

Black Book™ Market Research
2018 Client Satisfaction Survey



**State of Healthcare Information Technology
Advisory and Consultants Industry**

Survey Period: Q4 2017 – Q3 2018

OVERVIEW

The quantitative data contained in this Black Book report focuses on consulting done by mid and large-sized consulting firms (those with over twenty validated clients reporting feedback). In addition to Black Book's ongoing mobile app and online surveying tools which record the responses of over 1,500 current healthcare IT advisory clients, we collected information from 2,718 individuals representing providers and payers that are considering project engagements in 2019, and input from 169 executives representing 40 healthcare consulting firms for supplemental research support and insight. The survey was conducted from December 1, 2017 and closed for audits on July 5, 2018. 142 healthcare IT management consultant and advisory firms received qualified client satisfaction survey responses in 2018.

In a time of economic and political uncertainty, the outlook for healthcare technology consulting is very bright. This report provides an overview of the state of the healthcare IT advisor and consultant market and offers a snapshot of key growth sectors and trends shaping the industry. The findings signal notable shifts driven by the proliferation of clinical and financial technologies, the emergence of niche firms and independent consultants, and the fierce competition for a finite amount of talent.

Black Book Market Research LLC annually evaluates leading healthcare technology consultants across 20 operational excellence key performance indicators completely from the perspective of the client experience. Independent and unbiased from vendors' influence, over 580,000 healthcare IT users are invited to contribute. Consultants also encourage their clients to participate in producing current and objective customer service data for buyers, analysts, investors, vendors, 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@BlackBookMarketResearch.com

Black Book™, its owners nor its employees holds any financial interest in the companies contained in this comparison performance report and is not incentivized to recommend any consultant or firm. Follow Black Book on Twitter at www.twitter.com/blackbookpolls

© 2018 Black Book™ All Rights Reserved.

Reproduction of this publication in any form without prior written permission is forbidden. The information contained herein has been obtained from sources believed to be reliable. Black Book disclaims all warranties as to the accuracy, completeness or adequacy of such information. Black Book shall have no liability for errors, omissions or inadequacies in the information contained herein or for interpretations thereof. The reader assumes sole responsibility for the selection of these materials to achieve its intended results. The opinions expressed herein are subject to change without notice. Black Book's unrivaled objectivity and credibility is perhaps your greatest assurance. At a time when alliances between major consultancies and suppliers have clouded the landscape, Black Book remains resolutely independent. We have no incentive to recommend specific consultant or advisory firm. Our only allegiance is to help you achieve the results you want with the best possible solution.

For more information and methodologies, visit www.BlackBookMarketResearch.com

HOSPITAL & HEALTH SYSTEMS CONSULTANT PROJECTS IN DEMAND

Next 18-24 months

Providers: Select FIVE of the highest prioritized engagements at your healthcare organization by the end of 2020.

KEY: SELECT TOP 5 CONSULTANT ENGAGEMENT DEMAND BY ALL SURVEYED HEALTHCARE ORGANIZATIONS HIGHLIGHTED 2018-2020

Accountable Care/Value-Based Care	39%
Accounts Receivable Transformation	22%
Cybersecurity Assessments/Programs	15%
Claim Processing & Collections	9%
Cost Containment & ERP/Supply Chain	16%
Decision Support, Business Intelligence, AI, Analytics	31%
Interim Leadership	3%
Network Development & Alignment	15%
Patient Access Review	14%
Payer Contract Negotiations	12%
Performance Improvement, Productivity, Benchmarks	10%
Technology Optimization	61%
Consumerism, Patient Engagement	12%
Software Implementations & Training	46%
RCM or Financial Division Reorganization	20%
RCM or VBC Staff Assessment & Re-training	13%
RCM Outsourcing Evaluation	22%
Regulatory/Government Regs/Compliance	31%
Reimbursement Reform Initiatives	11%
Population Health Engagements	12%
Strategic RCM Review	32%
Strategy & Financial Modeling	29%
Transform Systems/Clinical Integrations/IoT/Cloud	37%
Vendor/Software/Outsourcers Performance & Selection	18%

PREFERRED CONSULTANT/ADVISOR CATEGORIES

Which consultancy would your organization likely evaluate for a next-generation technology or systems transformation advisement in the next 18 months (select two most likely to be in short list of first/most urgent engagements forecasted)

TOP ADVISOR TYPES PREFERRED FOR ENGAGEMENT SELECTION: CHOOSE THREE

Big 4 or International Management Consultants (Examples: EY, Deloitte, KPMG, PWC, Bain, Boston Consulting, McKinsey)	45%
General/Global IT Management Consulting Firm (Examples: Capgemini, Atos, Accenture, Leidos, DXC)	23%
Group Purchasing or Shared Services Organization Consultants (Example: Premier, Vizient, HealthTrust)	4%
Independent/Boutique or Small Practice	8%
Large (PHM VBC RCM) Initiative-Centric Expertise Advisory Firm (Example: Lumeris, Evolent, Change, Optum, Kaufman Hall)	40%
Single Consultant/Freelancer/Network of Freelancers	9%
Outsourcing IT Advisory Division (Examples: Cognizant, Infosys, Wipro, TCS, HCL)	10%
EHR/HIT Software Vendor	9%
Professional Membership Organization/Other	12%

