



ADVISORY CLIENT SURVEY

BLACK BOOK MARKET RESEARCH

# Revenue Cycle Management Consultants

Top Client-Rated Firms

Hospitals & Medical  
Centers

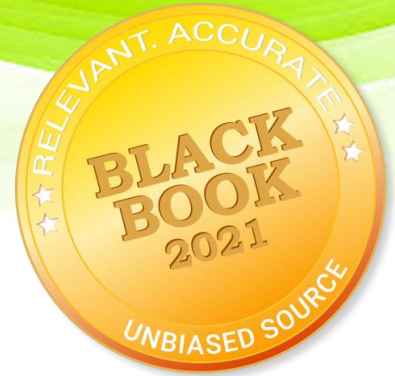
Physician & Ambulatory  
Care Organizations

Health Systems, Chains &  
IDNs

Survey Period: Q3 2020 – Q1 2021 | Published: January 2021

BLACK BOOK™ TOP REVENUE CYCLE MANAGEMENT CONSULTANTS & ADVISORS

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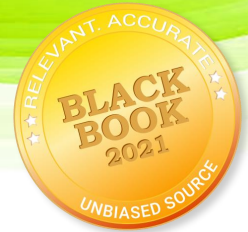
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Black Book™ annually evaluates leading health care/medical software and service providers across 18 operational excellence key performance indicators completely from the perspective of the client experience. Independent and unbiased from vendor influence, more than 700,000 healthcare IT users are invited to contribute to various annual customer satisfaction polls. Suppliers also encourage their clients to participate to produce current and objective customer service data for buyers, analysts, investors, consultants, competitive suppliers and the media. For more information or to order customized research results, please contact the Client Resource Center at +1 800.863.7590 or [Research@BlackBookMarketResearch.com](mailto:Research@BlackBookMarketResearch.com)

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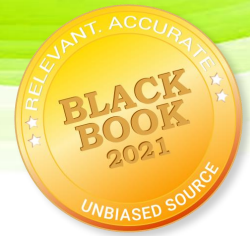
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## Survey Participation

### Revenue Cycle Management Consultants & Transformation Advisors

Respondent Title (includes current/past/prospective clients 2017-2021)	Total
CEO or Administrator/Executive Director	77
CFO or Finance Director/Business Office Manager/Business Staff	656
CIO or IT Director/Manager, Support Technology/Specialist	100
Chief Medical Officer/Physician Executive	69
Nursing Leader/Director/Manager/VP	104
Quality Leader/Director/Manager/VP	56
Chief Operating Officer/SVP/EVP/VP	334
Other (Includes Board Members, Corporate Officers)	473
<b>TOTAL</b>	<b>1,869</b>
<b>Respondent Title by Organization</b>	
<b>Medical Device Manufacturers, Pharma &amp; Distributors</b>	2%
<b>Hospitals, Health Delivery &amp; Inpatient Provider Systems</b>	70%
<b>Physicians/Medical Groups/Outpatient Ancillaries</b>	25%
<b>Payors, Health Insurers, Health Plans</b>	3%



## Methodology: How the data sets are collected

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### Survey Overview

In Q2 through Q1 2021, the Black Book's consultant and advisory form client/user surveys investigated 220 healthcare IT software and services consultant firms utilized by validated users nationwide for rankings. 355 healthcare industry respondents in pre-use, implementation, system decision-making or purchased but not yet installed status responded to trend and purchasing questions but did not rate consultancies.

1,410 respondents with contracts and engagements dated between Q1 2017 and Q4 2020 were qualified to be segregated for this analysis of top performing vendors.

### Black Book Methodology

#### How the Data Sets Are Collected

Black Book collects ballot results on 18 performance areas of operational excellence to rank consultants by service, advisory and/or product lines. The gathered data are subjected immediately to an internal and external audit to verify completeness and accuracy and to make sure the respondent is valid while ensuring that the anonymity of the client company is maintained. During the audit, each data set is reviewed by a Black Book executive and at least two other external corporate representatives. 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 EHR, population health, health information management, revenue cycle, value-based care, hospital software, health plans, group purchasing organizations, telehealth, managed services providers, educational and training providers, bench markers, and operational advisors. These specific survey areas range from four to twenty questions or criteria each. A minimum of validated client ballots are required to be ranked in the top performing categories explained below.

