Collection: Information on care delivery is well-documented, though challenges remain in gathering comprehensive clinical data.
- Unique Patient Identifiers: At the national level, a universal patient identifier is still absent. However, many regions have developed unique patient identifiers for linking administrative records regionally.

Leading Vendors and Industry Contributions

Dedalus Group, an Italian-headquartered global leader in health IT solutions, has played a pivotal role in advancing the adoption of Electronic Medical Records (EMRs) both domestically and internationally. Recognized as the top multiregional EMR vendor outside the United States, Dedalus added 327 hospitals as customers between 2018 and 2022, serving 1,715 inpatient hospitals globally. International Expansion: In 2023, Dedalus extended its partnership with Australia's CSIRO to deliver advanced healthcare terminology solutions to customers worldwide.

InterSystems TrakCare: InterSystems offers TrakCare, a unified healthcare information system designed to streamline clinical workflows and enhance patient care. In Italy,

TrakCare has been implemented in facilities such as Santorso Hospital, providing integrated electronic patient records to improve healthcare delivery.

Oracle Health: Oracle Health delivers integrated EHR solutions aimed at improving clinical outcomes and operational efficiency. While specific Italian implementations are not detailed, Oracle Health's platforms are utilized globally to facilitate seamless data exchange and support coordinated care.

Comarch: Comarch provides EHR systems focusing on patient data management and telemedicine services. In Italy, Comarch has collaborated with local healthcare providers to implement their solutions, enhancing patient engagement and optimizing healthcare delivery through innovative technologies.

CompuGroup Medical (CGM): CGM offers EHR solutions tailored to various healthcare settings, emphasizing interoperability and user-friendly interfaces. In Italy, CGM serves approximately 30,000 clients, including doctors, pharmacies, and dentists, providing comprehensive EHR systems to improve clinical workflows and patient care quality.

Nizi: Nizi specializes in hospital management software that unifies the operations of all medical departments. Their solutions are designed to meet the specific needs of healthcare facilities in Italy, streamlining administrative processes and enhancing patient care.

Altera Digital Health: Altera provides EHR systems that integrate clinical and administrative functions, aiming to improve healthcare delivery and patient outcomes. Their solutions support interoperability and efficient data management across healthcare organizations.

GPI Group: GPI is a leading Italian company specializing in healthcare technology and services. They provide comprehensive EHR solutions aimed at enhancing patient care and streamlining healthcare workflows. GPI's systems are widely adopted across various healthcare settings in Italy, contributing significantly to the digital transformation of the country's healthcare sector.

Sistemi: Sistemi offers comprehensive EHR solutions designed to enhance patient care and streamline workflows. Their platforms are tailored to meet the specific needs of Italian healthcare providers, ensuring compliance with local regulations and standards.

Softwin: Softwin specializes in facilitating patient data management and supporting clinical decision-making. Their EHR systems are designed to improve the efficiency and effectiveness of healthcare delivery in various medical settings.

Siemens Healthineers: Siemens Healthineers provides integrated EHR platforms aimed at optimizing patient care and institutional operations. Their eHealth Solutions facilitate cross-organizational health data exchange, enabling close collaboration and communication across care teams and with patients.

These vendors play a crucial role in the digitalization of Italy's healthcare system by offering diverse solutions that enhance patient care, streamline workflows, and support clinical decision-making across hospitals, clinics, and among physicians.

Financial Investment in Digital Healthcare

Development of EHR 2.0, aimed at:

- Nationwide accessibility of clinical and administrative data for patients and healthcare professionals.
- Creation of an advanced information asset to drive technological and clinical advancements.

Ongoing Challenges and Opportunities

Despite progress, Italy faces challenges in achieving seamless EHR integration:

- **Data Completeness:** Comprehensive collection of medical information across care settings remains a hurdle.
- **Standardization:** The lack of a national unique patient identifier complicates data unification efforts.
- **Primary Care Integration:** Expanding EHR coverage to include primary care is critical for holistic patient data management.

Future Prospects

The evolving landscape of healthcare IT in Italy demonstrates a robust commitment to fostering innovation, interoperability, and efficiency. By leveraging investments like the PNRR and collaborating with industry leaders, Italy aims to create a world-class digital health infrastructure that prioritizes patient-centric care, operational excellence, and enhanced clinical outcomes.