NEW ADVISOR ENGAGEMENTS (EXECUTED IN LAST 12-18 MONTHS)

SUCCESS STATUS OF HOSPITAL IMPROVEMENTS AFTER CONSULTANT ENGAGEMENT		
Situation/Insight	After six months	After 12 Months
Still in New User/Client Survival Mode	60%	13%
Cannot customize or implement further due to staffing issues/turnover since the engagement	53%	9%
Realized Measurable ROI	17%	78%
Will not maximize software (external issues)	92%	80%
Cannot integrate network technologies or alignment (internal issues)	64%	48%
Limited data building and underutilized features post solution implementation engagement	92%	84%
Mastered basic and intermediate tasks per consultants so that return on investment is being realized	64%	87%

Source: Black Book™

SURVEY PARTICIPATION: HEALTHCARE TECHNOLOGY CONSULTANTS & TRANSFORMATION ADVISORS

RESPONDENT TITLE (INCLUDES CURRENT/PAST/PROSPECTIVE CLIENTS 2017-2018)	TOTAL
CEO or Administrator/Executive Director, ACO Executive/VP/ Sr VP	229
CFO or Finance Director/Manager	158
CIO or IT Director/Manager, Support Technology/Specialist	181
Chief Medical Officer/Physician Executive	90
Nursing Leader/Director/Manager/VP	170
Quality Leader/Director/Manager/VP	79
Chief Operating Officer	131
Other (Includes Board Members, Corporate Officers, Clinical and Financial Staff)	481
Corporate Development, Strategy and Planning Executive	67
TOTAL	1,586

EXECUTIVE SUMMARY

Healthcare industry management consulting was a \$20 billion sector in the US. The marketplace more than doubled exceeding \$45 billion in the calendar year 2017. Projections have 2018 closing at another record year of nearly \$53 billion.

Consultants continued to benefit from the ongoing pressures to improve efficiency and cut costs including the transition of markets from the fee-for-service model to value-based healthcare. Hospitals, health systems, medical device and pharmaceutical manufacturers, payers, insurers, physician groups sought advisors for counsel and specialized project management expertise.

The largest portion of these consultant engagements, approximately **64%** involve the implementation of software, information systems or support the growing number of mergers and acquisitions. Teams of analysts and principals lead what can be multimillion dollar engagement and leverage their experience.

Market Drivers

Among the major market drivers, as reported by healthcare consulting firm clients in 2018, respondents reveal the top three drivers currently as:

Lack of skilled IT professionals in healthcare (81%) particularly analytics (80%) and cybersecurity (80%)

Adoption of cloud technology in healthcare (74%)

Increased digitalization (71%)

High Demand Healthcare Projects 2018-2019

Among all IT engagements currently being vetted, nearly two-thirds of providers participating in the Black Book survey will seek advisors to optimize their current EHR & RCM systems (61%) and software training and implementation (46%).

Other highly sought healthcare consultants for 2018-2019 according to respondents are:

Value-Based Care (39%)

Cloud Infrastructure (37%)

Compliance Issues (33%)

Big Data, Decision Support & Analytics (31%)

Projects Not Getting Funded as Quickly as Anticipated

Two areas where providers are choosing to go it alone despite the buildup of caution and opportunity, for the remainder of 2018:

Cybersecurity (15%)

Consumerism and Patient Engagement (12%)

While cloud and mobile devices are essential components of a health system's digital transformation, they present a significant information security risk. New technologies such as artificial intelligence tools and robotic process automation are playing an increasingly significant role in healthcare cybersecurity that cannot be ignored.

Population Health projects losing provider priority

All but one service lines saw growth from healthcare clients from 2016. Population health management consulting decreased the most in demand from 2016 to 2018, dropping from 44% of new engagements sought by providers, to 8% in 2018.

Industry Trend: Multi-sourced Engagements

The top-rated healthcare consulting firms achieve the combination of the depth and utility of the actual outcomes as well as the technology, data and analytics the advisors employ.

There is an accelerating trend away from one large consulting group retained to execute a substantial project for a health system client wherein 2019 we will see more arrangements where healthcare clients press multiple consultant and advisory firms to collaborate on project engagements. 84% of respondents report seeking multiple-sourced consultants to work on a single engagement together.

With the expanded network of knowledge, a client can gain their desired insights. The relationships between the different firms are mutually beneficial.

"Many healthcare executives have shifted in thinking that their organizational interests are best served by retaining firms with very specific expertise in niches that address their size, scope and delivery system differentiators," said Brown. "We are tracking various firms that are working together for the good of the health system that has engaged them on a single project with track records of cooperation and collaboration."

Industry Trend: Disruptors are shaking up market dynamics

A framework of freelance and small niche advisors are redrawing the industry lines with the help of more knowledgeable buyers, pushing traditional consulting firms to explore innovative business models and forcing more collaboration in the market.

