Black Book™ Market Research

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BLACK BOOK 2023
UNBIASED SOURCE

State of Healthcare Information Technology Advisory and Consultants Industry

2023 Client Satisfaction Survey

Survey Period

Q4 2021 - Q3 2022

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 1,400 current healthcare IT advisory clients, we collected information from 2,906 individuals representing providers and payers that are considering project engagements between 2020 and 2022, and input from 205 executives representing 39 healthcare consulting firms for supplemental research support and insight. The survey was conducted from December 1, 2021, and closed for audits on August 15, 2022. 132 healthcare IT management consultant and advisory firms received qualified client satisfaction survey responses in 2022.

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.

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

INTRODUCTION

The advancement of IT systems and innovative methods are continuously enhancing the healthcare sector and expediting market growth. The concentration on driving innovative change in healthcare organizations has been a core reflection of the importance of digital transformation. Consulting firms are now consolidating their portfolios under one healthcare brand to concentrate on providing a seamless breadth of services to healthcare clients. IT consultants are committed to understanding the clinical and business operations in the healthcare delivery and are strategizing to implement technology to enable more efficient clinical workflows, improve patient engagement, and achieve meaningful outcomes.

The focus of the services that IT consultants are offering, which allow healthcare practitioners to concentrate on sustainable changes are services such as: strategy solutions, supervising and advising health systems and physician practices on the assessment, selection, implementation, and management of critical technologies. These technologies can support the clinical and business goals of healthcare operations. These offerings play a critical role in the healthcare delivery of organizations currently, as many are faced with significant staffing challenges.

In the beginning of the pandemic over a million jobs were lost as a result of the uncertainty of the virus's impact due to the temporary closing of clinics and non-emergency services. While many of these jobs have now since returned, the healthcare industry is still faced with the looming issue of staffing shortages. The importance of healthcare IT to help health networks better manage their time is more important that ever. Hiring and recruiting is only half of the problem as many are learning that retention is playing a larger role in the current crisis. How hospital networks manage their staff and retain them has become a larger problem especially for those smaller hospital networks that cannot compete with the signing bonuses and competitive salaries that other, larger networks may be able to offer.

Another competitive strategy that is unfolding in the IT consultant industry is that of mergers and acquisitions. More and more there are a number of vendors, hospital networks, and organizations combining their specialties into various partnerships and joint ventures. These ventures and partnerships are shaping the landscape of the healthcare industry and aiming at making healthcare better, more accessible, and more affordable every day.

Over the past couple of years, the pandemic highlighted the importance (and necessity) for the need of digital acceleration. The capabilities in regards to healthcare information technologies (HCIT) - which has been able to provide digital services - has been available for quite some time; however, there have been issues regarding the delivery, accessibility, and security, all of which have presented barriers of access. These barriers have hindered the advancement or implementation of the digital acceleration within the market. The pandemic however, provided a massive jolt of urgency to embrace digital tools and technologies. Telehealth appointments surged during the pandemic with increases as much as one-hundred times more than pre-pandemic telehealth services.

Now, the need for healthcare IT consulting has shifted focus. The importance of HCIT has always been there but now the concentration is being centered around providing access, conserving costs, and increasing the effectiveness of the services provided. Not that these needs haven't always been critical in the success of the healthcare delivery, just now the focus is on how to provide services in the wake of another significant crisis or pandemic. The market is seeing more innovation and the readiness of how to prepare and respond in situations in the future.

While certain profit pools within the healthcare industry remained flat during the pandemic due to the constraints brought on by the situation, there was an accelerated movement of care from high-cost acute and post-acute sites to lower-cost freestanding and non-acute sites. Throughout this shift the was an increasing demand for home-based services and virtual care. However, one segment that continued its growth trajectory throughout the pandemic were the healthcare services and technologies. Within the past couple of years there was a growth in software and platforms as well as, data and analytics. These segments, which saw growth, spurred innovation in areas such as population health management, revenue cycle management, and patient engagement. As mentioned before, virtual health has also accelerated the healthcare services and technologies with an emphasis on care-model innovation and technology solutions.

The future of healthcare delivery is contingent upon a few distinct segments that will provide a blue print for how networks due business. The evolution of business models are taken into account for shifts in industry economics. The diversification of industry profit pools should be considered when healthcare providers review their business line. How hospitals and vendors expand their lines of business across various lines within the care continuum should be emphasized by accumulating assets in adjacent segments to capitalize on the diversification of profit pools. Healthcare IT will play a crucial role in the realization and provide the capabilities to do so, while providing an efficient and effective implementation.

The realignment across the healthcare value chain has contributed to the expansion of value-based care models. Models that can deliver affordability, quality, enhanced access and experience of care are important for the promise of superior economic returns. The models to provide care across a vertical integration are reliant on models powered by data and analytics. The data provided by HCIT systems will continue to play an integral part as more provider systems look to utilize and implement this technology to increase profit pools.

TRENDS IN HEALTHCARE IT ADVISORY ENGAGEMENTS 2023-2024

01

94% of provider system planners participating in the annual Black Book survey strongly agree: the future of healthcare information technology is geared towards wearable devices, monitors, and integrated applications for a diverse portfolio of healthcare needs. As the demand for remote, electronic patient monitoring continues to grow, so will the need for AI and machine learning technologies. Remote patient monitoring and virtual visits can maximize access to care and strengthen connections with at-risk populations. This growing technology can provide more convenience to the patient and put less strain on the hospitals. **11% of health systems over 300 beds intend to engage consultants to maximize processes and assist in vendor selection and implantation in 2023.**

02

73% of respondents perceive a pause in the prioritization of health systems' acquisition of AI technology to at least Q1 2024. AI technology has been developing and progressing for years in many aspects of life for quite some time. The tools to automate such tasks in hospital networks have evolved significantly and can help free up the burden placed on healthcare professionals. The focus on AI-based automation can free up focus for patient care and help alleviate some of the burden many hospital networks are facing in relation to staffing shortages. **Engagement of advisory firms for AI assessment, selection, implementation, and optimization is expected to decrease from 20% in 2020 to 4% in 2023 in a wait-and-see environment.**

03

26% of hospital systems, however, will prioritize Tele-ICU's as a virtual collaboration in 2023 between providers that can extend critical care resources to the patient's bedside, no matter the location. Innovations with imaging and ultrasound can combine providers expertise collaboratively and make specialized care more accessible, more affordable, and improve the consistency in the quality of care.

04

Healthcare technology innovations, such as remote patient monitoring and virtual visits are being utilized to maximize the access to care. Doing so also strengthens the connection with at-risk populations, while reducing the strain on hospital resources.

05

The importance for providers to streamline services through vertical integration is key to enable more equitable access of care for patients. How providers offer more services at facilities closer to patients will be paramount to radically transform care delivery and further increase patient access. 59% of providers intend to engage consultants in 2023 to enhance current processes.

06

Integrated diagnostics is an evolving field where organizations have smart, connected systems in place that give providers a comprehensive and actionable insights into their patient populations. These integrated diagnostics unite imaging, monitoring, laboratory, genomics and longitudinal data. **77% of health systems over 500 beds indicated that engaging consultants for optimizing integrated diagnostics is a top 3 priority in 2023.**

07

Sharing data in real-time using predicative analytics and AI can offer clinical and operational teams actionable insights to the information they need to make timely and effective decisions. **62% of provider respondents forecasted that predictive analytics to not be a top organizational priority until at least 2024 based on other initiatives, negatively impacting demand on advisory firms.**

08

Software as a service (SaaS) models have provided relief to health systems that are under more pressure than ever to respond quickly to changing circumstances. SaaS provides the flexibility and circularity to maintain a consistent level of service. Cloud-based systems also allow patients and providers to access data remotely and share critical insights in real time.