Guide: Chart Color Coding and Table Layouts

Functional Subsets of Respondent Groups

ACUTE CARE HOSPITALS
COMMUNITY & PRIMARY CARE PROVIDERS
ANCILLARY & AMBULATORY SERVICE PROVIDERS
GOVERNMENT AGENCIES & OTHER PROVIDERS

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™			

Stoplight Scoring Key

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

Raw Score Compilation and Scale of Reference

Black Book Raw Score Scales	
0 = Deal Breaking Dissatisfaction	◀ — ▶ 10 = Exceeds All Expectations
Source: Black Book Research™	

Individual vendors can be assessed based on specific indicators related to electronic health records and related tech functions, as well as within grouped and summarized subsets. Each subset includes detailed information, allowing for an in-depth analysis of vendors by specific functions and their overall performance in delivering superior client experience.

Scoring Key

Overall Rank	Q1 Criteria Rank	Contract Services Company	Physicians	Hospitals	Ancillary Providers	Government Agencies & Others	Mean
5	1	Vendor	7.02	9.49	5.33	8.35	7.26

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 first 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 or parent corporation/investor.
- **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 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.



Overall KPI Leaders: Summary of Criteria Outcomes

TOP CLIENT-RATED HEALTH INFORMATION TECHNOLOGY VENDORS		
Overall Rank	2025	Total Number One Criteria Ratings
1	DEDALUS	10
2	INTERSYSTEMS TRAKCARE	3
3	SISTEMI	1
4	ENGINEERING INGEGRIA INFORMATICA AREAS	1
5	SOFTWIN	0
6	ORACLE HEALTH	2
7	COMARCH	0
8	COMPUGROUP MEDICAL	0
9	GPI GROUP	1
Source: Black Book Research™		

Top-Rated Vendor Summary: Dedalus v. Competitors

KPI	DEDALUS	Comparative Mean of All Vendors Rated 2025
Alignment with National Health Objectives	9.82	7.18
Localization and Cultural Relevance	9.70	8.22
Innovation and Technology Adaptation	9.72	8.30
Ease of Training and Knowledge Transfer	9.78	8.92
Client Relationships and Collaboration	9.64	8.35
Ethics, Transparency, and Trust	9.64	8.42
Product Customization and Localization	9.45	7.59
Integration and Interoperability	9.66	8.06
Scalability and Affordability	9.80	8.49
Staff Expertise and Vendor Stability	9.25	7.63
Reliability and System Uptime	9.51	8.35
Brand Reputation and User Perception	9.48	7.91
Value for Investment	9.44	8.23
Data Security and Compliance	9.69	8.78
Support and Responsiveness	9.64	7.39
Technology Usability and Accessibility	9.60	8.43
Adaptability to Public Health Crises	9.60	8.50
Commitment to Continuous Improvement	9.62	7.69
MEAN	9.61	8.12

Summary Vendor Scores All 18 Criteria

Aggregate Satisfaction Scores 2025

Italy: Top Ranked EHR/HIT Vendors – Raw Scores 2025																				
Rank	RCM Vendor	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Mean
1	DEDALUS	9.82	9.70	9.72	9.78	9.64	9.64	9.45	9.66	9.80	9.25	9.51	9.48	9.44	9.69	9.64	9.60	9.60	9.62	9.61
2	TRAKCARE	8.02	8.67	9.15	9.00	9.30	9.42	9.52	9.80	8.60	9.28	8.27	9.15	7.78	9.07	9.81	7.65	9.72	9.13	8.96
3	SISTEMI	8.01	8.96	9.03	9.58	9.54	7.22	8.02	8.88	9.73	9.01	7.05	9.05	9.40	8.59	9.86	9.36	7.62	8.08	8.72
4	AREAS	7.96	9.77	8.68	8.75	9.64	9.22	7.77	8.50	8.11	8.95	6.55	9.11	9.42	8.99	9.10	8.00	8.63	7.75	8.61
5	SOFTWIN	8.37	8.53	9.18	9.10	8.22	9.07	8.29	8.33	8.08	9.08	9.44	8.13	8.15	8.45	7.76	9.17	8.14	8.40	8.55
6	ORACLE	7.15	8.15	9.37	8.52	8.49	8.85	9.29	8.94	6.95	9.57	8.78	9.58	7.20	9.48	6.98	7.91	9.15	9.12	8.53
7	COMARCH	6.90	7.96	7.20	9.41	7.34	9.14	7.52	8.79	8.04	9.18	9.13	7.80	7.71	8.60	7.40	8.81	7.74	8.09	8.15
8	CMG	5.87	7.06	8.85	9.60	7.53	7.22	7.13	8.09	8.79	8.88	8.11	8.16	7.92	9.15	7.16	9.07	9.22	8.55	8.13
9	GPI	7.90	8.29	9.04	9.13	9.84	9.04	7.27	6.07	9.72	7.03	8.47	6.99	8.56	8.02	5.99	9.52	8.29	6.96	8.12
10	SIEMENS	5.73	7.27	6.15	8.86	6.24	8.28	5.03	6.93	6.93	5.85	8.90	7.04	7.25	8.19	6.80	6.65	8.76	7.75	7.15
11	NIZI	7.24	8.99	6.09	8.06	8.60	6.81	7.21	7.01	8.90	5.39	6.77	6.35	7.69	7.77	6.07	6.21	6.75	6.59	7.14
12	ALTERA	4.23	5.39	7.13	7.28	7.17	6.09	6.64	6.37	9.27	3.09	8.24	4.13	9.24	9.35	6.20	8.18	7.40	5.25	6.70

