



2015 Black Book®

Clinical Documentation Improvement Solutions

Top Ranked Managed Services Vendors:
Small, Community and Large Hospitals,
Hospital Systems/Chains, IDNs & ACOs

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Black Book™ annually evaluates leading healthcare/medical software and service providers across 18 operational excellence key performance indicators completely from the perspective of the client experience. Independent and unbiased from vendors' influence, over 500,000 healthcare IT and managed services clients/users are invited to contribute. Suppliers also encourage their clients to participate to produce current and objective customer service data for buyers, analysts, investors, consultants, competitive suppliers and the media.

For more information or to order customized research results, please contact the Client Resource Center at +1 800.863.7590 or info@brown-wilson.com

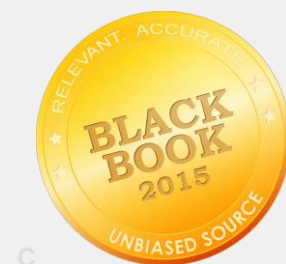
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Black Book™ Coding Systems & Outsourced Services

Survey Overview

In Q2 through Q3 2015, the Black Book Market Research' coding systems division client/user survey investigated 114 coding services and software vendors utilized by 4,125 validated users nationwide for rankings and an additional 2,003 respondents in pre-use, implementation, system decision-making or purchased but not yet installed status.

1,583 users submitted feedback specifically on their current Computer Assisted Coding and Medical Record outsourcing services and/or software system vendor, contained as a subset in this document.



Black Book™ offers unrivaled objectivity and credibility. At a time when alliances between major consultancies and suppliers have clouded the landscape, and advice is difficult to discern from the hype, Black Book reports may be your greatest assurance. Black Book™ remains resolutely independent. We have no incentive to recommend specific outsourcing, managed services and software vendors. Our only allegiance is to help you achieve the results you want with the best possible solution.

For more information, visit www.BlackBookMarketResearch.com

Published: September 2015

BLACK BOOK METHODOLOGY

How the CDI survey data sets are collected

Black Book collects ballot results on 18 performance areas of operational excellence to rank vendors by hospital financial, coding product and outsourced/managed service lines. The gathered data are subjected immediately to an internal and external audit to verify completeness and accuracy and to make sure the respondent is valid while ensuring that the anonymity of the client company is maintained. During the audit, each data set is reviewed by a Black Book™ executive and at least two other external firm staff members. In this way, Black Book's clients are able to clearly see how a vendor is truly performing. The 18 criteria on operational excellence are subdivided by the client's industry, market size, geography and function outsourced, and reported accordingly.

Situational and market studies are conducted on areas of high interest such as electronic health records, e-Prescribing, Population Health, Health Information Exchange, Accountable Care organization, hospital software, services providers, educational providers in e-health, benchmarkers and advisors. These specific survey areas range from four to 20 questions or criteria each.

Understanding the statistical confidence of Black Book data

Statistical confidence for each performance rating is based upon the number of organizations scoring the electronic medical and health records service. Black Book identifies data confidence by one of several means:

- Top-10-ranked vendors must have a minimum of ten unique clients represented. Broad categories require a minimum of 20 unique client ballots. Data that are asterisked (*) represent a sample size below required limits and are intended to be used for tracking purposes only, not ranking purposes. Performance data for an asterisked vendor's services can vary widely until a larger sample size is achieved. The margin of error can be very large and the reader is responsible for considering the possible current and future variation (margin of error) in the Black Book performance score reported.
- Vendors with over 20 unique client votes are eligible for top 10 rankings and are assured to have highest confidence and lowest variation. Confidence increases as more organizations report on their outsourcing vendor. Data reported in this form are shown with a 95% confidence level (within a margin of 0.25, 0.20 or 0.15, respectively).
- Raw numbers include the quantity of completed surveys and the number of unique organizations contributing the data for the survey pool of interest.

Who participates in the Black Book Ranking process

Over 500,000 hospital financial and information technology leaders and other users ranking from hospital executives, clinicians, IT specialists and front-line implementation veterans are invited to participate in the 2015 annual Black Book health initiative satisfaction surveys. Non-invitation receiving participants must complete a verifiable profile, utilize valid corporate email address and are then included as well.