With the proliferation of new business models, healthcare IT consultants are moving away from an overreliance on experienced consultants to incorporate more technology-based solutions and business models. Advisors are leveraging technologies that automate consulting capabilities and embrace digital tools for operations.

The Big Four – Deloitte, EY, KPMG and PWC along with Accenture, McKinsey, Boston Consulting and Bain have secured approximately 40% of the market in the United States and 18% of the

international market. Small firms are breaking ground concerning financial performance disrupting the market from the ground up. Growth among small firms has been attributed to highly specialized expertise firms that can carve out strongholds in niche healthcare markets. Emerging models do not appear to be making a real threat to traditional firms but rather to serve as complementary players.

What Keeps Healthcare IT Advisors Up at Night

In a separate survey of healthcare consulting organization, Black Book asked what they saw as their greatest challenges for 2019 and beyond.

Rapidly emerging trends have created a new breed of upstart consulting competitors. At the intersection of big data, data analytics, cloud computing, cognitive computing, visualization and cross-platform anytime access, new firms are pushing automated, scalable data gathering and decision making for client projects.

93% (157 of 169 traditional firm principals, partners and senior managers) report that making the most of technology is their top challenge to gain insights into artificial intelligence, analytics, and decision support and deliver client-specific recommendations. Because of increasing amounts of internet-based content available to the public, guidelines, best practices, case studies, consultant's body of knowledge, and expertise is being commodified. Expert consulting engagements are shortening and becoming more targeted as opposed to months or even years long work performed by teams of consultants.

Demand Grows for Performance-Based Consulting Billing Models

Since many clients now have the technological ability to drill down on every expense, financially troubled hospitals are analyzing spending on consulting and examining the return on investment. Performance-based billing is trending among healthcare strategy consultants. Such pricing styles can prevent client concerns regarding unexpected fees as well as provide a real attainable benchmark for the consultant to prove their value.

Larger consultancies can afford to move away from the traditional time-and-materials model of pricing and towards a commercial proposition based on defining and delivering outcomes, and sharing their client's risks and reward, but it will likely be the small and midmarket sized advisory firms who take the lead with payers before providers clients.

HEALTHCARE IT CONSULTING PROJECTS IN HIGH DEMAND:

Q3 2018

TOP VALUE BASED CARE TRANSFORMATION CONSULTANTS

The goal of VBC is not to minimize costs but to maximize value, defined as patient outcomes divided by costs. In the struggle to manage health care costs, clinicians and policymakers are increasingly focused on value-based care. Leading health systems worldwide are documenting variations in health outcomes and in clinical practice, which allows clinicians to identify best practices and steer resources toward the clinical interventions that achieve the best results.

Value-based health care delivers higher-quality patient outcomes at the same or lower total cost for a given condition. Important steps in the process include a detailed analysis of existing outcomes data; identification of best practices; and the widespread dissemination of those practices to reduce variations in clinical practice and improve overall health outcomes.

VBHC Consultants works collaboratively with their customer partners to operationalize value-driven care through strategic needs assessment, clinical and process interventions, patient experience consulting, technology solutions, education, and change management programs with the greatest potential to impact quality and cost. These consultants add a unique and powerful dimension to Healthcare Transformation Services. Working closely with their staff, this combined capability set allows to:

- Understand the perspective of all key stakeholders
- Characterize the healthcare experience across key touch points
- Identify areas for improvement in patient experience, clinical quality, scheduling, workflow, labor productivity, procurement, and revenue capture and growth
- Address modalities, departments, and disease-based services across the care continuum
- Co-create innovative and comprehensive solutions
- Build broad-based staff enthusiasm for sustainable change

TOP HEALTHCARE IT STRATEGY & VENDOR SELECTION CONSULTANTS

As more healthcare organizations move to leading-edge technologies, they are looking to optimize IT ecosystems with apps that cut costs and improve workflows. These efforts involve efficiently managing the vendor selection process and overseeing the implementation of new systems.

IT Strategy & Vendor Selection Consultants helps health systems manage the various phases of the vendor management lifecycle. While they work on behalf of their clients to identify multiple solution sets that they believe will best fit their unique business needs. Providers look to consulting firms to advise them as they invest in new technology that is complex, often outside of a healthcare executive's expertise, and costing up to hundreds of millions of dollars. Providers also look to IT Strategy & Vendor Selection Consultants to help them save money, leverage best practices and make sure the implementation goes well.

IT staff may advocate for a system that is easiest to manage from a technical standpoint (one that reduces the risk of technical error, requires fewer end-user staff, or needs less maintenance). Conversely, clinical staff may be purely focused on a system that has an easy-to-use user interface that will be less time consuming to learn and more efficient to navigate compared to the user interfaces of other potential vendors. The Central Business Office (CBO) may prefer another vendor. It is important to identify each department's agendas and needs before beginning the system selection process so that they can be discussed and addressed. It is more difficult to resolve conflicts of interest later in the decision-making process.