Key Performance Indicators



Black Book Research selected these 18 key performance indicators (KPIs) through collaboration with a global consortium of university business school professors and executive leaders in healthcare information technology (HIT). The goal was to create the most comprehensive framework for evaluating EHR systems, capturing both qualitative and quantitative dimensions of performance. These KPIs were carefully designed to reflect the real-world priorities of healthcare providers, from alignment with national health objectives to adaptability during public health crises. This diverse and detailed set of metrics ensures that evaluations focus on what truly matters to users, encompassing usability, functionality, and client satisfaction.

To ensure broad accessibility and ease of participation, Black Book surveys are available in three user-friendly formats: online via Qualtrics, and through smartphone apps on iTunes and Google Play. This flexibility enables a diverse range of respondents—spanning geographies, roles, and organizational levels—to share their experiences. By allowing participation from frontline users and senior leadership alike, Black Book's methodology provides a holistic view of EHR performance. These tools make it possible to collect data efficiently and inclusively, delivering a more accurate representation of client sentiment and user satisfaction.

What sets Black Book's methodology apart is its commitment to gathering unfiltered feedback from those directly interacting with the software and services. The KPIs emphasize qualitative insights, capturing how users truly feel about the systems they depend on daily. Unlike analyst-driven evaluations, this approach prioritizes firsthand experiences and perspectives, free from vendor influence.

These KPIs are a testament to Black Book's mission of delivering unbiased, actionable insights into the healthcare IT landscape. By focusing on client experience rather than vendor marketing narratives, the framework ensures a robust evaluation process that is transparent, reliable, and aligned with the needs of healthcare institutions worldwide. This rigorous methodology, coupled with the comprehensive scope of the KPIs, makes Black Book's evaluations a trusted resource for stakeholders seeking to understand and improve EHR usability, scalability, and overall client satisfaction.

KPI 1

Alignment with National Health Objectives

Overall Rank	Q1 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.70	9.88	9.83	9.86	9.82
3	2	SISTEMI	7.57	8.73	8.01	7.73	8.01
2	3	INTERSYSTEMS	7.67	7.41	8.36	7.23	8.02

Source: Black Book Research™ 2025

This KPI evaluates how well the vendor’s solution aligns with the country’s healthcare policies, public health priorities, and regulatory frameworks. EHRs must support initiatives like universal health coverage, maternal health, or chronic disease management programs tailored to national goals. Systems that fail to align with these priorities risk poor adoption by governments and providers. By ensuring compliance with national objectives, vendors enhance system utility and foster trust among policymakers and users.

An effective EHR system should align with the country's overarching healthcare goals, such as universal health coverage, maternal health initiatives, or chronic disease management programs.

Questions to Consider:

- Does the vendor demonstrate a clear understanding of national health policies and priorities?
- Can the system support government-mandated programs like immunization tracking, population health monitoring, or telehealth initiatives?
- How well does the EHR integrate with national or regional health information exchanges?

Why It Matters: Alignment ensures the EHR is not only functional but also valuable in achieving the broader healthcare goals of the region, increasing adoption and trust among policymakers and providers.