09

Sustainable choices are an important consideration when buying or using health technology. More individuals, patients and providers alike are focusing on their personal and planetary choices. The environmental benefits of technologies will be important for the patient moving forward. **55% of survey participants forecast the impact of environmental and sustainability issues will begin to require significant advisory firm guidance aligning with the 2024 presidential election results. Only 2% of respondents acknowledged they are unaware of any healthcare management consulting firms focusing on this niche currently.**

10

Cybersecurity and safety of patient privileged data will continue to be a focus for healthcare IT. As cyber-attacks continue to become more sophisticated year-in and yea-out, the patient will need to be assured that their information is not susceptible to a data-breach. Educating and teaching patients proper security protocols is a necessity that should continuously be emphasized. **As reliance on cybersecurity liability insurance has waned to a six year low point, 78% of health systems and 93% of payers participating in the survey anticipate engaging consultants in privacy and protection initiatives by Q4 2023.**

11

Interoperability is becoming more of a necessity with the various platforms that healthcare providers utilize. Developing streamlining processes where different technologies can communicate will be key moving forward with any implementation.

12

Advisory firm engagement in 2023-2024 is projected to drop the greatest demand among initiatives focusing on EHR/EMR optimization and user burnout. **97% of organizations responding confirm that they possess qualified internal knowledge and capabilities to improve processes and will continue to emphasize the importance of delivering quality care and allowing the patient to have control over their medical records though internal resources.**

There are many choices to consider when choosing a healthcare IT consultant. Based upon the needs of the hospital network and the goals in which to focus on will play a critical part in determining which IT consultant fits best for the organization.

ADVISORY FIRMS RECEIVING MINIMAL CLIENT SCORED BALLOTS

Q4 2021- Q3 2022

BLACK BOOK USER SURVEYS

314E	CCG	ENCORE
ACCENTURE	CENTDIEN	ENLI
ACULYST CONSULTING	CHANGE HEALTHCARE	ETTAIN
ADMIRAL CONSULTING GROUP	CHARLES RIVER ADVISORS	EVOLENT
ADVISORY BOARD, OPTUM	CHERRYROAD TECHNOLOGIES	EXPERIS HEALTH
AON	CHETU	EY
APEX CONSULTING	CITIUS TECH	FOREPOINT
ATOS	CLARITY GROUP	FORTIFIED HEALTH SECURITY
AVAAP	CLEARDATA	FORVIS
AVASANT	CLEARWATER	FOX GROUP
BAIN & COMPANY	CLOUD TECHNOLOGY PARTNERS (CTP)	FTI CONSULTING
THE CHARTIS GROUP	COGNIZANT	FUSION CONSULTING
BDO USA	CONIFER HEALTH	GALLEN HEALTHCARE SOLUTIONS
BERKELEY RESEARCH	CONNEXIS	GALLAGHER
BESLER	CORNERSTONE ADVISORS	GAVS
BLACKBERRY (CYLANCE)	CORONIS	GENEIA
BLUE & CO.	COVERYS CONSULTING	GENPACT
BLUE EAGLE	CSI HEALTHCARE IT	GIBSON CONSULTING
BLUE STONE	CTG	GRANT THORTON
BLUEPRINT	CULBERT HEALTHCARE	GREYSTONE
BOOZ ALLEN HAMILTON	CYNERGISTEK	GUIDEHOUSE (NAVIGANT)
THE CHARTIS GROUP	BOSTON CONSULTING GROUP CONSULTING	HARMONY HEALTHCARE
BURWOOD GROUP	DIVERGENT	HAYES MANAGEMENT GROUP
CAPEGEMINI	DXC TECHNOLOGY	HCTEC
CAREALLIES	E4	HEALTH ASYST
CARETECH SOLUTIONS	ECG MANAGEMENT CONSULTING	HEALTH MANAGEMENT ASSOCIATES (HMA) IT ADVISORY
CATALYST HEALTHCARE ADVISORS	EMIDS	HEALTHCARE INTEGRATION CONSULTING GROUP
CBIZ	EMTEC	HEALTHCARE IT LEADERS

ADVISORY FIRMS RECEIVING MINIMAL CLIENT SCORED BALLOTS (CONT.)

HEALTHRISE	MEDIANT HEALTH RESOURCES	PATHWAY HEALTH
HIGH POINT	MED-IQ	PATIENT POINT
HMI	MEDITOLOGY	PENDULUM
HPG CONSULTING	MEDSPHERE, PHOENIX	PERFICIENT
HSS	MEDSYS GROUP	PHILIPS HEALTHCARE
HUNTZINGER MANAGEMENT	MEDULLAN	PINNACLE MEDICAL FINANCIAL
HURON CONSULTING	MERCER	PIVOT POINT CONSULTING
IBM CONSULTING	MINDBOWSER	PREMIER INC
IMPACT ADVISORS	MINDTREE	PRESS GANEY
INFOR	MORGAN HUNTER	PROMINENCE
INFOSYS CONSULTING	MOSS ADAMS	PROTIVITI
IOT ADVISOR GROUP	NAVIHEALTH	PROVIDER TRUST
JACOBUS CONSULTING	NEXTLEVEL	PULSE
JOURNEYTEAM	NORDIC	PWC
JUNIPER ADVISORY	NOUS INFOSYSTEMS	PYA
KALYPSO	NTHRIVE	QUEEN CONSULTING GROUP
KAUFMAN HALL	NTT DATA	RAYMOND JAMES
KPMG	ONENECK IT SOLUTIONS	REMEDI HEALTH SOLUTIONS
L.E.K. CONSULTING	OPTIMUM HEALTHCARE IT	REVSPRING
LEGACY CONSULTING	OPTIV	ROI HEALTHCARE SOLUTIONS
LEIDOS	OPTUM	RSM US
LIGHTBEAM	ORACLE	S&P CONSULTANTS, NORDIC
LUMERIS	ORACLE CERNER	SAGA HEALTHCARE IT
MBA HEALTH GROUP	ORCHESTRATE HEALTHCARE	SANTA ROSA CONSULTING
MCDERMOTT + CONSULTING	OXAGILE	SAS
MCKINSEY & COMPANY	OXFORD	SCIENCE SOFT
MDI INTEGRATIONS SOLUTIONS	PA CONSULTING	SECUREWORKS
MED PRO GROUP	PANORAMA CONSULTING	SILICUS IBM

ADVISORY FIRMS RECEIVING MINIMAL CLIENT SCORED BALLOTS (CONT.)

SIMIONE HEALTHCARE CONSULTING	VIE HEALTHCARE
SIRIUS	XG HEALTH
SOLO SOFT IT CONSULTING	ZEN HEALTHCARE
STANSON HEALTH	ZEOMEGA
STANSON HEALTH	ZINNOV
STOLTENBERG CONSULTING	ZS
STRATEGIC MANAGEMENT SERVICES	
SUMMIT HEALTHCARE	
SURETY SYSTEMS	
SYNOPTEK	
TATA CONSULTANCY SERVICES (TCS)	
TEGRIA, CUMBERLAND	
TEGRIA, ENGAGE	
TEGRIA, NAVIN HAFFTY	
TEK SYSTEMS	
SCIENCESOFT	
THE HCI GROUP, A TECH MAHINDRA COMPANY	
THE HUNTINGTON GROUP	
TRUENORTH	
ULTRA CONSULTANTS	
VANTAGE POINT	
VERIZON	
VERTELLIGENCE	
VISOLVE	
VIZIENT	
VOLER SYSTEMS	
WARBIRD HEALTHCARE	
WITHUM	

TOP HEALTHCARE MANAGEMENT CONSULTING FIRMS BY REVENUE

2023

The top 10 management consulting vendors from 2021, in regards to highest healthcare revenue offer a broad range of products. Those top consulting vendors are:

BOSTON CONSULTING GROUP CONSULTING (NY)

> Provides sustainability, healthcare equity, and transformation. Provides the healthcare system with the breadth, depth, confidence and agility to accelerate the user's digital transformation. Products such as connected care patient care platforms, digital patient engagement solutions, revenue cycle management to improve clinical effectiveness and quality outcomes, turnkey health benefit exchanges to combine end-end SaaS products, and the enhancement of healthcare delivery systems. (Total Healthcare Consulting Revenue from Provider Clients 2021, $963 Million)