The Black Book coding services and software survey web instrument is open to respondents and new participants each year from April 1 to September 15 online to evaluate financial software and services, and by paper ballot if requested. Only one ballot per corporate email address is permitted and changes of ballots

during the open polling period require a formal email request process to ensure integrity. Telephone surveying supports the process additionally as required for validations

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & MANAGED SERVICES		
SURVEY RESPONDENTS	2014	2015
HOSPITAL FINANCIAL & CODING LEADERS PARTICIPATING IN BLACK BOOK SURVEY	612	1,129
CHIEF FINANCIAL OFFICERS	74	130
CHIEF INFORMATION OFFICERS	77	136
CHIEF HIM OFFICERS	103	257
AGGREGATE SATISFACITON RATE CDI SOFTWARE & SERVICE VENDORS	72%	91%

. Source: Black Book Market Research

Black Book™ KPI raw score scales

0 = Deal breaking dissatisfaction ◀ ▶ 10 = Exceeds all expectations

Figure 1: Comprehensive CDI Technology Services are defined as being comprised of four surveyed functional groups of inpatient facilities with outpatient components

HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs
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Source: Black Book Market Research

STOP LIGHT SCORING KEY

Figure 2: Key to raw scores

0.00–5.79 ▶	◀6.80–7.32 ▶	◀7.33–8.70 ▶	◀8.71–10.00
Deal breaking dissatisfaction Does not meet expectations Cannot recommend vendor	Neutral Meets/does not meet expectations consistently Would not likely recommend vendor	Satisfactory performance Meets expectations Recommends vendor	Overwhelming satisfaction Exceeds expectations Highly recommended vendor

Source: Black Book Market Research

Figure 3: Color-coded stop light dashboard scoring key

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

8.71 +

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

7.33 to 8.70

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

5.80 to 7.32

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

Less than 5.79

Source: Black Book Market Research

Individual vendors can be examined by specific indicators on each of the main functions of vendors as well as grouped and summarized subsets. Details of each subset are contained so that each vendor may be analyzed by function and computer assisted coding and medical records services collectively.



Stop Light Scoring Key

Scoring key							
Overall rank	Q6 criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
5	1	Doctors and Hospitals CDI Software	8.49	8.63	8.50	8.01	8.66

Source: Black Book Market Research

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



Overall KPI Leaders:

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY

Top score per individual criteria

Summary of criteria outcomes			
Total number one criteria ranks	CDI Vendor	Overall rank	
13	NUANCE	1	
2	DCBA	2	
2	OPTUM360	3	
1	3M HEALTH	4	

Source: Black Book Rankings

Question	Criteria	CDI Vendor	Overall rank
1	Vendor overall preference/vertical industry recommendations	NUANCE	1
2	Innovation	NUANCE	1
3	Training	OPTUM360	3
4	Client Relationships and cultural fit	NUANCE	1
5	Trust, Accountability and Transparency	NUANCE	1
6	Breadth of offerings, client types, delivery excellence	NUANCE	1
7	Deployment and outsourcing implementation	NUANCE	1
8	Customization	OPTUM360	3
9	Integration and interfaces	NUANCE	1
10	Scalability, client adaptability, flexible pricing	3M HEALTH	4
11	Compensation and employee performance	DCBA	2
12	Reliability	NUANCE	1
13	Brand image and marketing communications	NUANCE	1
14	Marginal value adds	DCBA	2
15	Viability & Managerial Stability	NUANCE	1
16	Data security and backup services	NUANCE	1
17	Support and customer care	NUANCE	1
18	Best of breed technology and process improvement	NUANCE	1