KPI 2

Localization and Cultural Relevance

Overall Rank	Q2 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
4	1	AREAS	9.84	9.82	9.54	9.86	9.77
1	2	DEDALUS	9.91	9.42	9.54	9.93	9.70
3	3	SISTEMI	8.11	9.25	8.95	9.54	8.96

Source: Black Book Research™ 2025

This KPI assesses the EHR’s adaptability to local languages, cultural practices, and regional healthcare workflows. Systems must provide multilingual support, culturally sensitive interfaces, and tools designed for specific regional workflows. For example, rural health workers may require simplified interfaces, while urban hospitals might demand complex integrations. Localization ensures usability, fosters adoption, and reflects the unique needs of the healthcare system and its users.

EHR systems must adapt to local languages, cultural practices, and healthcare workflows to maximize usability and impact.

Questions to Consider:

- Does the system support multiple languages, including local dialects?
- Are workflows customizable to fit unique regional practices, such as family-based decision-making or alternative medicine?
- How well does the interface account for varying levels of digital literacy among users?

Why It Matters: Localization ensures the EHR is intuitive and culturally aligned, which is essential for successful adoption in diverse regions.

KPI 3

Innovation and Technology Adaptation

Overall Rank	Q3 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.84	9.82	9.76	9.66	9.72
6	2	ORACLE HEALTH	8.68	9.23	9.77	9.78	9.37
5	3	SOFTWIN	9.69	8.54	8.95	9.54	9.18

Source: Black Book Research™ 2025

Innovation in EHR systems is vital for addressing the changing demands of healthcare systems worldwide. This KPI evaluates how effectively vendors incorporate emerging technologies like artificial intelligence (AI), telemedicine, predictive analytics, and blockchain into their solutions. These advancements enhance clinical decision-making, streamline workflows, and improve patient outcomes. For example, AI can assist in diagnostics and treatment personalization, while telemedicine expands access to care, especially in remote or underserved regions.

This KPI also examines how vendors anticipate and respond to emerging trends, ensuring their systems remain future-proof in a rapidly evolving industry. Technologies such as real-time data analytics, digital therapeutics, and enhanced cybersecurity measures are critical for addressing both current and future challenges in healthcare delivery.

Questions to Consider:

- Does the EHR integrate advanced analytics, decision support tools, or remote monitoring capabilities?
- Is the system adaptable to resource-limited settings and scalable for future technologies?
- How innovative is the vendor’s roadmap for incorporating emerging technologies?

Why It Matters: Vendors that prioritize innovation empower healthcare providers to enhance efficiency, improve outcomes, and remain competitive..

KPI 4

Ease of Training and Knowledge Transfer

Overall Rank	Q4 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.88	9.84	9.70	9.68	9.78
8	2	COMPUGROUP MEDICAL	9.10	9.79	9.73	9.78	9.60
3	3	SISTEMI	9.61	9.64	9.59	9.48	9.58

Source: Black Book Research™ 2025

This KPI measures the vendor’s ability to provide effective training, particularly for users in regions with limited digital literacy or where English is not the primary language. Training programs should be comprehensive, accessible, and tailored to diverse skill levels, ensuring users can navigate the system confidently. Effective knowledge transfer reduces implementation challenges, improves adoption rates, and maximizes the system's potential. For EHR vendors, this KPI underscores their responsibility to bridge the gap between technological complexity and user readiness. By offering tailored training, vendors not only empower users to operate the system effectively but also demonstrate their commitment to client success.

Questions to Consider:

- Are training materials and sessions available in the local language and tailored to varying skill levels?
- How quickly can new users become proficient with the system?
- Does the vendor provide ongoing training or resources for knowledge retention?

Why It Matters: Proper training minimizes resistance, reduces errors, and maximizes the system’s potential.

KPI 5

Client Relationships and Collaboration

Overall Rank	Q5 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
9	1	GPI	9.90	9.88	9.76	9.83	9.84
1	2	DEDALUS	9.67	9.52	9.61	9.76	9.64
3	3	SISTEMI	9.44	9.79	9.62	9.30	9.54

Source: Black Book Research™ 2025

Strong vendor-client relationships are essential for successful EHR implementation and long-term performance. This KPI evaluates the vendor’s ability to communicate effectively, respond promptly to client concerns, and provide proactive solutions. A collaborative approach allows vendors to address unique client needs, customize workflows, and integrate the system into existing infrastructures while building trust and minimizing disruptions during implementation. Ongoing collaboration fosters a feedback loop where clients and vendors work together to adapt the system as needs evolve. Vendors that prioritize transparency, responsiveness, and cultural adaptability ensure higher client satisfaction and system reliability, creating sustainable partnerships and enhancing the overall EHR experience.