Some questions that should be asked during initial vendor selection discussions include:

- What are the goals of each department for selecting a new PM or EHR system?
- What is the timeline for selecting and implementing the new system?
- What is your organization's budget for a new system?
- What are the critical components of a system that will make or break your decision?
- What is the overall vision for how the new system will benefit your organization?
- How does this new system fit into your overall organizational plans and initiatives going forward?

TOP EHR IMPLEMENTATION & GO LIVE SUPPORT CONSULTANTS

Going live with a healthcare IT system is the beginning of an organization's journey of continuous improvement for technology applications, operations, workflows, and care delivery. Effectively engaging clinicians requires broad organizational commitment and a formal strategy.

EHR implementation & Go-Live Support Consultants works with provider organizations to successfully deploy clinical applications by supporting clinicians and developing the infrastructure necessary to avoid the negative performance that often occurs with IT system deployments. Their personalized strategies, paired with clinical experts and tools, help prepare hospitals and health systems for deploying large-scale IT solutions. The clinically-oriented team of consultants who are dedicated to improving an organization maintains pre-Go-Live volumes while increasing provider, staff, and patient satisfaction during and after an IT system deployment. Additional benefits of a Go-Live support engagement include:

- Dedicated experts: physicians, nurses, and clinicians with in-depth EHR knowledge and understanding of clinical workflows and policies paired with experienced project managers fluent in "best practice" approaches
- 24/7 support: at-the-elbow and one-on-one support for key providers with specific area coverage by specialists
- Reporting: daily "lessons learned" meetings conducted and reports provided to leadership
- Long-term support: earlier transition to a long-term support strategy

TOP HEALTHCARE EHR & IT TRAINING & ACTIVATION CONSULTANTS

EHR & IT Training & Activation Consultants offers training and support solutions to assist organizations with bringing their systems live, and ensuring users are fully trained and adequately supported throughout their strategic initiatives. With an abundance of go-live resources ready to guide any staff through any transformation, their training and support solutions are fully

managed and designed to align with the providers training and support needs through implementation, steady state and optimization.

They work with organizational leadership to manage training, validate classroom needs and utilization, coordinate clinician training to promote course completion and ensure that the team is ready for activation. They provide professional, application-specific clinical and non-clinical trainers and instructional designers to ensure that the staff receives the highest caliber training. Their resources are ready to guide team through this organizational transformation by providing at-the-elbow support and any additional hands-on mentoring in the weeks following the activation. The goal is to provide enough support to allow staff to prepare for transition while remaining focused on their job of providing quality patient care.

Critical components of their proprietary methodology include:

- Comprehensive Integrated Project Plan with supporting module specific work plans
- Commitment to strong governance
- Charter with scope, guiding principles and project metrics
- Superb issue management and follow up
- Risk matrix with potential impact and mitigation strategy
- The unique quality assurance auditing process
- Project closure review of business objectives and lessons learned

TOP HEALTHCARE DATA INTEGRATION & INTEROPERABILITY CONSULTANTS

Data Integration & Interoperability consultants support organizations of all types and sizes by developing solutions for complex interoperability challenges. They customize solutions based on needs to connect disparate healthcare applications, so that patient data continues to flow smoothly between resident systems and devices, and to external trading partners. The data and information generated by one system will be accessible and able to be used in a meaningful way by other systems, whether or not the latter system is based on different technologies. Moreover, most importantly, they tailor the integration to user's rules and standards. They develop custom solutions that eliminate unforgiving middleware, provide results that work today and into the future and are easier to understand and maintain after project completion.

Data Integration & Interoperability consultants are experts at managing integration engagements including:

- Supporting environments with rapidly evolving technology and changing needs
- Migrating and aggregating data from a broad array of solutions
- Taking data from disparate healthcare records, and normalizing the data into a structured and standardized format
- Making standardized data available, discoverable, understandable and actionable for automated processes and analytics purposes
- Ensuring data generated by one system will be meaningful and usable by other systems based on different technologies
- Connecting healthcare applications to enable the continuous flow of patient data between resident systems and devices, and to external Health Information Exchange partners

- Leading projects from start to finish, or augmenting our customers' integration teams

TOP HEALTHCARE IT OUTSOURCING & MANAGED SERVICES CONSULTANTS

Healthcare IT initiatives of any size and scope require strong IT support. Whether you're implementing or upgrading your EMR, moving a data center, increasing user support or attesting to meaningful use, our local and shared services teams will deliver industry-leading solutions, on time and in budget.