GUIDEHOUSE (VA)

> Integrates strategy and policy expertise helping hospitals solve their most complex issues and overcome unique market challenges. They provide services to master payments, operational, and consumer disruptions, which are key to creating sustainable margins as an engine of growth. (Total Healthcare Consulting Revenue from Provider Clients 2021, $492 Million)

OPTUM (MN)

Solutions relating to health systems and provider performance, health plan performance to enhance strategies to exceed expectations, strategy and growth plans to establish clear and concise visions, and analytical services with the right mix of talent, operating models, as well as platforms and capabilities. (Total Healthcare Consulting Revenue from Provider Clients 2021, $310 Million)

VIZIENT (TX)

Offer strategies relating to the payer where they focus on comprehensive and financially sound data to provide a blueprint for accountable care coordination. System of care strategies where analytics are used to empower and accelerate strategies to optimize delivery systems. Third, physician strategies that are customized for market conditions and optimized for growth. Finally, acceleration of revenue growth strategies where growth is amplified through diversifying investments and adoptions of provider-backed solution companies for digital enablement. (Total Healthcare Consulting Revenue from Provider Clients 2021, $409 Million)

HURON (IL)

They utilize data, technology and industry-leading practices to solve challenges and provides comprehensive executive research that includes how executives are responding to key market trends and the investments that will drive future transformation efforts. Huron also provides care transformation consulting that incorporates strategies that support a consumer-centric experience, reduce costs, generate revenue and engage physicians. (Total Healthcare Consulting Revenue from Provider Clients 2021, $378 Million)

FTI CONSULTING (D.C.)

Provides innovative solutions that optimize performance in the short term and prepare for future strategic, operational, financial and legal challenges. The professionals at FTI have specialized capabilities and a record of success across hospital operations and restructuring, healthcare economics, and stakeholder engagement and communications. (Total Healthcare Consulting Revenue from Provider Clients 2021, $358 Million)

NORDIC (WI)

Nordic combines deep clinical experience with extensive technical knowledge to provide clients with strategic counsel and thoughtful guidance. They empower healthcare systems to leverage the digital transformation. This is done through solutions such as strategic advisory, digital and cloud solutions, implementation and support, and enterprise technology transformation. (Total Healthcare Consulting Revenue from Provider Clients 2021, $118 Million)

PERFICIENT (MO)

Combines strategy, industry best practices, data, and technology expertise to shape the experiences and engagement of healthcare consumers, streamline operations, and improve the cost and quality of care. (Total Healthcare Consulting Revenue from Provider Clients 2021, $209 Million)

FORVIS (MO)

Designs advisory services specifically to healthcare organization's unique challenges and opportunities by combining informative analytics and deep technical resources and competencies that can help organizations make informed decisions to drive value, quality and results. FORVIS provides consulting in performance improvement, pharmacy, strategy, regulatory compliance and reimbursement, finance and analytics. (Total Healthcare Consulting Revenue from Provider Clients 2021, $193 Million)

RSM US (IL)

Specializes in effective, affordable consulting services that will increase an organizations productivity and efficiency, including cybersecurity and privacy, digital transformation, industry consolidation, and margin improvement and price strategy. RSM also provides consulting services in the areas of governance and compliance, managed services and outsourcing, acquisition and divesture, and cybersecurity. (Total Healthcare Consulting Revenue from Provider Clients 2021, $185 Million)

HEALTHCARE MANAGEMENT CONSULTING INDUSTRY

ISSUES/CONSTRAINTS

Q4 2022

Today, healthcare organizations are facing a complex array of operational, financial and regulatory issues. There are a number of factors that contribute to these challenges; however, the ongoing effects of digital transformation and the lingering impact of the COVID-19 pandemic has played an instrumental role in the persistent, continuing challenges. Hospitals need the most knowledgeable guidance to make concrete and sound decisions to make the most of their budgets and resources. The IT consulting industry has been growing steadily over the past few years and this specific industry provides hospitals and networks the resources they need to reduce risk and operational inefficiencies.

As a result, healthcare organizations today are continuously faced with playing catch-up while operating in a highly regulated environment that demands the ethical, secure, compliant, scalable, and the rapid sharing of data. These organizations are looking for highly specialized services offered by IT consulting firms that can cater to niche markets. Healthcare compliance and regulations can be complex and the constant uncertainty of challenges within the industry have provided an opportunity for consulting firms to emerge as the go-to resource.

Further, many hospitals are grappling with the shift in patient's needs and expectations as care is shifting from hospitals to physician groups. So, as remote patient monitoring and telehealth services continue to grow, cybersecurity will continue to be more of a concern moving forward. The ubiquity of data-transmitting devices in the large capacity that it is, provides an opportunity for IT consulting firms to anticipate the needs of organizations and provide services that can put hospital networks at ease (as well as the patient).

The projects that healthcare organizations are dealing with are becoming more complex as technology and regulations evolve. Also, as more data is collected throughout the patient-doctor relationship, the complexities of what to do with that data becomes more complicated. The data collected can be valuable in relation to the patient and the patient's expectations, but it is important that hospitals know what to do with the data being collected. The patient now expects faster access to their data (EHR/EMR), and the analysis and reporting of their data. These are all complex situations that can be streamlined with the selection of a proper IT consultant.

As always, many organizations are dealing with limited budgets and or constraints on their consulting efforts. Many are dealing with overhead costs and high wage competition as hiring and recruitment, as well as retention of staff is playing a critical role in budgeting. Utilizing the right data to help organizations find and quantify untapped opportunities can help alleviate some of that burden. The untapped opportunities can offer insights into the underserved markets, which can provide valuable resources to increase revenue in areas that might have gone unnoticed.

The opportunities to further an organization are out there and it will be important to acknowledge the direction that a hospital network will want to go in. This should be done through a clear and concise plan that is established through the successful implementation of a strategic plan. There needs to be a buy-in from all parties involved in the decision making so everyone can agree on how to best prepare for the future. It should be noted and understood that not everything will be predictable and there will be unforeseen circumstances that will arise. However, having an IT consulting firm that can provide an emergency preparedness plan in place for unanticipated events can by key with the navigation of the unknown.

HOSPITAL & HEALTH SYSTEMS CONSULTANT PROJECTS IN DEMAND	
Projecting Demand in the Next 6-24 months	
KEY: SELECT TOP 5 CONSULTANT ENGAGEMENT DEMAND BY ALL SURVEYED HEALTHCARE ORGANIZATIONS HIGHLIGHTED 2022-2024	
Accountable Care/Value-Based Care	20%
Accounts Receivable Transformation	23%
Cybersecurity Assessments/Implementation Programs	**45%**
Claim Processing & Collections	15%
Cost Containment & ERP/Supply Chain	6%
Data Migration & Archiving	4%
Decision Support, Business Intelligence, AI, Analytics	11%
Digital Transformation	14%
Interim Leadership	5%
Network Development & Alignment	17%
Patient Access Review	**29%**
Payer Contract Negotiations	15%
Performance Improvement, Productivity, Benchmarks	**30%**
Technology Optimization	**71%**
Consumerism, Patient Engagement	**32%**
Software Implementations & Training	22%
RCM or Financial Division Reorganization	16%
RCM or VBC Staff Assessment & Re-training	21%
RCM Outsourcing Evaluation	12%
Regulatory/Government Regs/Compliance	7%
Reimbursement Reform Initiatives	5%
Population Health Engagements	8%
Strategic RCM Review	26%
Strategy & Financial Modeling	7%
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, PWC, KPMG, BOSTON CONSULTING GROUP, Bain, Boston Consulting, McKinsey)	20%
General/Global IT Management Consulting Firm (Examples: Capgemini, Atos, ACCENTURE, Leidos, DXC)	10%
Group Purchasing or Shared Services Organization Consultants (Example: Vizient, Premier Inc, HealthTrust)	6%
Independent/Boutique or Small Practice	8%
Large (PHM VBC RCM EHR) Initiative-Centric Expertise Advisory Firm (Example: Optum, Lightbeam, CareAllies/CIGNA, Change HC, Kaufman Hall, Science Soft, Lumeris, ECG Management, Chartis, Nordic, Impact, Medsphere, Tegria)	41%
Single Consultant/Freelancer/Network of Freelancers	5%
Outsourcing IT Advisory Division (Examples: Cognizant, Infosys, Wipro, TCS, HCL, EXL)	2%
EHR/HIT Software Vendor	3%
Professional Membership Organization/Other	5%