Questions to Consider:

- Is the vendor proactive in addressing client concerns and needs?
- How well does the vendor collaborate on system customizations?
- Are communication channels clear and responsive?

Why It Matters: Effective collaboration fosters trust, leading to better system outcomes and long-term client satisfaction.

KPI 6

Ethics, Transparency, and Trust

Overall Rank	Q6 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.75	9.38	9.81	9.62	9.64
2	2	INTERSYSTEMS	8.65	9.62	9.67	9.75	9.42
4	3	AREAS	9.50	8.66	9.02	9.68	9.22

Source: Black Book Research™ 2025

This KPI evaluates a vendor’s commitment to ethical practices, focusing on fair pricing, transparent communication, and responsible data handling. Vendors that provide clear contracts, upfront pricing, and open communication build trust and avoid hidden costs or misunderstandings that can damage client relationships. Accountability is essential, as vendors must take responsibility for system performance, data security, and resolving client concerns promptly and effectively. In regions with varying regulatory oversight or concerns about data misuse, ethical practices are especially critical. Vendors must adhere to global and local data protection standards while demonstrating proactive efforts to prevent breaches and ensure compliance. Leadership conduct and organizational integrity are equally vital, as they establish a culture of accountability and professionalism.

Questions to Consider:

- Does the vendor communicate openly about system limitations or potential risks?
- How does the vendor demonstrate ethical responsibility in data handling?

Why It Matters: Transparency and trust build confidence in the vendor’s reliability and commitment to quality.

KPI 7

Product Customization

Overall Rank	Q7 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
2	1	INTERSYSTEMS	9.75	9.55	9.44	9.33	9.52
6	2	ORACLE HEALTH	9.43	9.34	9.26	9.77	9.45
1	3	DEDALUS	9.29	9.33	9.46	9.07	9.29

Source: Black Book Research™ 2025

Customization ensures EHR systems align with the unique workflows, regulatory requirements, and care priorities of diverse healthcare organizations. By allowing flexibility in templates, reporting tools, and data fields, EHRs can adapt to specific operational and regional needs, enhancing usability and compliance. Localization further tailors the system to regional languages and practices, improving adoption and satisfaction, particularly in culturally diverse or resource-constrained settings. Effective customization reduces the need for workarounds, ensuring the system integrates seamlessly into existing processes. It also enables providers to address local public health priorities, such as disease tracking or vaccination programs. Ultimately, well-designed customization empowers healthcare organizations to streamline workflows, improve decision-making, and achieve better patient outcomes efficiently.

Questions to Consider:

- How flexible is the system in adapting workflows, templates, and interfaces to local requirements?
- Can the system accommodate unique regulatory or operational demands?
- Is customization efficient and cost-effective?

Why It Matters: Customizable systems increase usability, ensuring the solution aligns with the specific needs of each healthcare provider.

KPI 8

Integration and Interoperability

Overall Rank	Q8 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
2	1	INTERSYSTEMS	9.77	9.73	9.93	9.78	9.80
1	2	DEDALUS	9.61	9.55	9.69	9.80	9.66
6	3	ORACLE HEALTH	9.38	8.74	8.00	9.63	8.94

Source: Black Book Research™ 2025

This KPI evaluates the EHR system's ability to integrate seamlessly with existing health information systems, public health databases, and medical devices. Effective interoperability ensures data flows consistently across platforms, reducing duplication and eliminating information silos. By enabling systems to communicate and share information, an integrated EHR creates a unified source of truth for patient records, improving the accuracy of clinical decision-making and workflows. Healthcare systems often operate with a mix of legacy and modern platforms, making interoperability essential for continuity of care. Seamless integration with public health databases also supports timely reporting and analytics, enabling better monitoring of trends and responses to public health challenges.

Questions to Consider:

- Does the system support industry standards like HL7 or FHIR for data exchange?
- Can it integrate seamlessly with lab systems, imaging tools, or public health databases?
- How effective is the system in promoting continuity of care across facilities?