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

2015 Rank	CDI VENDOR	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	MEAN
1	NUANCE	9.77	9.86	9.36	9.76	9.87	9.76	9.56	9.33	9.48	9.20	9.43	9.83	9.61	9.29	9.68	9.63	9.70	9.79	9.61
2	DCBA	9.50	9.53	9.22	8.94	9.26	9.20	9.11	9.36	9.10	9.02	9.50	8.57	9.27	9.41	9.09	8.94	9.57	9.49	9.23
3	OPTUM360	8.80	9.39	9.38	9.16	8.81	9.67	8.68	9.57	8.50	9.30	8.84	9.40	8.52	9.02	8.29	9.47	8.61	9.11	9.03
4	3M HEALTH	8.90	9.20	8.67	8.80	9.06	8.73	8.52	7.99	8.98	9.36	8.68	7.41	8.42	7.40	9.05	8.96	8.36	8.74	8.62
5	CHARTWISE MEDICAL	8.94	9.16	8.58	8.91	9.07	8.29	8.35	8.70	8.56	8.89	8.94	8.38	7.85	8.26	7.40	8.59	8.78	8.91	8.59
6	M*MODAL	9.26	8.54	9.19	9.17	8.36	8.46	9.28	7.85	7.75	7.43	7.58	8.65	8.72	7.64	8.31	9.08	9.43	8.34	8.50
7	THE CODING NETWORK	8.67	8.58	8.40	7.54	8.73	8.60	8.19	7.89	8.86	7.35	9.20	8.88	7.99	8.83	9.19	8.03	8.66	8.41	8.44
8	RADMAX	8.22	8.99	8.19	8.38	7.58	9.11	9.40	8.14	7.60	8.08	9.15	8.49	8.57	8.74	7.54	8.11	8.70	8.32	8.41
9	LOGIX HEALTH	8.59	7.69	9.20	8.46	7.33	7.90	7.51	8.76	8.68	9.21	8.02	7.99	8.66	7.38	8.53	8.40	8.80	8.87	8.33
10	UNITED AUDIT SYSTEMS	8.71	8.84	7.49	8.98	8.33	7.42	8.46	7.43	7.50	7.56	9.13	8.87	8.29	8.04	7.83	8.84	9.25	8.67	8.31
11	CERNER	8.09	8.23	8.61	8.43	8.81	7.89	7.28	7.07	7.82	8.03	8.80	7.31	6.88	7.29	7.64	8.71	7.91	8.35	7.95
12	TRUBRIDGE	8.68	7.51	8.78	8.14	6.93	6.85	8.01	8.07	7.54	7.05	7.06	8.76	8.27	8.29	7.63	7.26	7.47	8.00	7.79
13	MEDIQUANT	7.92	7.44	8.19	7.46	8.20	7.95	6.93	8.22	8.38	7.57	6.90	7.40	8.71	8.73	6.68	8.12	7.44	7.65	7.77
14	AVIACODE	8.04	9.18	7.76	7.86	7.77	7.56	8.86	7.23	6.72	8.19	6.83	7.55	7.08	8.89	7.23	7.52	6.87	8.71	7.77
15	VITALWARE	7.90	7.35	7.28	7.87	7.24	7.86	7.79	8.60	6.00	6.94	5.96	6.88	6.73	8.45	6.57	8.72	8.89	7.18	7.46
16	OVATION	8.60	8.67	9.00	6.93	7.32	7.93	6.53	7.79	8.77	7.20	6.15	7.46	7.04	5.82	7.39	6.05	7.48	7.96	7.45
17	HIMAGINE SOLUTIONS	7.31	8.00	7.18	7.27	6.16	8.74	6.21	6.01	7.59	8.08	7.72	8.50	8.16	6.96	5.88	8.72	7.61	7.24	7.41
18	PRECYSE	9.27	7.21	7.02	5.40	7.88	8.13	5.33	6.82	6.67	5.81	8.61	6.81	7.17	8.91	7.08	6.00	7.28	6.62	7.11
19	SUNSTONE	6.59	7.11	8.73	7.21	6.68	6.19	7.18	5.54	6.89	7.56	7.41	5.07	7.83	7.11	7.45	5.66	8.72	7.41	7.02
20	PRACTICEMAX	6.05	5.90	7.01	7.21	6.81	5.13	7.55	6.73	8.22	5.29	7.71	6.72	7.70	8.09	5.60	6.26	7.87	7.02	6.83



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

1. Vendor overall preference by similar users of hospital and chains for vendor expertise in end-to-end CDI & Medical Records functionalities

Organizational structure meets the needs of stakeholders or customers and stakeholder satisfaction is the most important priority. CDI services and system client is likely to recommend the vendor to similar sized hospital, networked physician groups, and chains/systems/networks.