### Understanding the Statistical Confidence of Black Book Data

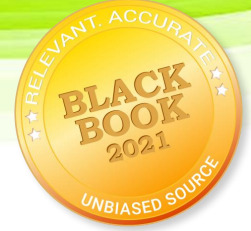
Statistical confidence for each performance rating is based upon the number of organizations scoring the solutions and/or services. Black Book identifies data confidence by one of several means:

- Top-5-ranked vendors must have a minimum of twenty 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. Consultant firms with over 20 unique client votes are eligible for top 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. The Black Book survey web instrument is open to past respondents and new participants at [www.blackbookmarketresearch.com](http://www.blackbookmarketresearch.com), as well as mobile survey applications via the Apple and Google Play stores. Only one ballot per corporate email address is permitted and changes of ballots during the open polling period require a formal email response process to ensure integrity. Third party validation is required to be included.



## Raw score compilation and scale of reference

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**Black Book raw score scales**

0 = Dealbreaking dissatisfaction ◀ — ▶ 10 = Exceeds all expectations

Source: Black Book Research

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



### Key to Raw Scores

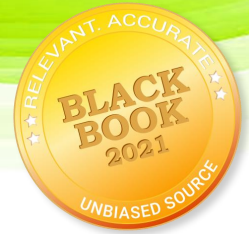
0.00–5.79 ▶	◀ 5.80–7.32 ▶	◀ 7.33–8.70 ▶	◀ 8.71–10.00
<b>Deal breaking dissatisfaction</b>  <b>Does not meet expectations</b>  <b>Cannot recommend vendor</b>	<b>Neutral</b>  <b>Meets/does not meet expectations consistently</b>  <b>Would not likely recommend vendor</b>	<b>Satisfactory performance</b> 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

Source: Black Book Research

### Color-Coded Stoplight Dashboard Scoring Key

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





## Overall Key Performance Indicator Leaders

### Revenue Cycle Management Consultants

#### Summary of Criteria Outcomes: Overall Performance

**Table 1: Summary of criteria outcomes**

Total Number One Criteria Ranks	Consulting Firm	Overall Rank
10	GUIDEHOUSE	1
3	IBM CONSULTING	2
3	HARMONY HEALTHCARE	3
1	LEIDOS	4
1	HURON CONSULTING	7

Source: Black Book Research, 2021

## Top Score Per Individual Criteria

### Revenue Cycle Management Consultants & Transformation Advisors

#### Overall Performance

**Table 2: Top score per individual criteria**

Question / Criteria		Advisors	Overall Rank
Q1	Level of Comprehensive Advisory Experience in this Initiative	GUIDEHOUSE	1
Q2	Overall Client Outcomes and Improvements	GUIDEHOUSE	1
Q3	Training & Capability Enhancements for Client	GUIDEHOUSE	1
Q4	Advisor Domain and Body of Knowledge	GUIDEHOUSE	1
Q5	Advisor Industry-Specific Qualifications & Engagement Success	GUIDEHOUSE	1
Q6	Spectrum of Category-Specific Functions on Current Challenges	GUIDEHOUSE	1
Q7	Marketing, Sales and Brand Recognition of Advisory Practice	LEGACY CONSULTING	6
Q8	Quality of Strategic Options & Delivery Alternatives	GUIDEHOUSE	1
Q9	Vendor Agnostic, Integrity, Objectivity with Multiple solutions	GUIDEHOUSE	1
Q10	Innovations in Consultative Approaches. Best-of-Breed Tech	GUIDEHOUSE	1
Q11	Scalability, Flexibility, Pricing and Customization	HARMONY HEALTHCARE	3
Q12	Breadth of Firm Experience through Entire Consulting Lifecycle	IBM CONSULTING	2
Q13	Marginal Value Adds	GUIDEHOUSE	1
Q14	Relationship Support and Client Care	IBM CONSULTING	2
Q15	Trust, Reliability, Transparency and Confidentiality	GUIDEHOUSE	1
Q16	Firm Financial Viability and Management Stability	GUIDEHOUSE	1
Q17	Return-On-Investment, Engagement Deliverables & Quality	GUIDEHOUSE	1
Q18	Speed and Efficiency of Engagement Deployment	GUIDEHOUSE	1