IT Outsourcing & Managed Services Consultants provides all of the IT managed services healthcare organizations require, including:

- Complete monitoring and support for networks, servers, storage, and end-user assets
- Configuration, installation, and maintenance of virus, malware, and spam solutions for network and end-user devices
- Management of patch upgrade requirements for Microsoft Windows servers and desktops
- Local backup and recovery for servers and end-user devices
- Recovery assurance, a program to execute and measure recovery time objective (RTO) and recovery point objective (RPO) on a regular, certified basis
- Managed firewall services including intrusion prevention, data loss prevention, web content filtering, and application control
- Security monitoring 24x7x365 from security operations center
- Unparalleled expertise and certified experts to guide through every need
- Consistent, single point of contact to address any possible issues
- Mobile device management for BYOD devices
- Colocation of valuable IT assets within highly certified data centers

TOP HEALTHCARE ANALYTICS & PERFORMANCE MANAGEMENT CONSULTANTS

Health systems are not only costly and complicated but also subject to intense scrutiny. Healthcare Analytics & Performance management consultants help managers make programmatic and operational decisions by turning data into information to set benchmarks, review compliance and understand program efficacy. They start projects with lots of manual manipulation of data by using a variety of tools. When the questions they strive to answer with those data begin to repeat themselves, they incrementally develop automated tools to answer those questions faster and more accurately. Taking advantage of the rapid tool development capability that allows addressing continually changing business needs. Their consulting includes:

- Data aggregation & standardization
- Data governance
- Cloud enablement
- Streaming & real-time analytics
- Regulatory reporting & submission
- Clinical quality & gaps-in-care
- Data mining & statistical modeling
- Risk stratification & scoring

- Machine learning & Deep learning
- Artificial intelligence

TOP HEALTHCARE CYBERSECURITY CONSULTANTS

To manage the risk of cyber attacks appropriately and effectively and prevent successful attacks, healthcare cybersecurity consultants structure their cybersecurity programs to:

- Identify organization-specific critical assets, priorities and related governance structures.
- Monitor and analyze all traffic to establish visibility of all users, applications and content traversing corporate networks, clouds, and end-points to define and refine organizational information security policies.
- Protect from attack by enforcing policy to reduce organizational attack surface and prevent known and unknown threats.
- Detect and respond to the inevitable successful attack in a manner that incorporates mitigations and protection mechanisms to prevent similar attacks in the future.

Throughout every consulting project, they share their best practices and corporate knowledge. In this way, they transfer their expertise to customers, providing with a level set and the ability to confidently monitor, manage, and improve risk posture on an ongoing basis.

- Digital forensics services
- Vulnerability and risk assessments
- Internal and external penetration testing
- Policy and plan development
- Configuration management, design, and remediation
- Enterprise security architecture design and re-design
- Malicious code review
- Computer security incident response
- Engineering and architecture design
- Operations management
- Application and software security assurance
- Insider threat and APT assessment
- Social engineering (targeted phishing)
- IT risk management and compliance

TOP HEALTHCARE ENTERPRISE RESOURCE PLANNING (ERP) CONSULTANTS

Enterprise Resource Planning (ERP) is a management tool that companies use to help manage information and resources. ERP accomplishes this goal by integrating multiple functions across an organization onto a single system. This approach saves the organization both time and money. ERP solutions are critical when large amounts of information and data need to be accessed quickly. Providers' demands for today's financial enterprise resource planning (ERP) implementation services are significantly different from what they were just a few years ago. Projects are now smaller, the consultant's role is less extensive, and the skill sets are more specialized. The landscape for this arena is changing as new modules are coming online and the definition of financial ERP is expanding. Some consulting firms have adapted and excelled, while

the software vendors have struggled to adjust their approaches and to deliver the needed expertise. The choice of which firm to use for assistance is a choice of a partner. Providers want someone who not only has the necessary skills for the job, but also someone they like to be around and, most importantly, someone who is committed to their success.

ERP consultants focus on offering the following services:

- ERP package-enabled business transformation
- Package evaluation and assurance services
- Compliance assessment (HIPAA, SOX)
- Business process optimization
- IT roadmap development
- Global implementation and roadmap
- Enterprise application and integration
- Training and organization change management
- Version upgrades
- Maintenance and support (including global shared support)
- Business process outsourcing

TOP DIGITAL HEALTHCARE ENGAGEMENT (MOBILE & IOT CONSULTANTS)

Mobility & IoT Consultants builds an IoT connected enterprise for the users which allows them to:

- IoT connected solutions to drive smart products, operations, and business models
- Evolve & adapt IoT-driven outcomes with agility to drive new Business Value
- Industrialize your IoT platform for Continuous Innovation Delivery

They bring industry and domain expertise across a wide range of use cases that IoT driven solutions can address, within homes, buildings, enterprises, and industrial manufacturing environments. Patients can use the app to monitor their conditions at home to communicate with the care team and family. Estimate beacons and stickers enable patients to receive contextual and proximity-based reminders right to their phones, tablets, and watches.

- Integrate with healthcare IoT devices like – Wearables, Wellness Apps and beacons
- Capture clinical information like vitals, allergies, history, immunizations, problems, medications
- Clinical Decision alerts, tasks, chats & location
- Vitals and charting by the patient bedside
- Checklist of healthcare activities
- Managing schedules, attendance, tasks and secure emailing features
- Clinicians have access to crucial information anywhere, anytime to make informed decisions

TOP HEALTHCARE PROVIDER OPERATIONAL TRANSFORMATION ADVISORS

New payment models are driving the need for greater efficiencies and better patient outcomes drive the need for enterprise-wide transformation. Operational Transformation experts create customized programs to improve patient safety and deliver significant bottom-line results. They deliver operational performance by driving sustainable reductions in the most significant areas of

spend while supporting better patient outcomes. Leveraging the data and expertise, members identify new paths for cost savings and process improvements. They can help by optimizing purchased services, maximizing labor and improving the quality of patient care.