Overall rank	Q1 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOS	Mean
1	1	NUANCE	9.68	9.80	9.75	9.83	9.77
2	2	DCBA	9.21	9.74	9.55	9.51	9.50
3	3	OPTUM360	9.09	9.61	9.63	8.97	9.33
18	4	PRECYSE	9.40	9.56	9.02	9.11	9.27
6	5	M*MODAL	9.58	9.04	8.97	9.44	9.26
5	6	CHARTWISE MEDICAL	9.07	9.17	8.79	8.71	8.94
4	7	3M HEALTH	8.78	9.55	8.46	8.40	8.80
10	8	UNITED AUDIT SYSTEMS	8.61	8.67	9.17	8.39	8.71
12	9	TRUBRIDGE	9.10	8.29	9.04	8.28	8.68
7	10	THE CODING NETWORK	9.24	9.01	8.07	8.34	8.67

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

2. Innovation

Customers are also continuing to push the envelope for further enhancements to which the CDI services vendor is responsive. CAX clients also believe that their vendors' technology is helping them manage hospitals more effectively, generate accurate records and reimbursement billings and cut their overhead in ways that were difficult or impossible to accomplish before the incumbent CDI and medical records systems were implemented. Vendor is responsive to make client recommendations with cutting edge improvements.

Overall rank	Q2 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.83	9.87	10.00	9.75	9.86
2	2	DCBA	9.43	9.68	9.38	9.64	9.53
3	3	OPTUM360	9.65	9.33	9.05	9.53	9.39
4	4	3M HEALTH	9.14	9.43	9.22	8.99	9.20
14	5	AVIACODE	8.78	9.54	9.22	9.18	9.18
5	6	CHARTWISE MEDICAL	9.04	9.65	9.24	8.70	9.16
8	7	RADMAX	9.21	8.48	9.00	9.28	8.99
10	8	UNITED AUDIT SYSTEMS	8.25	8.29	9.29	9.51	8.84
16	9	OVATION	9.25	9.02	8.38	8.04	8.67
7	10	THE CODING NETWORK	9.48	8.02	8.47	8.34	8.58

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

3. Training

CDI solutions vendor leadership provides significant and meaningful training opportunities for internal employees and client staff. Leadership strives to develop technology staff, medical record client service and customer servicing consultant employees in particular. Training modules are effective and practical so that minimal post-implementation training is required on or off site. Regular updates are timely and require minimal additional training to implement.

Overall rank	Q3 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
3	1	OPTUM360	9.54	9.29	9.28	9.40	9.38
1	2	NUANCE	9.60	9.30	9.33	9.21	9.36
2	3	DCBA	9.30	9.14	8.99	9.45	9.22
9	4	LOGIX HEALTH	9.15	9.27	9.04	9.35	9.20
6	5	M*MODAL	9.15	9.34	8.94	9.31	9.19
16	6	OVATION	8.92	9.31	8.95	8.80	9.00
12	7	TRUBRIDGE	8.07	9.45	8.40	9.19	8.78
19	8	SUNSTONE	9.14	8.87	8.52	8.40	8.73
4	9	3M HEALTH	8.88	9.08	8.26	8.47	8.67
11	10	CERNER	8.70	8.62	8.53	8.59	8.61

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

4. Client relationships and cultural fit

Computer assisted coding and medical record services vendor leadership honors customer relationships highly. The relationship with the vendor elevates the customer reputation. Improving hospital financials and healthcare delivery efficiency and effectiveness are top priority of the supplier. Governance of engagement is neither complex for buyer nor does it require vendor management attention regularly. There is no regular transparency or quality issue. There are no culture clashes or misfits that threaten relationship's success or client's satisfaction.

Overall rank	Q4 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.68	9.53	9.98	9.85	9.76
6	2	M*MODAL	9.29	9.29	8.45	9.64	9.17
3	3	OPTUM360	9.28	9.25	9.10	9.03	9.16
10	4	UNITED AUDIT SYSTEMS	8.99	9.11	8.94	8.88	8.98
2	5	DCBA	9.03	8.99	8.92	8.83	8.94
5	6	CHARTWISE MEDICAL	8.81	9.34	8.77	8.72	8.91
4	7	3M HEALTH	9.04	8.99	8.48	8.68	8.80
9	8	LOGIX HEALTH	8.78	7.43	9.30	8.35	8.46
11	9	CERNER	8.25	8.93	8.16	8.40	8.43
8	10	RADMAX	8.77	8.43	7.98	8.33	8.38

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

5. Trust, Accountability and Transparency

Trust in enterprise reputation is important to coding clients as well as prospects. Client possesses an understanding that its vendor organization has the people, processes, and resources to effectively deliver the desired business and clinical results, based on its industry reputation and past performance. There are no disconnects between promises and delivery