Why It Matters: Interoperability reduces redundancy, improves efficiency, and ensures a cohesive care experience.

KPI 9

Scalability and Affordability

Overall Rank	Q9 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.89	9.77	9.96	9.58	9.80
3	2	SISTEMI	9.51	9.75	9.78	9.87	9.73
9	3	GPI	9.86	9.51	9.87	9.65	9.72

Source: Black Book Research™ 2025

Scalability and affordability are essential for ensuring EHR systems can meet the needs of diverse healthcare organizations, from small rural clinics to large urban hospitals. This KPI evaluates how well a solution adapts to growing patient volumes, expanding services, and varying economic constraints. Flexible pricing models and modular designs make systems accessible in low-resource settings, allowing broader adoption where healthcare access is limited. By offering adaptable and cost-effective solutions, vendors empower organizations to optimize operations and improve patient care across different sizes and budgets.

Questions to Consider:

- Is the system affordable for low-resource environments?
- Can it scale to accommodate increased patient volumes, users, or locations?
- Are pricing models flexible to suit different organizational sizes?

Why It Matters: Scalability and affordability enable broader adoption, making the EHR system suitable for diverse healthcare environments.

KPI 10

Staff Expertise and Vendor Stability

Overall Rank	Q10 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
6	1	ORACLE HEALTH	9.80	9.46	9.35	9.65	9.57
2	2	INTERSYSTEMS	9.10	9.25	9.25	9.50	9.28
1	3	DEDALUS	8.65	9.96	8.61	9.76	9.25

Source: Black Book Research™ 2025

This KPI evaluates the qualifications of vendor staff and the company’s financial and operational stability. Experienced staff ensure smooth implementation and support, while a stable vendor minimizes risks of discontinuation or poor service. Vendors that demonstrate long-term reliability foster confidence among clients, especially in markets with fluctuating economies or regulatory landscapes. Globally, leading EHR vendors must navigate diverse market conditions, adapting their operations and services to meet local needs while maintaining a strong international presence. Those who can balance global expertise with regional adaptability gain a competitive edge, building trust across a wide range of healthcare systems and client bases.

Questions to Consider:

- Does the vendor employ experienced teams for implementation and support?
- How financially stable and sustainable is the company?
- Does the vendor have a proven track record in similar markets?

Why It Matters: A stable, experienced vendor ensures consistent support and minimizes risks of service disruptions.

KPI 11

Reliability and System Uptime

Overall Rank	Q11 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.35	9.76	9.24	9.69	9.51
5	2	SOFTWIN	9.30	9.57	9.59	9.31	9.44
7	3	COMARCH	9.18	9.23	8.92	9.18	9.13

Source: Black Book Research™ 2025

Reliability is critical for healthcare providers who depend on uninterrupted access to patient data. This KPI examines the system’s uptime, performance under varying conditions, and resilience to connectivity or power issues. Reliable systems reduce disruptions, ensuring consistent care delivery, particularly in regions with infrastructure challenges. Globally, EHR vendors must design solutions that maintain high performance in both advanced healthcare systems and resource-limited settings, where outages or unstable internet are common. Vendors who prioritize reliability build trust with providers worldwide, enabling seamless operations and improved patient outcomes regardless of regional infrastructure disparities.

Questions to Consider:

- What is the uptime performance record of the system?
- How resilient is it in areas with unstable power or internet connectivity?
- Are there reliable backup and recovery mechanisms in place?

Why It Matters: Reliable systems prevent care interruptions, ensuring patient safety and operational efficiency.

KPI 12

Brand Reputation and User Perception

Overall Rank	Q12 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
6	1	ORACLE HEALTH	9.65	9.61	9.42	9.63	9.58
1	2	DEDALUS	9.37	9.51	9.68	9.36	9.48
2	3	INTERSYSTEMS	9.46	8.59	9.58	8.98	9.15

Source: Black Book Research™ 2025

This KPI captures the vendor’s reputation and how clients perceive its reliability, communication, and thought leadership. A strong reputation reflects a history of successful implementations, client satisfaction, and consistent delivery of high-quality services. Vendors with positive perceptions are more likely to gain trust, secure new partnerships, and retain existing clients. Globally, EHR vendors with well-established reputations demonstrate their ability to navigate diverse market conditions, regulatory environments, and cultural expectations. A solid reputation also signals a commitment to innovation and adaptability, showing that the vendor is invested in meeting evolving industry demands. Furthermore, vendors with recognized thought leadership influence market trends, positioning themselves as trusted advisors and innovators in the healthcare IT space.