The services include:

- Workforce Optimization - They help healthcare providers maximize your workforce to improve care, outcomes and financial performance.
- Purchased Services Consulting - They combine an insight-driven approach with subject-matter expertise, best practices and market intelligence to help members make smarter procurement decisions.
- Supply Chain Optimization - They provide solutions for a better supply chain to help members achieve operational efficiency, financial results, and value analysis.
- Operational Efficiency and Lean Transformation - They help members learn and implement Lean methodologies to eliminate waste, operate more efficiently and increase time with patients.
- Capital and Construction Consulting - When members need to expand, renovate or make their facilities more efficient, they help them meet shifting demand while reducing costs.

TOP HEALTH CONSUMERISM ADVISORS

Healthcare consumerism consultants transform an employer's health benefit plan, putting the economic purchasing power and decision-making in the hands of plan participants. In short, healthcare consumerism's goal is to enable patients to become wholly involved in their healthcare decisions. To develop more conscientious healthcare users, plans and healthcare professionals need to provide the information, financial incentives, and decision-making tools to consumers to allow them to make educated healthcare purchasing decisions.

From the provider's perspective, healthcare consumerism provides a full package including services:

- Foster closer communications and cooperation between doctors and their patients
- Increase patient buy-in and compliance with treatment recommendations
- Increase patients' knowledge and awareness of lifestyle and wellness practices
- Focus more on preventative medicine by encouraging healthy activities and habits

Ultimately, the goal is to provide better health care and improve patient outcomes while reducing costs and driving efficiencies throughout the healthcare industry.

TOP HEALTHCARE CLINICAL OPTIMIZATION CONSULTANTS

Clinical optimization consultants are experts in identifying all opportunities for greater efficiency so that patient care is improved, data access is streamlined, clinician collaboration is facilitated, processes are refined, and outcomes improved. They bring real-world experience and a proven methodology built upon decades of experience in every engagement. These consultants handle the heavy lifting - collect and analyze clinical data, conduct high-level process reviews, and interview clinical staff to identify optimal improvements that will save time and money quickly. There are two significant challenges: developing workflows for your organization to treat your patients best and incorporating those workflows within the EMR. If either of those two aspects is

not performing adequately, the entire organization will suffer. This optimization process is an iterative progression as an organization discovers better ways to treat and care for its patients.

Optimizing the clinical operations can:

- Improve EHR system utilization
- Reduce the number of steps to perform specific processes
- Support quality reporting initiatives
- Better leverage software and healthcare technologies
- Streamline the transition between care environments
- Reduce costs as well as resource, labor, and supply requirements
- Increase patient capacity

TOP HEALTHCARE REVENUE CYCLE MANAGEMENT OPTIMIZATION CONSULTANTS

Revenue cycle optimization is a term that can be defined as improving the revenue by improving both above the line and below the line operations. Consultants start with a revenue cycle assessment, which is a systematic analysis of the current revenue cycle, including operational processes, technology, data, and staffing. Once they have completed the analysis, they provide you a list of opportunities for improvement based on level of effort and expected impact and work closely to prioritize initiatives and help implement them. By exercising a comprehensive approach to optimization and working closely with people, processes, and technology, they develop a complete picture of organization's financial performance. More importantly, they can design strategies and solutions that improve this performance while also preserving the organization's mission, vision, and strategic initiatives.

Revenue cycle optimization services include:

- Revenue cycle assessment
- Future-state design and process optimization
- Performance improvement planning and support
- Patient accounting system evaluation and optimization
- Management services organization development
- Provider-based billing transition support
- ICD-10 transition planning
- Insourcing/outsourcing transition planning and vendor contract negotiation/renewal

TOP HEALTHCARE COMPLIANCE & RISK ADVISORS

Risk & Compliance Advisors provides critical Health Care and Pharmaceutical compliance and risk management advisory services at the highest levels to ensure and enhance seamless and continuous compliance with the laundry list of state and federal health care regulations. The compliance and risk consultants have extensive expertise to support clinical, operational, billing and financial compliance that is unequalled in the home care and hospice industry. They use the extensive industry experience to help minimize risk and preserve and protect organization's valuable assets. Their goal is to help develop and maintain a dynamic Compliance & Ethics Program. They draw on knowledge and ongoing surveillance of regulations and legislation. They

provide clients with reports of findings and recommendations for action plans and support throughout all phases of the compliance processes.