Overall rank	Q5 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.67	9.90	9.84	9.98	9.87
2	2	DCBA	9.41	9.17	9.41	9.05	9.26
5	3	CHARTWISE MEDICAL	9.28	9.38	8.65	8.97	9.07
4	4	3M HEALTH	9.00	9.20	9.53	8.50	9.06
3	5	OPTUM360	8.89	8.90	8.56	8.87	8.81
11	6	CERNER	8.47	8.81	8.49	9.48	8.81
7	7	THE CODING NETWORK	9.26	8.90	7.99	8.77	8.73
6	8	M*MODAL	8.65	8.29	7.81	8.70	8.37
10	9	UNITED AUDIT SYSTEMS	8.76	8.50	8.19	7.86	8.36
13	10	MEDIQUANT	8.52	8.54	8.05	7.69	8.22

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

6. Breadth of offerings, varied client settings, delivery excellence across all user types

Coding and medical record services vendor offers industry recognized horizontal functionality and vertical industry applications, and manage bundled financial services such as ICD10 and bad debt management and developing new e-Health initiatives. Vendor routinely drives operational performance improvements and results in the areas they affect. Comprehensive offerings are constructed to meet the unique needs of the client's financial systems initiatives. Breadth of vendor modules may offer comprehensive nonfinancial/clinical system services and broad modules.

Overall rank	Q6 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.70	9.81	9.88	9.65	9.76
3	2	OPTUM360	9.85	9.60	9.52	9.71	9.67
2	3	DCBA	9.21	9.12	9.21	9.25	9.20
8	4	RADMAX	9.28	9.16	9.03	8.97	9.11
17	5	HIMAGINE SOLUTIONS	8.89	9.04	8.56	8.47	8.74
4	6	3M HEALTH	8.47	8.45	8.51	9.48	8.73
7	7	THE CODING NETWORK	9.06	8.70	7.99	8.65	8.60
6	8	M*MODAL	8.82	8.29	7.94	8.80	8.46
5	9	CHARTWISE MEDICAL	8.44	8.50	8.19	8.04	8.29
18	10	PRECYSE	8.23	8.54	8.05	7.69	8.13

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

7. Deployment and coding services module implementations

Coding services and solutions client deploys at a pace acceptable to the client. CDI programs eliminate excessive supervision over vendor implementations. Vendor overcomes client implementation obstacles and challenges effectively. Technical, organizational and cultural implementation obstacles are handled professionally and punctually. CDI implementation time meets standard expectations. Implementations are efficient and sensitive to users' specific situations which may cause delays.

Overall rank	Q7 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.60	9.34	9.74	9.54	9.56
8	2	RADMAX	9.45	9.01	9.40	9.72	9.40
6	3	M*MODAL	9.02	9.37	9.34	9.39	9.28
2	4	DCBA	9.02	9.47	8.44	9.50	9.11
14	5	AVIACODE	8.89	9.03	8.54	8.98	8.86
3	6	OPTUM360	8.62	8.93	8.08	9.07	8.68
4	7	3M HEALTH	8.58	8.77	8.04	8.67	8.52
10	8	UNITED AUDIT SYSTEMS	8.21	8.92	7.98	8.74	8.46
5	9	CHARTWISE MEDICAL	7.86	8.47	8.48	8.59	8.35
7	10	THE CODING NETWORK	8.98	7.59	7.86	8.32	8.19

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

8. Customization

Coding and medical records services are customized to meet the unique needs of specific practice client purpose, processes and physician models. Little resistance is encountered when changing performance measurements as clients' needs vary. Extraordinary efforts are made to adapt and convert client special needs into workable solutions with efficient cost and time considerations. Financial software allows for modifications that are not costly or complex.

Overall rank	Q8 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
3	1	OPTUM360	9.43	9.45	9.62	9.76	9.57
2	2	DCBA	9.51	9.54	9.06	9.34	9.36
1	3	NUANCE	9.40	9.41	9.09	9.40	9.33
9	4	LOGIX HEALTH	8.57	8.48	8.60	9.37	8.76
5	5	CHARTWISE MEDICAL	8.96	8.43	8.34	9.05	8.70
15	6	VITALWARE	8.11	8.82	8.32	9.13	8.60
13	7	MEDIQUANT	8.53	7.98	7.35	9.01	8.22
8	8	RADMAX	7.32	8.59	8.07	8.58	8.14
12	9	TRUBRIDGE	7.75	7.97	8.56	7.98	8.07
4	10	3M HEALTH	6.98	7.79	7.98	9.20	7.99

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

9. Integration and interfaces

Hospital CDI and medical records technology vendor supports interfaces so information can be shared between necessary applications. Solutions are easily integrated to existing backend systems as needed and connectivity feasible. Seamless interfaces to legacy applications are performed as required for optimal functioning. Human integration and interface activities are administered precisely. Systems communicate effectively among provider groups and ancillaries. True interoperability with other healthcare organizations is factored into implementation.