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	48%	10%
Cannot customize or implement further due to staffing issues/turnover since the engagement	57%	17%
Realized Measurable ROI	12%	53%
Will not maximize software (external issues)	90%	81%
Cannot integrate network technologies or alignment (internal issues)	64%	55%
Limited data building and underutilized features post solution implementation engagement	78%	44%
Mastered basic and intermediate tasks per consultants so that return on investment is being realized	61%	91%

Source: Black Book™

Survey Participation: Healthcare Technology Consultants & Transformation Advisors	
Respondent Title (Includes Current/Past/Prospective Clients 2019-2022)	Total
CEO or Administrator/Executive Director, ACO Executive/VP/ Sr VP	217
CFO or Finance Director/Manager	114
CIO or IT Director/Manager, Support Technology/Specialist	201
Chief Medical Officer/Physician Executive	64
Nursing Leader/Director/Manager/VP	115
Quality Leader/Director/Manager/VP	51
Chief Operating Officer	130
Other (Includes Board Members, Corporate Officers, Clinical and Financial Staff)	445
Corporate Development, Strategy and Planning Executive	68
TOTAL	**1,405**

INDUSTRY SUMMARY

Healthcare industry management consulting was a $20.9 billion sector in the US in 2015. The marketplace more than doubled exceeding $45.0 billion in the calendar year 2021. Projections have 2022 closing at another record year of nearly $51.9 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 70% involve the technology optimization and 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 2022, respondents reveal the top three drivers currently as:

- Lack of skilled IT professionals in healthcare (85%) particularly analytics (82%) and cybersecurity (81%)
- Adoption of cloud technology in healthcare (79%)
- Increased digitalization (74%)

HIGH DEMAND HEALTHCARE PROJECTS 2023-2024

Among all IT engagements currently being vetted, over two-thirds of providers participating in the Black Book survey will seek advisors to optimize their current RCM systems (+70%) in 2023-2024 while the largest decrease in advisory demand will be in the EHR optimization training and implementation initiatives (-83%) from 2019 comparison.

Other highly sought healthcare consultants for 2023-2024 according to respondents are:

- RCM Optimization (70%)
- Cloud Infrastructure (38%)
- Cybersecurity & Privacy (27%)
- Big Data, Decision Support & Analytics (26%)

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 2022:

- EHR Optimization & Provider Training/Burnout (-86%)
- Population Health Management (-48%)
- Consumerism and Patient Engagement (-22%)
- Value Based Care (-27%)

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 CONTINUE LOSING PROVIDER PRIORITY DESPITE PANDEMIC IMPACT

All but one service lines saw growth from healthcare clients from 2019. Population health management consulting decreased the most in demand from 2016 to 2022, dropping from 74% of new engagements sought by providers, to 6% in 2022.

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 2022 we will see more arrangements where healthcare clients press multiple consultant and advisory firms to collaborate on project engagements. 86% 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. 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 WITH START-UP ADVISORY EXPERTISE 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 – FFFFF, EY, KPMG and SSSSS along with Accenture, McKinsey, Boston Consulting and Bain have secured approximately 34% of the market in the United States and 24% 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 2023 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.

90% (180 of 198 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.

After two years of pandemic, 81% of responding consultants reported decreased revenues in 2021 compared to 2019, with the average firm experienced bottom line hits of -24%.

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.

PROJECTED HIGH DEMAND

HEALTHCARE IT CONSULTING PROJECTS 2024

VALUE-BASED CARE TRANSFORMATION CONSULTANTS

(↓DECREASING DEMAND 2023-2024)

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

HEALTHCARE IT STRATEGY & VENDOR SELECTION CONSULTANTS (STABLE DEMAND)

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?

EHR IMPLEMENTATION & GO LIVE SUPPORT CONSULTANTS
(↓ DECREASING DEMAND 2023-2024)

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

EHR & IT TRAINING & ACTIVATION/GO-LIVE CONSULTANTS (↓DECREASING DEMAND 2023-2024)

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

DATA INTEGRATION & INTEROPERABILITY CONSULTANTS
(↑ INCREASING DEMAND 2023-2024)

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

OUTSOURCING & MANAGED SERVICES CONSULTANTS
(↑ INCREASING DEMAND 2023-2024)

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

HEALTHCARE ANALYTICS & PERFORMANCE CONSULTANTS (↑INCREASING DEMAND 2023-2024)

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

HEALTHCARE CYBERSECURITY CONSULTANTS (↑INCREASING DEMAND 2023-2024)

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 assessment
- 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

ENTERPRISE RESOURCE PLANNING (ERP) CONSULTANTS (↑INCREASING DEMAND 2023-2024)

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

DIGITAL ENGAGEMENT, MOBILE & IOT CONSULTANTS (STABLE DEMAND)

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

PROVIDER OPERATIONAL TRANSFORMATION ADVISORS (STABLE DEMAND)

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.

HEALTH CONSUMERISM ADVISORS
(STABLE DEMAND)

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.

CLINICAL OPTIMIZATION CONSULTANTS
(↑ INCREASING DEMAND 2023-2024)

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

REVENUE CYCLE MANAGEMENT OPTIMIZATION CONSULTANTS (↑INCREASING DEMAND 2023-2024)

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/renegotiation

HEALTHCARE COMPLIANCE & RISK ADVISORS (STABLE DEMAND)

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 unequaled 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

PREDICTIVE ANALYTICS & DATA SCIENCE CONSULTANTS (↑INCREASING DEMAND 2023-2024)

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.

Black Book™ Market Research

State of Healthcare Information Technology Advisory And Consultants Industry

2023 Client Satisfaction Survey

SURVEY RESULTS:

TOP RANKED HEALTHCARE MANAGEMENT & IT 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.