Their services includes:

- Corporate compliance program development/effectiveness assessment
- Executive management/board compliance and governance training
- HIPAA Privacy/Security compliance
- Key performance indicators (KPIs)
- Risk assessment and mitigation plans
- Hospital/physician arrangements compliance and tracking systems
- Clinical documentation improvement
- Third-party risk management
- Healthcare professional/life sciences industry collaboration
- Fraud detection and prevention
- Fair market value methodology and evaluation
- Advanced data analytics/forensic reviews
- Internal investigations and response to government inquiries
- Litigation support
- Independent Review Organization (IRO) and federal monitoring

TOP HEALTHCARE PREDICTIVE ANALYTICS & DATA SCIENCE CONSULTANTS

Analytics & Data science consultants provides a suite of analytics tools and services to assist health systems, payers, ACOs, and life sciences companies in leveraging their data assets to derive actionable insights. They offer robust capabilities for statistical mining, predictive modeling, machine learning, deep learning, model lifecycle management and Artificial Intelligence techniques. It enables organizations to integrate these techniques into their day-to-day operations and workflows to augment decision making at the point of care.

The consultants are supported by a cross-functional data analytics team of data scientists, statisticians, business analysts, data architects and clinical informatics professionals with deep healthcare domain expertise. The Data Science Consultancy service is provided for Customers who are seeking solutions to specific business initiatives in Big Data and Data Science. These could range from one-off requirements such as the design of a high-performance solution to solve a repetitive Data Mining exercise to general-purpose operational solutions such as the selection and implementation of a Big Data Environment that will address departmental needs such as the design of the infrastructure for large Claims database.

TOP HEALTHCARE CLOUD TRANSFORMATION ADVISORS

The adoption of cloud computing and transformation for healthcare is growing exponentially. Healthcare Cloud consultants help offering healthcare facilities the ability to shift spending away from capital hardware expenditures for significant savings while boosting productivity, efficiency, and ensuring compliance with strict HIPAA standards. As a healthcare practice, the considerable challenges include maintaining operational efficiency, controlling costs, managing patient records, orchestrating appointments, and scheduling practitioners while delivering outstanding care.

Healthcare organizations can expect to receive the following benefits by migrating to Cloud:

- Security - It has become increasingly difficult for service providers to cater to new regulatory requirements governing the healthcare industry. Consultant's addresses these requirements by helping healthcare organizations secure their frameworks.
- Mobility - They have access to their data from any location on any device in real time.
- Disaster Recovery - If your devices are destroyed in a disaster, all your data still resides in the cloud, stored in multiple data centers.
- Cost Savings - Significant savings in operational expenses (upwards of 50-70%) compared to traditional desktops. The cloud also eliminates the need for costly software and server upgrades, annual licensing fees, and hardware.
- Scalability - Cloud can regulate a firm's off-site storage to scale up or down as needed.
- Collaboration with Patients - Medical assistance can now be delivered to doctors in the field or remote areas in real time.
- Collaboration among Peers - Overall, the healthcare industry is opening up to the cloud.

Black Book's 2018 Top Ranked Healthcare IT Consultants and Advisors



Without a doubt, consultants are performing a major part in the transformation of healthcare payment reform, delivery and digitalization. Meticulous diligence in picking advisors judiciously is necessary to get the anticipated results.

It is difficult to tell who the healthcare IT advisory champions will be by 2025, but it is certain they will be able to exploit the transformational power of digital and structural changes in the consulting industry. The consulting industry's leaders – strategy consultants, IT consultants, system implementors and integrators need to exhibit more transparency so prospective clients care seek out the best advisor for their enterprise.

The most successful consultants will be those who can anticipate unexpected disruptors as the healthcare business environment continues to shift.

Full rankings are available to view at www.blackbookmarketresearch.com The top five ranks below by respective engagement area of expertise are provided