Overall rank	Q9 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1		NUANCE	9.47	9.64	9.33	9.47	9.48
2	1	DCBA	8.67	9.33	9.10	9.29	9.10
4	2	3M HEALTH	8.75	9.18	8.79	9.19	8.98
7	3	THE CODING NETWORK	8.61	8.58	8.84	9.42	8.86
16	4	OVATION	9.35	8.21	9.06	8.45	8.77
9	5	LOGIX HEALTH	8.88	8.49	8.21	9.14	8.68
5	6	CHARTWISE MEDICAL	9.03	8.69	8.14	8.38	8.56
3	7	OPTUM360	8.60	8.28	8.77	8.36	8.50
13	8	MEDIQUANT	8.93	7.49	8.50	8.59	8.38
20	9	PRACTICEMAX	7.85	8.73	8.17	8.11	8.22
	10						

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

10. Scalability, client adaptability, flexible pricing

Coding services and medical records support vendor provides flexible pricing allowing the client to choose and pay for the precise functionality and services needed. Vendor invests in significant infrastructure and has the ability to provide services to enterprise organizations. IT products and services meet the changing and varied needs of the hospital financials customer. Pricing is not rigid or shifting and meets needs of client.

Overall rank	Q10 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
4	1	3M HEALTH	9.49	9.34	9.38	9.21	9.36
3	2	OPTUM360	9.23	9.49	9.19	9.28	9.30
9	3	LOGIX	9.14	9.32	9.10	9.27	9.21
1	4	NUANCE	8.63	9.48	9.58	9.10	9.20
2	5	DCBA	8.55	9.13	9.10	9.31	9.02
5	6	CHARTWISE MEDICAL	8.78	9.06	8.94	8.77	8.89
14	7	AVIACODE	7.80	7.94	8.04	8.96	8.19
8	8	RADMAX	8.30	8.41	7.08	8.54	8.08
17	9	HIMAGINE SOLUTIONS	8.56	7.72	8.52	7.51	8.08
11	10	CERNER	7.58	8.10	8.51	7.92	8.03

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

11. Vendor staff expertise, compensation and employee performance

Coding services vendor team of employees is considered top in industry for professionalism and skill. Vendor attracts and retains high performing staff. Vendor is focused on building and developing a strong employee team of producers. Employees act like owners/leaders. Company is moving towards leveraged pay at all levels. Vendor is using effective tools to tie performance metrics to compensation policy and compensating top leaders. Human resources-related criteria are scored from the client perspective on this indicator.

Overall rank	Q11 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
2	1	DCBA	9.34	9.69	9.25	9.72	9.53
1	2	NUANCE	9.45	9.36	9.44	9.48	9.43
7	3	THE CODING NETWORK	9.35	9.34	9.24	8.87	9.20
8	4	RADMAX	8.86	9.48	8.88	9.36	9.15
10	5	UNITED AUDIT SYSTEMS	8.95	9.07	9.05	9.44	9.13
5	6	CHARTWISE MEDICAL	8.97	8.87	8.86	9.05	8.94
3	7	OPTUM360	8.83	8.70	9.16	8.67	8.84
11	8	CERNER	8.41	8.58	9.24	8.96	8.80
4	9	3M HEALTH	8.93	8.14	8.82	8.83	8.68
18	10	PRECYSE	8.29	8.12	9.04	8.98	8.61

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

12. Reliability

Computer assisted coding software and support services meets agreed terms as evidenced by routine, acceptable service level reporting and industry expectations. Depth and breadth of applications/solutions are acceptable in meeting client needs. Online reliability is maximized and outages/downtimes are minimized. Solid product and service capacities are demonstrated consistently. Service levels are consistently met as agreed. Services and support response is maximized by vendor team.