ENGAGEMENT TYPE RATING 2023	#1 RANK	#2 RANK	#3 RANK	#4 RANK	#5 RANK
OVERALL ENTERPRISE/SYSTEM-WIDE HIT ADVISORY	THE CHARTIS GROUP	BOSTON CONSULTING GROUP	ACCENTURE	HURON	NORDIC
FINANCIAL PLANNING & IMPLEMENTATION	KAUFMAN HALL	DELOITTE	HURON	HAYES MANAGEMENT	ACCENTURE
VALUE-BASED CARE PHYSICIANS	CAREALLIES	VIZIENT	GUIDEHOUSE	LIGHTBEAM	KPMG
VALUE-BASED CARE HOSPITALS	PREMIER INC	DELOITTE	BOSTON CONSULTING GROUP	OPTUM	CHANGE HEALTHCARE
VALUE-BASED CARE PAYERS	PWC CONSULTING	EVOLENT	OPTUM	LUMERIS	LIGHTBEAM
IT STRATEGY & DIGITAL INNOVATION	THE CHARTIS GROUP	THE HCI GROUP	ACCENTURE	BOSTON CONSULTING GROUP	TRUENORTH
GO-LIVE SUPPORT EHR REALIZATION	DELIVERHEALTH	DIVURGENT	EXPERIS HEALTH	CSI HEALTHCARE	MEDIX
HIT STAFFING	TEGRIA	OXFORD GLOBAL	THE HCI GROUP	EXPERIS HEALTH	HCTEC
EPIC IMPLEMENTATION	TEGRIA, BLUETREE NETWORK	NORDIC	TEGRIA, CUMBERLAND	IMPACT ADVISORS	ORCHESTRATE HEALTHCARE
MEDITECH IMPLEMENTATION	CORNERSTONE ADVISORS	TEGRIA. NHA	BLUE EAGLE	HEALTH TECH RESOURCES	TEGRIA, ENGAGE
ALLSCRIPTS/ALTERA IMPLEMENTATION	REMEDI HEALTH SOLUTIONS	THE HCI GROUP	STOLTENBERG CONSULTING	IMPACT ADVISORS	GUIDEHOUSE
ORACLE CERNER IMPLEMENTATION	S&P CONSULTANTS	ORCHESTRATE HEALTHCARE	THE HCI GROUP	TEGRIA, CUMBERLAND	HURON
CYBERSECURITY	INTRAPRISE HEALTH	CLEARWATER	MEDITOLOGY SERVICES	FORTIFIED HEALTH SECURITY	FIRST HEALTH ADVISORY
IT OUTSOURCING & MANAGED SERVICES	MEDSPHERE, PHOENIX	CITIUS HEALTH	BOSTON CONSULTING GROUP	DELOITTE	EY
CLINICAL OPTIMIZATION & WORKFLOW	VIZIENT	TEGRIA, BLUETREE	THE CHARTIS GROUP	GALEN HEALTHCARE	PHILIPS HEALTHCARE
COMPLIANCE, HIPAA, RISK MANAGEMENT, REGULATORY	CLEARWATER	MED-IQ	MED PRO GROUP	CLARITY GROUP	COVERYS CONSULTING
ERP TRANSFORMATION & IMPLEMENTATION	ROI HEALTHCARE	DELOITTE	ACCENTURE	HURON	CHERRYROAD
COST & CAPITAL FINANCIAL MANAGEMENT	KAUFMAN HALL	WITHUM	BDO USA	BAIN & COMPANY	GUIDEHOUSE

IT ASSESSMENT & VENDOR SELECTION	HURON	ENCORE, EMIDS	KONFIDI HEALTHCARE	S&P CONSULTANTS	BLUE NOVO
PREDICTIVE ANALYTICS, AI & INTERNET OF THINGS	SCIENCESOFT	ACCENTURE	IBM	QUINTEN HEALTH	THE CHARTIS GROUP
CLOUD & IAAS SERVICES & MIGRATION	DELOITTE	SCIENCESOFT	TRUENORTH	GAVS	DXC TECHNOLOGY
INTEROPERABILITY & INTEGRATION	ZEN HEALTHCARE IT	314E	IBM	DELOITTE	ORCHESTRATE HEALTHCARE
MOBILE IT & TELEHEALTH	ATHREON	PIVOTPOINT	PA CONSULTING	TRUENORTH	VIE HEALTHCARE
HEALTH CONSUMERISM	BOSTON CONSULTING GROUP	HURON	DELOITTE	L.E.K. CONSULTING	SIMON KUCHER PARTNERS
REVENUE CYCLE MANAGEMENT	HEALTHRISE	GUIDEHOUSE	FINTHRIVE	ACCENTURE	CHANGE HEALTHCARE
PAYER IT CONSULTING	DELOITTE	CHANGE HEALTHCARE	BAIN	MCKINSEY	COGNIZANT
FRAUD, WASTE & ABUSE CONSULTING	CGI	GUIDEHOUSE	ATTAC CONSULTING	T&M USA	INTEGRITY ADVANTAGE
HEALTHCARE EQUITY	TREXIN CONSULTING	EY	DELOITTE	THE CHARTIS GROUP	JSI
MERGERS & ACQUISITIONS/PARTNERSHIPS	THE CHARTIS GROUP	PIVOTPOINT	TRG HEALTHCARE	SIMIONE	KAUFMANHALL
PAYER COST & PERFORMANCE TRANSFORMATION	BOSTON CONSULTING GROUP	MCKINSEY & CO	ECG MANAGEMENT	BAIN	PA CONSULTING
RURAL HEALTHCARE CONSULTING	STROUDWATER ASSOCIATES	THE CHARTIS GROUP	HAS GROUP	RHC CONSULTING	RYBAR GROUP
PHYSICIAN ENTERPRISE SERVICES CONSULTING	THE CHARTIS GROUP	PREMIER INC	FTI CONSULTING	TEGRIA, MSM	ECG MANAGEMENT
POST ACUTE CARE CONSULTING	SIMITREE	L.E.K. CONSULTINT	DELOITTE	CELTIC CONSULTING	LBMC CONSULTING
BLOCKCHAIN	HEALTHCARE TRIANGLE	SCIENCESOFT	IBM	DELOITTE	APPLICATURE
AWS CONSULTING	CLEARSCALE	MISSION	SOFTSERVE	HURON	DELOITTE

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

QI

Level of Advisory expertise on subject matter:

Peer group healthcare industry recommendations and positioning as subject matter though 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 option

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 a 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

OVERALL KEY PERFORMANCE INDICATOR LEADERS

SUMMARY OF CRITERIA OUTCOMES: OVERALL PERFORMANCE		
Summary of Criteria Outcomes, Overall Advisors & Consultants		
Total Number One Criteria Ranks	Consulting Firm	Overall Rank
9	THE CHARTIS GROUP	**1**
5	BOSTON CONSULTING GROUP	**2**
2	ACCENTURE	**3**
1	HURON CONSULTING	**4**
1	NORDIC	**5**
1	SCIENCESOFT	**6**
1	OPTUM	**10**

TOP SCORE PER INDIVIDUAL CRITERIA
COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Question/Criteria	Advisors	Overall Rank
Level of Advisor Subject Matter Management Consultant Experience	THE CHARTIS GROUP	1
Client Outcomes and Improvements	THE CHARTIS GROUP	1
Capability Enhancements for Client	BOSTON CONSULTING GROUP	2
Advisor Domain and Body of Knowledge	SCIENCESOFT	6
Advisor Industry-Specific Qualifications	ACCENTURE	3
Spectrum of Subject Matter or Category-Specific Functions	BOSTON CONSULTING GROUP	2
Governance & Service Management Solutions	THE CHARTIS GROUP	1
Strategic Services Options & Delivery Alternatives	NORDIC	5
Vendor Agnostic, Integrity, Objectivity, Experience with Multiple solutions	THE CHARTIS GROUP	1
Innovations in Consultative Approaches	BOSTON CONSULTING GROUP	2
Scalability, Flexibility, Pricing and Customization	BOSTON CONSULTING GROUP	2
Breadth of Firm Experience through Initiative Lifecycle	THE CHARTIS GROUP	1
Marginal Value Adds	BOSTON CONSULTING GROUP	2
Relationship Support and Client Care	OPTUM	10
Trust, Reliability, Transparency and Confidentiality	THE CHARTIS GROUP	1
Firm Viability and Management Stability	ACCENTURE	3
Return-On-Investment, Engagement Deliverables & Quality	THE CHARTIS GROUP	1
Speed and Efficiency of Engagement Deployment	THE CHARTIS GROUP	1
Best-of-Breed, Client Process Improvement	HURON CONSULTING	1
Marketing, Sales and Brand Recognition of Advisors	THE CHARTIS GROUP	4

2023 KEY INDICATORS

RANKED CONSULTING FIRM

PERFORMANCE

OVERALL TOP FIRM PERFORMANCES

FULL CAPABILITY CONSULTANT ORGANIZATIONS:

COMPREHENSIVE ENTERPRISE TRANSFORMATION ADVISORIES

- CLINICAL TRANSFORMATION
- FINANCIAL TRANSFORMATION
- DIGITAL IT TRANSFORMATION
- OPERATIONAL TRANSFORMATION

INDIVIDUAL KEY PERFORMANCE:

COMPREHENSIVE ENTERPRISE TRANSFORMATION & OPTIMIZATION ADVISOR FIRMS

AGGREGATE SCORES, ALL KEY PERFORMANCE INDICATORS																						
Rank	**CONSULTANT FIRM**	**Q1**	**Q2**	**Q3**	**Q4**	**Q5**	**Q6**	**Q7**	**Q8**	**Q9**	**Q10**	**Q11**	**Q12**	**Q13**	**Q14**	**Q15**	**Q16**	**Q17**	**Q18**	**Q19**	**Q20**	**Mean**
1	THE CHARTIS GROUP	9.68	9.63	8.83	9.15	9.15	9.34	9.69	9.48	9.66	9.57	9.53	9.11	9.71	8.76	9.62	9.67	9.64	9.89	9.16	9.58	9.44
2	BOSTON CONSULTING GROUP	8.74	9.59	9.66	9.26	9.15	9.70	9.38	9.38	9.39	9.77	9.61	9.20	9.86	9.36	9.57	9.08	9.46	9.67	9.36	9.18	9.42
3	ACCENTURE	9.11	8.90	9.61	9.30	9.53	9.51	9.25	8.53	9.13	9.75	9.55	9.81	9.78	9.20	9.34	9.70	7.99	9.03	9.14	9.29	9.27
4	HURON CONSULTING	9.07	8.82	9.42	9.53	9.21	8.72	9.08	8.47	9.38	8.19	7.99	9.18	9.38	9.50	8.43	8.93	9.61	8.43	9.51	8.85	8.99
5	NORDIC	8.34	8.92	9.09	9.25	8.40	8.70	9.32	9.53	9.14	9.11	8.19	8.76	9.73	7.96	8.51	9.10	8.47	9.52	8.85	7.47	8.82
6	SCIENCESOFT	8.78	9.05	8.49	9.82	8.84	7.99	7.84	8.63	9.28	8.33	8.72	8.66	9.30	9.44	8.40	8.97	8.38	9.05	8.05	9.23	8.76
7	VIZIENT	8.80	8.68	8.18	8.54	8.90	8.96	8.69	8.93	8.87	7.97	8.50	8.83	8.73	8.25	8.22	9.07	8.90	8.72	8.14	8.52	8.62
8	THE HCI GROUP	8.75	8.82	8.79	8.15	9.17	9.36	9.30	7.73	9.24	8.28	7.86	8.84	8.71	6.92	8.09	8.96	8.15	9.56	8.72	7.00	8.52
9	TEGRIA, ALL ACQUISITIONS	9.53	8.82	7.78	8.36	7.99	9.26	7.03	8.06	9.23	7.09	7.86	8.79	8.56	8.36	8.58	8.94	8.08	7.78	7.98	9.42	8.38
10	OPTUM	8.00	8.66	7.83	8.19	7.84	8.80	8.78	6.90	9.10	9.22	6.98	7.07	6.50	9.71	7.99	8.10	8.72	9.51	8.19	7.05	8.16
11	KPMG	8.04	8.50	8.47	7.55	9.12	8.17	7.84	8.79	7.97	6.97	5.92	8.73	8.06	8.68	8.17	8.31	7.87	8.33	7.82	8.76	8.10
12	HUNTZINGER	7.97	8.37	8.36	8.43	8.78	8.29	6.77	8.13	8.76	6.11	7.60	8.67	7.58	9.01	8.56	8.00	8.08	8.13	5.99	8.96	8.03
13	GUIDEHOUSE NAVIGANT	7.84	8.55	8.14	7.03	8.73	8.47	7.79	8.14	8.04	6.64	7.84	6.28	7.86	8.76	8.05	9.04	7.75	8.02	7.79	7.91	7.93
14	ECG MGMT CONSULTING	7.96	8.38	7.83	8.65	7.68	8.41	7.72	7.96	8.02	8.04	6.02	7.91	5.96	8.54	8.21	8.03	7.04	9.24	8.86	7.94	7.92
15	IBM	8.06	8.24	8.20	6.93	9.15	7.89	7.77	9.17	7.94	8.37	6.12	7.84	6.40	7.87	7.76	7.87	7.13	6.40	7.74	8.43	7.76
16	EY	7.84	8.17	7.50	8.30	7.77	7.66	6.93	7.10	8.11	7.91	6.89	7.56	7.22	8.16	7.90	7.78	7.11	7.57	8.18	9.40	7.75
17	PA CONSULTING	7.69	8.49	7.77	6.98	8.44	8.12	7.53	7.56	7.69	8.06	6.13	7.86	7.48	6.77	8.03	7.93	6.67	6.14	8.37	7.68	7.57
18	GALEN HEALTHCARE	7.22	7.67	7.85	7.57	8.59	7.76	7.10	7.04	7.83	6.31	6.83	8.30	8.22	7.43	8.00	8.11	7.87	6.01	7.33	7.99	7.55
19	OPTIMUM HEALTHCARE IT	6.70	7.92	8.21	8.24	7.15	6.80	7.53	6.89	8.00	7.91	5.98	8.02	7.86	6.68	7.32	6.55	6.95	7.87	7.40	8.91	7.44
20	IMPACT ADVISORS	7.38	7.54	6.89	8.02	7.08	7.42	7.32	7.61	7.13	6.77	6.01	7.48	8.31	8.02	6.94	7.17	7.13	7.48	7.65	8.08	7.37

INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

Q1. Level of Advisory expertise on subject matter, recognized as experts in the subject matter initiative

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	THE CHARTIS GROUP	9.83	9.35	9.74	9.79	**9.68**
2	TEGRIA	9.59	9.77	9.32	9.44	**9.53**
3	ACCENTURE	9.01	9.08	9.46	8.99	**9.11**
4	HURON CONSULTING	8.78	9.15	9.17	8.77	**8.97**
5	VIZIENT	8.68	7.87	9.68	8.98	**8.80**
6	SCIENCESOFT	8.67	8.97	8.77	8.70	**8.78**
7	THE HCI GROUP	8.85	8.99	9.28	7.88	**8.75**
8	BOSTON CONSULTING GROUP	8.50	8.80	8.80	8.87	**8.74**
9	NORDIC	7.78	8.90	7.81	8.85	**8.34**
10	PWC	8.07	7.97	7.98	8.20	**8.06**

INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

Q2. Engagement Innovation Measured by Client Outcomes and Improvements

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	THE CHARTIS GROUP	9.25	9.63	9.85	9.79	**9.63**
2	BOSTON CONSULTING GROUP	9.80	9.67	9.14	9.73	**9.59**
3	SCIENCESOFT	8.96	8.77	9.47	8.99	**9.05**
4	NORDIC	8.38	9.38	8.96	8.98	**8.93**
5	ACCENTURE	9.85	7.82	8.88	9.05	**8.90**
6	HURON CONSULTING	8.87	8.78	8.72	8.92	**8.82**
7	TEGRIA	8.48	8.88	8.99	8.91	**8.82**
8	THE HCI GROUP	8.90	9.00	9.28	8.09	**8.82**
9	ECG MGMT	8.60	9.03	9.20	8.28	**8.78**
10	OPTUM	8.13	8.99	8.91	8.60	**8.66**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI Rank	Advisory Firm	Clinical Transformation	Financial Transformation	Digital Transformation	Operational Transformation	Comprehensive Advisory Mean
1	THE CHARTIS GROUP	9.25	9.63	9.85	9.79	**9.63**
2	BOSTON CONSULTING GROUP	9.80	9.67	9.14	9.73	**9.59**
3	SCIENCESOFT	8.96	8.77	9.47	8.99	**9.05**
4	NORDIC	8.38	9.38	8.96	8.98	**8.93**
5	ACCENTURE	9.85	7.82	8.88	9.05	**8.90**
6	HURON CONSULTING	8.87	8.78	8.72	8.92	**8.82**
7	TEGRIA	8.48	8.88	8.99	8.91	**8.82**
8	THE HCI GROUP	8.90	9.00	9.28	8.09	**8.82**
9	ECG MGMT	8.60	9.03	9.20	8.28	**8.78**
10	OPTUM	8.13	8.99	8.91	8.60	**8.66**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI Rank	Advisory Firm	Clinical Transformation	Financial Transformation	Digital Transformation	Operational Transformation	Comprehensive Advisory Mean
1	SCIENCESOFT	9.83	9.85	9.80	9.78	**9.82**
2	HURON CONSULTING	9.79	8.98	9.79	9.57	**9.53**
3	ACCENTURE	9.87	9.08	8.50	9.76	**9.30**
4	BOSTON CONSULTING GROUP	9.60	9.24	8.58	9.63	**9.26**
5	NORDIC	9.80	9.00	9.03	9.16	**9.25**
6	THE CHARTIS GROUP	8.99	9.87	8.31	9.41	**9.15**
7	ECG MGMT	8.76	8.02	8.83	8.97	**8.65**
8	VIZIENT	8.72	7.73	7.81	9.90	**8.54**
9	HUNTZINGER	8.42	7.82	8.02	9.45	**8.43**
10	TEGRIA,	8.93	7.74	7.49	9.26	**8.36**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	ACCENTURE	9.76	9.72	9.65	9.00	**9.53**
2	HURON CONSULTING	9.27	9.14	9.07	9.36	**9.21**
3	THE HCI GROUP	9.35	9.10	9.05	9.18	**9.17**
4	BOSTON CONSULTING GROUP	9.03	9.39	9.03	9.15	**9.15**
5	THE CHARTIS GROUP	9.77	8.50	9.03	9.30	**9.15**
6	PWC	8.90	8.97	8.90	9.81	**9.15**
7	KPMG	8.85	9.25	8.99	9.39	**9.12**
8	VIZIENT	8.58	9.25	8.68	9.10	**8.90**
9	IBM	8.10	9.64	8.71	8.89	**8.84**
10	HUNTZINGER	9.02	8.43	9.26	8.40	**8.78**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	BOSTON CONSULTING GROUP	9.82	9.74	9.79	9.43	**9.70**
2	ACCENTURE	9.64	9.29	9.52	9.57	**9.51**
3	THE HCI GROUP	9.54	8.91	9.43	9.54	**9.36**
4	THE CHARTIS GROUP	9.50	9.44	9.30	9.12	**9.34**
5	TEGRIA	9.11	9.42	8.66	9.83	**9.26**
6	VIZIENT	9.55	8.93	9.03	8.34	**8.96**
7	OPTUM	8.97	8.66	9.55	8.00	**8.80**
8	HURON CONSULTING	9.64	9.03	7.53	8.66	**8.72**
9	NORDIC	9.13	9.14	8.22	8.31	**8.70**
10	GUIDEHOUSE	8.95	8.98	7.97	7.99	**8.47**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	THE CHARTIS GROUP	9.45	9.89	9.79	9.61	**9.69**
2	BOSTON CONSULTING GROUP	9.14	9.71	9.23	9.44	**9.38**
3	NORDIC	8.99	9.63	9.55	9.11	**9.32**
4	THE HCI GROUP	9.33	9.63	9.12	9.13	**9.30**
5	ACCENTURE	9.13	9.54	8.92	9.42	**9.25**
6	HURON CONSULTING	8.11	9.84	9.11	9.24	**9.08**
7	OPTUM	8.91	9.41	8.89	7.89	**8.78**
8	KPMG	7.21	9.52	8.14	6.49	**7.84**
9	GUIDEHOUSE	7.21	9.13	7.28	7.54	**7.79**
10	PWC	6.78	9.20	7.00	8.11	**7.77**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	NORDIC	9.77	9.78	9.04	9.54	**9.53**
2	THE CHARTIS GROUP	9.81	9.43	9.36	9.31	**9.48**
3	BOSTON CONSULTING GROUP	9.44	9.77	8.98	9.34	**9.38**
4	PWC CONSULTING	9.09	9.13	9.33	9.13	**9.17**
5	KPMG	8.72	9.43	8.54	8.48	**8.79**
6	SCIENCESOFT	8.91	9.55	8.92	7.14	**8.63**
7	ACCENTURE	9.04	8.12	8.08	8.89	**8.53**
8	HURON CONSULTING	9.77	9.12	7.68	7.31	**8.47**
9	ECG MGMT	8.18	7.98	8.17	7.52	**7.96**
10	THE HCI GROUP	7.18	6.81	9.03	7.89	**7.73**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	THE CHARTIS GROUP	9.69	9.60	9.57	9.77	**9.66**
2	BOSTON CONSULTING GROUP	9.04	9.09	9.71	9.73	**9.39**
3	HURON CONSULTING	9.61	9.32	8.97	9.62	**9.38**
4	SCIENCESOFT	9.43	9.49	8.78	9.43	**9.28**
5	THE HCI GROUP	9.49	9.06	9.09	9.33	**9.24**
6	IIII	8.82	9.08	9.70	9.32	**9.23**
7	NORDIC	9.18	9.13	8.81	9.43	**9.14**
8	ACCENTURE	8.96	9.07	8.89	9.60	**9.13**
9	OPTUM	9.00	9.15	9.16	9.07	**9.10**
10	VIZIENT	8.87	8.91	8.67	9.01	**8.87**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

Q10. Innovations in Consultative Approaches, as demonstrated through technological interoperability between client systems, interfaces/integrations and innovative deliverables tailored specifically to each client. Big Data, Artificial Intelligence and Analytics are implemented to enhance the client deliverable.

KPI Rank	Advisory Firm	Clinical Transformation	Financial Transformation	Digital Transformation	Operational Transformation	Comprehensive Advisory MEAN
1	BOSTON CONSULTING GROUP	9.71	9.81	9.79	9.77	**9.77**
2	ACCENTURE	9.79	9.74	9.65	9.81	**9.75**
3	THE CHARTIS GROUP	9.46	9.63	9.50	9.69	**9.57**
4	OPTUM	9.32	8.91	9.54	9.09	**9.22**
5	NORDIC	9.44	9.17	9.04	8.77	**9.11**
6	SCIENCESOFT	8.83	8.33	7.25	8.89	**8.33**
7	THE HCI GROUP	8.91	9.54	6.54	8.13	**8.28**
8	HURON CONSULTING	8.13	7.99	7.91	8.74	**8.19**
9	ECG MGMT	7.67	8.91	7.46	8.13	**8.04**
10	VIZIENT	6.74	9.55	8.46	7.14	**7.97**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	BOSTON CONSULTING GROUP	9.76	9.86	9.47	9.36	**9.61**
2	ACCENTURE	9.03	9.76	9.70	9.71	**9.55**
3	THE CHARTIS GROUP	9.16	9.78	9.83	9.35	**9.53**
4	SCIENCESOFT	8.75	8.95	8.74	8.45	**8.72**
5	NORDIC	8.30	8.05	8.44	7.95	**8.19**
6	HURON CONSULTING	7.65	7.17	8.56	8.58	**7.99**
7	VIZIENT	8.52	7.77	7.91	7.45	**7.91**
8	THE HCI GROUP	8.12	7.91	7.47	7.93	**7.86**
9	TEGRIA	8.35	7.70	7.82	7.56	**7.86**
10	GUIDEHOUSE	8.05	7.28	7.86	8.16	**7.84**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	ACCENTURE	9.86	9.68	9.77	9.93	**9.81**
2	BOSTON CONSULTING GROUP	9.07	9.04	9.58	9.11	**9.20**
3	HURON CONSULTING	9.43	8.95	9.35	8.97	**9.18**
4	THE CHARTIS GROUP	9.41	9.08	9.58	8.36	**9.11**
5	NORDIC	7.97	9.47	9.08	8.97	**8.87**
6	THE HCI GROUP	9.13	8.76	9.04	8.43	**8.84**
7	VIZIENT	8.47	8.67	8.94	9.25	**8.83**
8	TEGRIA	8.07	8.96	8.93	9.20	**8.79**
9	NORDIC	9.07	8.27	8.93	8.76	**8.76**
10	KPMG	8.76	8.18	8.48	9.50	**8.73**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