Source: Black Book™ 2021

**Table 3: Key Performance Indicators 1-18, Aggregate Mean Scores Q1 2021**

Rank	Advisory Firm	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Mean
1	GUIDEHOUSE	9.84	9.77	9.70	9.76	9.91	9.61	9.30	9.75	9.81	9.40	9.26	9.61	9.62	9.46	9.83	9.64	9.76	9.36	9.63
2	IBM CONSULTING	9.61	9.38	8.71	9.06	9.38	9.49	8.25	9.16	9.51	9.20	8.68	9.71	9.60	9.67	9.64	9.40	9.64	8.98	9.28
3	HARMONY	9.71	9.29	9.52	9.51	9.44	9.13	8.53	9.29	9.73	9.33	9.64	9.15	9.16	9.33	8.47	8.79	8.91	9.17	9.23
4	LEIDOS	9.34	8.84	8.98	8.68	9.71	8.51	8.78	8.61	9.47	8.63	9.57	7.98	9.15	8.69	9.19	8.76	8.44	8.11	8.86
5	BLUE & CO	9.46	9.52	9.68	9.03	8.79	7.14	8.31	9.67	9.26	8.79	8.47	8.66	8.32	7.67	8.63	9.18	9.17	9.16	8.83
6	LEGACY	8.93	9.24	7.37	7.94	9.56	8.92	9.53	8.57	8.87	7.95	8.96	9.28	8.21	9.13	8.78	9.09	8.03	8.01	8.69
7	HURON	8.99	9.05	9.59	9.34	8.24	7.21	8.63	9.34	8.98	9.36	8.00	8.87	8.67	7.81	8.50	6.97	9.26	8.77	8.64
8	ECG	8.96	9.15	8.85	8.71	9.60	9.29	7.54	8.10	7.28	9.04	9.24	8.51	9.10	8.05	9.47	8.99	7.20	8.04	8.62
9	OPTUM	8.64	8.63	9.14	9.53	8.89	8.11	7.28	8.48	9.29	9.29	9.26	8.99	8.03	8.18	7.84	8.17	8.04	8.34	8.56
10	KPMG	8.92	7.69	9.15	7.30	9.31	8.35	8.04	7.94	9.74	7.91	9.17	8.09	8.98	8.26	8.63	9.06	7.13	8.43	8.45
11	IMPACT ADVISORS	7.73	8.37	8.71	7.99	8.10	6.88	9.36	8.72	8.41	7.00	8.90	8.84	9.11	8.91	7.26	9.34	8.19	8.14	8.33
12	CONIFER	9.24	7.48	9.13	8.21	9.61	7.96	8.65	7.38	8.44	9.25	8.26	7.43	8.62	6.34	9.27	8.73	6.43	8.29	8.26
13	STOLTENBERG	8.77	8.33	8.14	8.79	8.14	7.85	9.24	8.24	9.13	7.23	8.60	7.81	8.39	8.72	8.55	7.81	6.71	7.00	8.19
14	ACCENTURE	8.49	7.23	6.65	7.81	7.05	9.27	8.23	6.80	9.41	7.72	8.33	7.18	9.38	7.36	8.87	9.56	6.50	7.94	7.99
15	CHANGE HC	8.53	8.20	9.09	8.03	7.53	5.51	7.77	8.70	8.15	6.88	6.88	8.45	7.84	9.21	7.82	7.49	6.87	6.93	7.77
16	HMI	8.54	7.84	7.91	8.37	7.97	7.21	7.15	7.55	6.21	6.79	8.59	8.10	6.22	8.64	7.01	8.23	8.88	7.76	7.72
17	PULSE	7.34	7.03	8.43	8.45	7.14	7.47	5.73	8.59	9.45	6.63	7.06	8.09	6.71	5.72	5.20	8.84	5.88	7.69	7.30
18	PIVOT POINT	8.30	8.23	7.96	6.86	7.65	8.21	7.42	6.12	8.37	7.85	7.57	6.38	6.76	8.11	7.74	5.98	5.26	4.55	7.28
19	PWC	8.75	8.46	7.39	7.92	7.88	6.88	6.38	6.20	7.02	5.78	8.67	6.77	7.17	9.00	7.14	6.01	7.14	6.40	7.28
20	NTHRIVE	6.81	8.06	7.92	5.74	7.13	8.97	4.77	6.89	8.29	6.24	6.43	5.05	5.47	8.37	8.61	5.63	4.77	7.05	6.79