Overall rank	Q12 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.90	9.79	9.74	9.90	9.83
3	2	OPTUM360	9.28	9.49	9.13	9.69	9.40
7	3	THE CODING NETWORK	8.34	8.99	9.05	9.12	8.88
10	4	UNITED AUDIT SYSTEMS	9.30	9.04	8.64	8.49	8.87
12	5	TRUBRIDGE	8.88	8.79	8.21	9.14	8.76
6	6	M*MODAL	8.93	8.94	8.35	8.38	8.65
2	7	DCBA	8.31	8.52	8.32	9.12	8.57
17	8	HIMAGINE SOLUTIONS	8.60	8.28	8.77	8.36	8.50
8	9	RADMAX	8.74	8.54	8.50	8.20	8.49
5	10	CHARTWISE MEDICAL	7.85	8.40	8.17	9.11	8.38

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

13. Brand image and marketing communications

Coding services vendor's marketing and sales statements/pitches are accurately and appropriately represented by actual financial product and service deliverables. Image is consistent with top industry performance rankings. Sales presentations and proposals are delivered upon and corporate integrity/honesty in marketing and business development are highly valued. Company image and integrity are values upheld top-down consistently. High level of relevant client communications enhances the vendor – user relationship. Marketing and communications practices are ethically led by senior management.

Overall rank	Q13 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.53	9.47	9.65	9.77	9.61
2	2	DCBA	9.55	8.94	9.40	9.18	9.27
6	3	M*MODAL	8.69	8.85	8.83	8.52	8.72
13	4	MEDIQUANT	8.39	9.09	8.86	8.49	8.71
9	5	LOGIX HEALTH	9.18	9.05	8.32	8.07	8.66
8	6	RADMAX	7.71	9.01	8.97	8.59	8.57
3	7	OPTUM360	8.52	8.90	7.95	8.70	8.52
4	8	3M HEALTH	8.60	9.06	8.41	7.59	8.42
10	9	UNITED AUDIT SYSTEMS	7.67	8.22	8.93	8.32	8.29
12	10	TRUBRIDGE	8.48	8.52	7.79	8.28	8.27

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

14. Marginal value adds

The hospital Coding services vendors' cost savings are realized as generally estimated and not over-positioned or over/underestimated in ways that effect major client satisfaction or costs. Vendor offers value-adds as a practice management partner in cost savings and avoidance initiatives and creative programs through bundled financial product design. Provides true business transformation opportunities to hospital(s), affiliated physician practices and other medical settings utilizing the system modules.

Overall rank	Q14 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
2	1	DCBA	9.48	9.37	9.25	9.53	9.41
1	2	NUANCE	9.61	9.29	8.97	9.30	9.29
3	3	OPTUM360	8.94	9.25	8.79	9.08	9.02
18	4	PRECYSE	9.57	8.41	8.68	8.99	8.91
14	5	AVIACODE	9.28	9.02	8.58	8.69	8.89
7	6	THE CODING NETWORK	8.68	9.39	8.53	8.73	8.83
8	7	RADMAX	8.37	8.89	9.46	8.25	8.74
13	8	MEDIQUANT	7.76	8.90	8.81	9.44	8.73
15	9	VITALWARE	8.41	8.43	8.36	8.57	8.45
12	10	TRUBRIDGE	8.02	8.59	7.83	8.71	8.29

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

15. Viability and managerial stability

Vendor's corporate viability, employee turnover, financial stability and/or cultural mismatches do not threaten relationship. Senior management and the board exemplify strong leadership principals to steward appropriate resources that impact coding and medical record services buyers. Client is confident of long term industry viability for this vendor based on investments, client adoption, exceptional outcomes and service levels. Field management is notably competent, stable and supportive of clients. Vendor demonstrates and provides evidence of competent financial management and leadership.

Overall rank	Q15 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.56	9.99	9.64	9.53	9.68
7	2	THE CODING NETWORK	9.30	9.28	8.61	9.57	9.13
2	3	DCBA	9.24	8.99	8.72	9.39	9.09
4	4	3M HEALTH	9.37	8.64	9.21	8.99	9.05
9	5	LOGIX HEALTH	8.21	8.69	8.88	8.34	8.53
6	6	M*MODAL	7.98	8.42	8.35	8.48	8.31
3	7	OPTUM360	8.37	8.54	7.87	8.37	8.29
10	8	UNITED AUDIT SYSTEMS	7.38	7.23	7.51	9.18	7.83
11	9	CERNER	7.08	7.14	7.62	8.70	7.64
12	10	TRUBRIDGE	8.14	7.52	7.67	7.17	7.63

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

16. Data security and backup services

In order to provide secure and constantly dependable coding service offerings for physician and hospital entities, an financials software vendor has to provide the highest level of security and data back-up services. CDI solutions and medical record support vendor's service in these two areas is superior to the security and back-up system of past internal systems of the hospital, ancillaries, and affiliated physician practices.