Questions to Consider:

- How do current users perceive the vendor and their services?
- Does the vendor have a strong presence and track record in the region?
- Are their marketing and communications clear and accurate?

Why It Matters: A strong reputation builds trust and encourages adoption.

KPI 13

Value for Investment

Overall Rank	Q13 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.77	9.13	9.31	9.55	9.44
4	2	AREAS	9.53	9.27	9.28	9.60	9.42
3	3	SISTEMI	9.25	9.38	9.55	9.40	9.40

Source: Black Book Research™ 2025

Value for investment assesses the perceived return on investment (ROI) from the EHR system, focusing on cost-effectiveness, operational improvements, and enhanced patient outcomes. A high-value EHR delivers measurable benefits such as streamlined workflows, reduced administrative burdens, and better resource utilization, justifying its cost to healthcare organizations. This KPI is particularly important for providers in resource-constrained settings, where every investment must demonstrate clear, tangible results. Vendors who excel in delivering value empower organizations to achieve their strategic goals while improving care delivery, making their systems indispensable in competitive and budget-sensitive markets worldwide.

Questions to Consider:

- How does the system improve operational efficiency and patient outcomes?
- Does it include value-added features that enhance ROI?
- Are users satisfied with the overall cost-to-benefit ratio?

Why It Matters: High value for investment justifies expenditure and ensures client satisfaction.

KPI 14

Data Security and Compliance

Overall Rank	Q14 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.57	9.79	9.58	9.82	9.69
6	2	ORACLE HEALTH	9.63	8.98	9.71	9.60	9.48
12	3	ALTERA	9.42	9.19	9.43	9.36	9.35

Source: Black Book Research™ 2025

This KPI evaluates the vendor’s adherence to international and regional standards for data security, privacy, and backups. Robust security measures and compliance with laws like GDPR, HIPAA, or local data residency regulations are critical for maintaining trust and ensuring legal adherence. Secure systems protect patient information and prevent costly breaches, which can result in financial penalties, reputational damage, and legal action. With cyberattacks on healthcare systems rising globally, EHR vendors must prioritize advanced cybersecurity measures, including encryption, multi-factor authentication, and real-time threat detection. Additionally, vendors must have comprehensive breach response protocols to minimize damage and ensure rapid recovery.

Questions to Consider:

- Is the system compliant with local and international privacy laws?
- Does it include robust encryption, backups, and data recovery?
- How transparent is the vendor about security practices?

Why It Matters: Strong security measures prevent breaches, protecting both patients and providers from financial and legal risks.

KPI 15

Support and Responsiveness

Overall Rank	Q15 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
3	1	SISTEMI	9.87	9.94	9.88	9.76	9.86
2	2	INTERSYSTEMS	9.79	9.90	9.85	9.69	9.81
1	3	DEDALUS	9.71	9.44	9.68	9.70	9.64

Source: Black Book Research™ 2025

This KPI measures the quality and availability of customer support, emphasizing localized service options such as multilingual support and regional service centers. Prompt, effective support ensures users can address technical challenges efficiently, minimizing disruptions. Vendors offering responsive, tailored support foster long-term client satisfaction. For multinational vendors with U.S.-based headquarters, responsiveness to non-U.S. clients is particularly critical, as time zone differences, language barriers, and varying regulatory requirements can complicate support delivery. Establishing regional support hubs and employing staff familiar with local healthcare systems enhances the vendor’s ability to address client concerns in a timely and culturally sensitive manner. EHR vendors that prioritize responsiveness in global markets demonstrate their commitment to client success, building trust and strengthening their competitive position internationally.

Questions to Consider:

- Does the vendor provide localized, multilingual support?
- How quickly does the support team respond to issues?
- Are service centers available in the region?

Why It Matters: Responsive support minimizes downtime and maintains client satisfaction.