2018 TOP VALUE BASED CARE TRANSFORMATION & STRATEGY CONSULTANTS
EVOLENT

2018 TECH INNOVATION & ORGANIZATIONAL DIGITALIZATION STRATEGY
MCKINSEY & COMPANY

2018 GO-LIVE SUPPORT (ALL HIT VENDORS)
LEIDOS HEALTH

2018 EPIC IMPLEMENTATION CONSULTANTS
OPTIMUM HEALTHCARE IT

2018 MEDITECH IMPLEMENTATION CONSULTANTS

NAVIN, HAFFY & ASSOCIATES

2018 ALLSCRIPTS IMPLEMENTATION CONSULTANTS

GALEN HEALTHCARE

2018 CERNER IMPLEMENTATION CONSULTANTS

LEIDOS HEALTHCARE

2018 SOURCING & MANAGED SERVICES CONSULTANTS

THE HCI GROUP

2018 REVENUE CYCLE MANAGEMENT OPTIMIZATION CONSULTANTS

HAYES CONSULTING

2018 CYBERSECURITY CONSULTANTS

ATOS

2018 CLINICAL OPTIMIZATION & WORKFLOW CONSULTANTS

PHILIPS HEALTHCARE CONSULTING

2018 COMPLIANCE, REGULATORY, HIPAA & RISK CONSULTANTS

FOX GROUP

2018 ENTERPRISE RESOURCE PLANNING CONSULTANTS

THE HCI GROUP

2018 FINANCIAL MANAGEMENT, COST & CAPITAL STRATEGIC PLANNING CONSULTANTS

KAUFMAN HALL

2018 IT ASSESSMENT & VENDOR SELECTION CONSULTANTS

IMPACT ADVISORS

2018 ANALYTICS, INTELLIGENCE & BIG DATA SCIENCE CONSULTANTS

CHARTIS GROUP

2018 CLOUD & INFRASTRUCTURE MIGRATION TRANSFORMATION CONSULTANTS
GAVS

2018 INTEGRATION, INTEROPERABILITY & CONNECTIVITY CONSULTANTS
ORCHESTRATE HEALTHCARE

2018 MOBILE, IOT & DIGITAL HEALTHCARE STRATEGY CONSULTANTS
MEDULLAN

2018 HEALTH CONSUMERISM CONSULTANTS
KAUFMAN HALL

CONSULTANTS RECEIVING QUALIFIED/VALIDATED CLIENT SATISFACTION SURVEY RESPONSES

314E
ACCENTURE
ADVISORY BOARD
ANKURA
APEX CONSULTING
APTEAN
ATOS
AVIA
BAIN & COMPANY
BESLER
BKD
BLUE EAGLE
BLUETREE NETWORK
BMC
BOOZ ALLEN HAMILTON
BOSTON CONSULTING GROUP
HURON CONSULTING
CAPGEMINI
CARETECH SOLUTIONS
CATALYST HEALTHCARE CONSULTING
CBIG CONSULTING
CBIZ
CHANGE HEALTHCARE
CHARLES RIVER ADVISORS
CHARTIS GROUP
CIBER
CITIUS
CLEARDATA
CLEARWATER COMPLIANCE
COALFIRE
COGNIZANT
CONCENTO CLOUD SERVICES
CONDUENT
CONIFER HEALTH SOLUTIONS
CORNERSTONE
CSI HEALTHCARE IT
CTG
CUMBERLAND CONSULTING
CYNERGYSTEK
DELOITTE
DIVURGENT
DLS HEALTHCARE CONSULTING
ECG MANAGEMENT CONSULTANTS
EKS & H
ENCORE
ESD
EVOLENT
EY
FIREEYE
FOREPOINT
FORTIFIED
FOX GROUP
FTI CONSULTING
FUJITSU
GALEN CONSULTING
GALEN HEALTHCARE
GAVS
GIBSON CONSULTANTS
GRANT THORNTON
GREELEY
HAYES MANAGEMENT GROUP
HCTEC
HEALTH ASYST
HEALTHCARE COMPLIANCE PROS
HEALTHCARE IT LEADERS
HEALTHICITY
HIGH POINT
HURON CONSULTING
IATRICSYSTEMS
IBM
IDEXCEL
IMPACT ADVISORS
IMS HEALTH
INFOR
INFOSYS
JACOBUS CONSULTING
KAUFMAN HALL
KAVIN GLOBAL
KPMG

LEGACY CONSULTING
LEIDOS HEALTH
LUMERIS
MCKESSON
MCKINSEY & COMPANY
MEDIANT HEALTH RESOURCES
MEDICA HEALTH
MEDICITY
MEDSYS
MEDSYS GROUP
MEDULLAN
MICROSOFT DYNAMICS
MOSS ADAMS
MULESOFT
NAVIGANT
NAVIN HAFFTY
NORDIC
NOUS INFOSYSTEMS
NTHRIVE
NTT DATA
NTT DATA/DELL
NUANCE
OPTIMUM HEALTHCARE IT
OPTUM
ORACLE
ORCHESTRATE
OXFORD
PA CONSULTING
PANORAMA CONSULTING
PATHWAY HEALTH
PERFICIENT
PHILIPS CONSULTING
PIVOT POINT CONSULTING
PLANTE MORAN
POINT CLEAR SOLUTION
PREMIER INC.
PRESS GANEY
PROMINENCE
PROTIVITI
PROVIDER TRUST
PULSE
PURSUIT HEALTHCARE ADVISORS
PWC
RSM
S&P CONSULTANTS
SANTA ROSA CONSULTING
SCALABLE HEALTH
SILICUS IBM
SOLO SOFT IT CONSULTING
STARBRIDGE ADVISORS
STOLTENBERG CONSULTING
STRATEGIC MANAGEMENT SERVICES
SUMMIT HEALTHCARE
TEK SYSTEMS
THE ADVIS GROUP
THE HCI GROUP
TRIBRIDGE
ULTRA CONSULTANTS
VANTAGE POINT
VISOLVE
VIZIENT
WARBIRD HEALTHCARE
XG HEALTH
YASH TECHNOLOGIES

HOW WE MEASURE THE TOP CONSULTANTS: THE INDIVIDUAL KEY PERFORMANCE INDICATORS

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.

Q2. Innovation: Measured by Client Outcomes and Improvements

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

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

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

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

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

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

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

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

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

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

Q13. Marginal Value Adds

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

Q15. Accountability, Trust, Reliability and Confidentiality

Q16. Consultant Firm Viability and Senior Management Stability

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

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

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

Q20. Brand Image, Firm Accuracy in Marketing the Firm's consulting services & appropriately conducted Sales Processes.