Overall rank	Q16 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.58	9.72	9.62	9.60	9.63
3	2	OPTUM360	9.48	9.44	9.55	9.39	9.47
6	3	M*MODAL	8.84	8.90	9.45	9.13	9.08
4	4	3M HEALTH	8.97	8.64	9.11	9.11	8.96
2	5	DCBA	9.22	8.43	9.23	8.88	8.94
10	6	UNITED AUDIT SYSTEMS	8.95	8.86	8.96	8.59	8.84
17	7	HIMAGINE SOLUTIONS	8.70	8.79	8.42	8.98	8.72
15	8	VITALWARE	7.91	8.98	8.96	9.02	8.72
11	9	CERNER	8.25	8.82	8.83	8.95	8.71
9	10	LOGIX HEALTH	8.28	9.12	9.03	8.37	8.70

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

17. Support and customer care

Account management provides an adequate amount of onsite administration and support to clients. There exists a formal account management program that meets financial client needs. Media and clients reference this vendor as a financial services leader and top coding services vendor correctly. Customer services and relationship satisfaction is manifested through significant flagship clients as well as smaller and newest customers similarly. Vendor provides appropriate number of accessible support and customer care personnel.

Overall rank	Q17 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOs	Mean
1	1	NUANCE	9.70	9.63	9.77	9.69	9.70
2	2	DCBA	9.72	9.30	9.51	9.75	9.57
6	3	M*MODAL	9.05	9.61	9.36	9.69	9.43
10	4	UNITED AUDIT SYSTEMS	9.54	9.32	8.83	9.31	9.25
15	5	VITALWARE	8.87	8.69	9.26	8.76	8.89
9	6	LOGIX HEALTH	8.53	8.54	9.11	9.01	8.80
5	7	CHARTWISE MEDICAL	8.40	9.24	9.02	8.47	8.78
19	8	SUNSTONE	8.77	8.76	8.33	9.00	8.72
8	9	RADMAX	8.04	8.57	9.29	8.89	8.70
7	10	THE CODING NETWORK	8.82	7.87	9.06	8.90	8.66

Source: Black Book Market Research



Individual Key Performance

CLINICAL DOCUMENTATION IMPROVEMENT SOLUTIONS & TECHNOLOGY TOP VENDORS

18. Best of breed technology and process improvement

Coding services and medical record process management and related technology services are considered best of breed. Vendor technology elevates customers via capabilities, equipment, processes, deliverables, professional staff, leadership, quality assurance and innovative initiatives. CDI solutions are delivered at or above current/former in-house service levels. Technology is current and relevant to exchanging patient financial information among providers, as well as sufficiently offering patient access.

Overall rank	Q18 Criteria rank	Company	HOSPITALS 250+ BEDS	SMALL & RURAL HOSPITALS	HOSPITAL CHAINS & SYSTEMS	IDNS, NETWORKS & ACOS	Mean
1	1	NUANCE	9.55	9.95	9.67	9.98	9.79
2	2	DCBA	9.44	9.71	9.37	9.42	9.49
3	3	OPTUM360	9.28	9.17	8.46	9.53	9.11
5	4	CHARTWISE MEDICAL	9.03	8.79	8.60	9.22	8.91
9	5	LOGIX HEALTH	9.17	8.66	8.45	9.21	8.87
4	6	3M HEALTH	8.40	9.24	8.37	8.94	8.74
14	7	AVIACODE	9.18	8.76	8.66	8.23	8.71
10	8	UNITED AUDIT SYSTEMS	8.18	8.33	9.00	9.16	8.67
7	9	THE CODING NETWORK	8.73	8.08	8.14	8.68	8.41
11	10	CERNER	7.88	8.75	7.85	8.93	8.35

Source: Black Book Market Research

APPENDIX

FIERCE INDEPENDENCE

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