KPI 16

Technology Usability and Accessibility

Overall Rank	Q16 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.69	9.60	9.58	9.53	9.60
9	2	GPI	9.51	9.65	9.60	9.30	9.52
3	3	SISTEMI	9.33	9.17	9.30	9.64	9.36

Source: Black Book Research™ 2025

Usability and accessibility focus on how intuitive and user-friendly the EHR is for diverse user groups, including those with limited technological expertise. Systems that prioritize accessibility, with simple interfaces and adaptive designs, are easier to adopt across different regions and facility types. This enhances user satisfaction and system utilization by reducing the learning curve and enabling seamless integration into daily workflows. Globally, EHR vendors must consider the varying needs of healthcare providers, from advanced facilities in high-resource settings to rural clinics in low-resource environments. Intuitive systems that support diverse languages, incorporate offline functionality, and adapt to different levels of digital literacy ensure equitable access and consistent performance. By excelling in usability and accessibility, vendors empower healthcare organizations to optimize efficiency and improve care delivery regardless of location or technological infrastructure.

Questions to Consider:

- Is the interface intuitive and user-friendly?
- Does the system support accessibility for users with disabilities?
- How well does it adapt to varying levels of technological expertise?

Why It Matters: Usable systems improve adoption rates and efficiency.

KPI 17

Adaptability to Public Health Crises

Overall Rank	Q17 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
2	1	INTERSYSTEMS	9.77	9.70	9.67	9.74	9.72
1	2	DEDALUS	9.61	9.58	9.62	9.60	9.60
8	3	CMG	8.89	9.22	9.55	9.21	9.22

Source: Black Book Research™ 2025

This KPI assesses the EHR’s ability to respond quickly to emergencies like pandemics, natural disasters, or disease outbreaks. Systems that enable real-time reporting, resource allocation, and crisis management tools are invaluable for public health, allowing organizations to act swiftly and effectively. Vendors that prioritize adaptability demonstrate their capacity to support healthcare providers during critical moments, earning trust and credibility in dynamic healthcare environments. Strong vendor performance in these situations includes rapid deployment of updates, seamless integration with public health databases, and robust data-sharing capabilities. By excelling in this area, EHR vendors position themselves as reliable partners for healthcare systems, ensuring their solutions remain relevant and indispensable in times of crisis.

Questions to Consider:

- Can the system handle emergency reporting and resource allocation?
 - How quickly can it adapt to new workflows in crises?
- Does it include tools for population health management during outbreaks?

Why It Matters: Adaptability ensures the system remains relevant and valuable during public health challenges.

KPI 18

Commitment to Continuous Improvement

Overall Rank	Q18 Criteria Rank	Vendor	Acute Care Hospitals	Community & Primary Care Providers	Government & Public Health Agencies	Ancillary & Ambulatory Service Providers	MEAN
1	1	DEDALUS	9.66	9.50	9.64	9.67	9.62
2	2	INTERSYSTEMS	8.96	9.26	9.01	9.30	9.13
6	3	ORACLE HEALTH	9.02	9.14	9.24	9.07	9.12

Source: Black Book Research™ 2025

This KPI measures the vendor’s dedication to regularly updating and enhancing the EHR system based on user feedback and technological advancements. Vendors who prioritize continuous improvement ensure their solutions remain competitive, relevant, and aligned with evolving client needs. This commitment fosters long-term trust and satisfaction by demonstrating the vendor’s responsiveness and adaptability in an ever-changing healthcare landscape. Observable evidence, such as a documented update schedule, release notes detailing new features, or client testimonials about system enhancements, validates the vendor’s efforts. Vendors that actively invest in R&D and maintain open communication about their improvement roadmap further solidify their reputation as proactive and reliable partners.

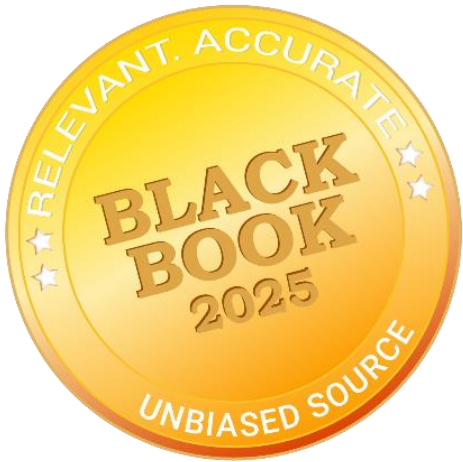
Questions to Consider:

- Does the vendor regularly release updates and new features?
- How responsive are they to user suggestions?
- Are they committed to staying ahead of industry trends?

Why It Matters: Continuous improvement ensures the system remains competitive and aligned with user needs.

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