**Q1: Level of Advisory expertise on comprehensive Revenue Cycle Management Consultants**

Peer group vertical industry recommendations and positioning as Revenue Cycle Management Consultants thought leader in the industry

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.87	9.56	9.92	10.00	9.84
3	HARMONY HEALTHCARE	9.66	9.82	9.54	9.42	9.61
2	IBM CONSULTING	9.76	9.50	9.25	9.52	9.51
5	BLUE & CO	9.35	9.80	9.45	9.22	9.46
4	LEIDOS	9.45	9.14	9.27	9.50	9.34
12	CONIFER	8.92	9.22	9.32	9.50	9.24
7	HURON CONSULTING	9.43	8.84	8.87	8.81	8.99
8	ECG MANAGEMENT	9.68	8.50	8.62	9.04	8.96
6	LEGACY CONSULTING	9.45	8.74	8.50	9.03	8.93
10	KPMG	9.09	9.54	8.01	9.03	8.92

Source: Black Book Research TM Q1 2021



**Q2: Innovation: Measured by Client Outcomes and Achieved Improvements**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.58	9.78	9.92	9.79	<b>9.77</b>
5	BLUE & CO	9.49	9.67	9.62	9.31	<b>9.52</b>
2	IBM CONSULTING	9.26	9.45	9.33	9.48	<b>9.38</b>
3	HARMONY HEALTHCARE	8.99	9.11	9.72	9.37	<b>9.29</b>
6	LEGACY CONSULTING	8.93	9.12	9.78	9.09	<b>9.24</b>
8	ECG MANAGEMENT	8.84	9.08	9.49	9.20	<b>9.15</b>
7	HURON CONSULTING	8.91	9.32	9.18	8.80	<b>9.05</b>
4	LEIDOS	8.70	8.83	8.92	8.89	<b>8.84</b>
9	OPTUM	8.79	9.48	8.06	8.19	<b>8.63</b>
19	PWC	8.68	7.48	9.10	8.59	<b>8.46</b>

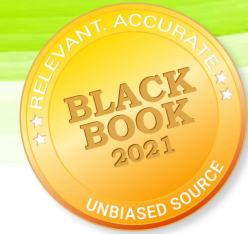
Source: Black Book Research TM Q1 2021



**Q3: Training (Client and Advisor), Imparted client capability enhancements**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.72	9.20	9.90	9.97	9.70
5	BLUE & CO	9.75	9.66	9.80	9.49	9.68
7	HURON CONSULTING	9.45	9.75	9.51	9.66	9.59
3	HARMONY HEALTHCARE	9.33	9.43	9.75	9.55	9.52
10	KPMG	9.50	8.75	9.08	9.27	9.15
9	OPTUM	9.29	9.31	8.65	9.30	9.14
12	CONIFER	9.38	9.36	8.79	8.98	9.13
15	CHANGE HEALTHCARE	9.60	8.60	9.10	9.07	9.09
4	LEIDOS	9.22	9.12	9.22	8.37	8.98
8	ECG MANAGEMENT	8.66	9.26	8.69	8.77	8.85

Source: Black Book Research TM Q1 2021



**Q4: Advisor Domain of healthcare industry operations and Revenue Cycle Management body of Knowledge**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.81	9.97	9.63	9.61	9.76*
9	OPTUM	9.03	9.72	9.66	9.71	9.53
3	HARMONY HEALTHCARE	9.54	9.57	9.52	9.41	9.51
7	HURON CONSULTING	9.68	9.44	9.11	9.12	9.34
2	IBM CONSULTING	9.33	8.44	8.89	9.56	9.06
5	BLUE & CO	9.04	8.87	9.03	9.18	9.03
13	STOLTENBERG	8.95	8.87	8.32	9.00	8.79
8	ECG MANAGEMENT	9.13	8.96	8.35	8.40	8.71
4	LEIDOS	8.25	9.37	8.55	8.53	8.68
17	PULSE	8.47	8.30	8.69	8.32	8.45