Q13. Marginal Value Adds

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	BOSTON CONSULTING GROUP	9.86	9.88	9.82	9.87	**9.86**
2	ACCENTURE	9.82	9.83	9.71	9.77	**9.78**
3	NORDIC	9.66	9.76	9.75	9.73	**9.73**
4	THE CHARTIS GROUP	9.58	9.89	9.75	9.62	**9.71**
5	HURON CONSULTING	9.48	8.95	9.68	9.41	**9.38**
6	SCIENCESOFT	9.53	9.33	9.36	8.96	**9.30**
7	GUIDEHOUSE	8.45	8.03	9.08	9.89	**8.86**
8	VIZIENT	8.10	9.07	9.60	8.16	**8.73**
9	THE HCI GROUP	9.70	8.02	8.65	8.46	**8.71**
10	TEGRIA	9.13	7.06	8.59	9.44	**8.56**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	OPTUM	9.47	9.70	9.75	9.93	**9.71**
2	HURON CONSULTING	9.06	9.85	9.63	9.45	**9.50**
3	IBM	9.13	9.59	9.68	9.37	**9.44**
4	BOSTON CONSULTING GROUP	9.74	9.35	8.95	9.39	**9.36**
5	ACCENTURE	8.76	8.53	9.71	9.78	**9.20**
6	HUNTZINGER	8.76	8.93	8.75	9.61	**9.01**
7	GUIDEHOUSE	8.97	7.61	9.00	9.46	**8.76**
8	THE CHARTIS GROUP	7.58	8.98	9.16	9.32	**8.76**
9	NORDIC	8.49	8.12	9.65	8.58	**8.71**
10	KPMG	8.50	9.54	8.00	9.20	**8.68**

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INDIVIDUAL KEY PERFORMANCE: COMPREHENSIVE ENTERPRISE TRANSFORMATION CONSULTING FIRMS

Healthcare IT Consultants & Advisors

Q15. Accountability, Trust, Reliability and Confidentiality

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	THE CHARTIS GROUP	9.71	9.51	9.51	9.75	**9.62**
2	BOSTON CONSULTING GROUP	9.70	9.20	9.73	9.64	**9.57**
3	ACCENTURE	9.44	9.47	9.50	8.93	**9.34**
4	TEGRIA	8.00	8.09	9.15	9.09	**8.58**
5	HUNTZINGER	8.97	8.34	7.78	9.16	**8.56**
6	NORDIC	8.32	8.83	8.08	8.82	**8.51**
7	HURON CONSULTING	8.76	9.15	7.32	8.47	**8.43**
8	SCIENCESOFT	7.70	9.03	9.14	7.73	**8.40**
9	VIZIENT	8.79	7.89	8.05	8.14	**8.22**
10	ECG MGMT	8.22	7.94	9.15	7.51	**8.21**

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Q16. Consultant Firm Viability and Senior Management Stability

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	ACCENTURE	9.64	9.70	9.84	9.62	**9.70**
2	THE CHARTIS GROUP	9.77	9.42	9.73	9.74	**9.67**
3	NORDIC	8.77	8.89	9.28	9.45	**9.10**
4	BOSTON CONSULTING GROUP	9.18	9.10	9.78	8.27	**9.08**
5	VIZIENT	9.85	9.39	8.07	8.95	**9.07**
6	GUIDEHOUSE	8.89	9.28	8.98	9.00	**9.04**
7	SCIENCESOFT	8.74	9.17	9.25	8.71	**8.97**
8	THE HCI GROUP	9.21	9.06	9.40	8.18	**8.96**
9	TEGRIA	9.00	8.90	8.80	9.07	**8.94**
10	HURON CONSULTING	9.42	8.93	8.50	8.87	**8.93**

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	THE CHARTIS GROUP	9.59	9.53	9.76	9.67	**9.64**
2	HURON CONSULTING	9.70	9.77	9.53	9.45	**9.61**
3	BOSTON CONSULTING GROUP	9.35	9.45	9.50	9.54	**9.46**
4	OPTUM	9.12	8.68	7.90	9.19	**8.72**
5	NORDIC	9.03	8.78	8.09	7.99	**8.47**
6	SCIENCESOFT	8.05	9.00	8.53	7.92	**8.38**
7	VIZIENT	7.77	8.87	8.00	8.14	**8.20**
8	THE HCI GROUP	7.65	8.70	7.31	8.93	**8.15**
9	TEGRIA	8.87	8.87	7.06	7.50	**8.08**
10	ACCENTURE	7.60	7.77	8.17	8.42	**7.99**

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Q18. Speed and Efficiency of Consultant Engagement processes, Timeliness of Milestone achievement and Recommendations for Improvements

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	THE CHARTIS GROUP	9.88	9.85	9.89	9.95	**9.89**
2	BOSTON CONSULTING GROUP	9.72	9.70	9.79	9.47	**9.67**
3	THE HCI GROUP	9.64	9.57	9.60	9.43	**9.56**
4	NORDIC	9.19	9.66	9.50	9.71	**9.52**
5	OPTUM	9.68	9.69	9.58	9.08	**9.51**
6	ECG MGMT	9.08	9.37	8.92	9.59	**9.24**
7	SCIENCESOFT	8.91	8.87	9.02	9.39	**9.05**
8	ACCENTURE	9.09	9.07	8.85	9.11	**9.03**
9	VIZIENT	8.15	9.00	8.87	8.85	**8.72**
10	HURON CONSULTING	7.59	8.76	8.79	8.59	**8.43**

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

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	HURON CONSULTING	9.61	9.37	9.65	9.39	**9.51**
2	BOSTON CONSULTING GROUP	8.97	9.42	9.57	9.48	**9.36**
3	THE CHARTIS GROUP	9.28	9.24	9.09	9.03	**9.16**
4	ACCENTURE	8.93	9.26	9.00	9.36	**9.14**
5	ECG MGMT	8.92	8.79	8.65	9.07	**8.86**
6	NORDIC	9.12	9.06	8.61	8.60	**8.85**
7	THE HCI GROUP	8.54	8.90	9.13	8.29	**8.72**
8	OPTUM	8.27	7.70	8.91	7.87	**8.19**
9	EY	8.81	7.91	7.58	8.42	**8.18**
10	VIZIENT	7.87	8.22	8.64	7.83	**8.14**

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Q20. Marketing Communications & Brand Image: Client endorses Brand Recognition of Advisor in industry as earned and correct. Outcomes are reliable and match the promises by the consultant firm sales executives and processes.

KPI RANK	ADVISORY FIRM	CLINICAL TRANSFORMATION	FINANCIAL TRANSFORMATION	DIGITAL TRANSFORMATION	OPERATIONAL TRANSFORMATION	COMPREHENSIVE ADVISORY MEAN
1	THE CHARTIS GROUP	9.65	9.67	9.51	9.49	**9.58**
2	TEGRIA	9.72	9.17	9.68	9.13	**9.42**
3	EY	9.47	9.78	9.15	9.21	**9.40**
4	ACCENTURE	9.26	9.33	9.08	9.48	**9.29**
5	SCIENCESOFT	8.50	9.58	9.22	9.59	**9.23**
6	BOSTON CONSULTING GROUP	9.10	9.52	9.13	8.98	**9.18**
7	HUNTZINGER	8.25	8.63	9.59	9.37	**8.96**
8	OPTIMUM	9.32	9.05	8.70	8.58	**8.91**
9	HURON CONSULTING	9.06	9.26	8.44	8.65	**8.85**
10	KPMG	50	8.80	8.71	9.02	**8.76**

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Appendix

BLACK BOOK MARKET RESEARCH SURVEYS & IT USER POLLING

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

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