Source: Black Book Research TM Q1 2021

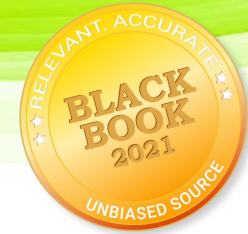


**Q5: Advisor's Industry-specific Revenue Cycle Management qualifications as demonstrated  
by past and current client list and engagement successes and marked advisement engagements**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.98	9.95	9.79	9.90	9.91
4	LEIDOS	9.74	9.59	9.68	9.83	9.71
12	CONIFER	9.51	9.86	9.69	9.37	9.61
8	ECG MANAGEMENT	9.42	9.74	9.50	9.72	9.60
6	LEGACY CONSULTING	9.14	9.64	9.58	9.83	9.56
3	HARMONY HEALTHCARE	9.10	9.67	9.83	9.16	9.44
2	IBM CONSULTING	9.23	9.40	9.17	9.70	9.38
10	KPMG	8.94	9.32	9.43	9.56	9.31
9	OPTUM	8.80	9.04	8.88	8.84	8.89
5	BLUE & CO	8.93	8.84	8.88	8.51	8.79

Source: Black Book Research TM Q1 2021





**Q6: Spectrum of Revenue Cycle Management Consultants category specific functions with immediate impact on evolving issues  
(ICD-10, COVID, Patient Engagement, Accountable Care, etc.)**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.82	9.57	9.48	9.69	9.61
2	IBM CONSULTING	9.32	9.49	9.33	9.62	9.49
8	ECG MANAGEMENT	9.27	8.83	9.49	9.75	9.29
14	ACCENTURE	8.92	9.50	9.62	9.27	9.27
3	HARMONY HEALTHCARE	9.15	9.51	9.22	9.24	9.13
20	NTHRIVE	9.05	8.67	9.59	9.38	8.97
6	LEGACY CONSULTING	9.32	8.95	8.87	9.30	8.92
4	LEIDOS	8.83	8.88	9.16	9.28	8.51
10	KPMG	8.57	8.49	8.64	8.79	8.35
18	PIVOTPOINT	8.63	8.43	9.11	7.90	8.21

Source: Black Book Research TM Q1 2021



**Q7: Firm Marketing & Sales Reputation**

**Revenue Cycle Management consulting services, appropriately conducted Sales Processes. Client endorses Brand Recognition of top Revenue Cycle Management Consultants in industry as earned and correct.**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
6	LEGACY CONSULTING	9.76	9.56	9.45	9.34	9.53
11	IMPACT ADVISORS	9.44	9.35	9.27	9.38	9.36
1	GUIDEHOUSE	9.30	9.34	9.47	9.08	9.30
13	STOLTENBERG	9.30	9.20	9.35	9.11	9.24
4	LEIDOS	8.39	8.82	9.23	8.66	8.78
12	CONIFER	8.79	8.89	8.71	8.22	8.65
7	HURON CONSULTING	9.02	8.73	8.12	8.63	8.63
3	HARMONY HEALTHCARE	8.60	8.44	8.17	8.91	8.53
5	BLUE & CO	8.93	7.22	8.81	8.23	8.31
2	IBM CONSULTING	8.69	7.79	8.87	7.64	8.25

Source: Black Book Research TM Q1 2021



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

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.72	9.74	9.74	9.79	9.75
5	BLUE & CO	9.62	9.56	9.70	9.81	9.67
7	HURON CONSULTING	9.39	8.75	9.56	9.64	9.34
3	HARMONY HEALTHCARE	9.67	9.07	9.46	8.96	9.29
2	IBM CONSULTING	9.12	8.76	9.28	9.48	9.16
11	IMPACT ADVISORS	8.52	8.92	8.25	9.16	8.72
15	CHANGE HEALTHCARE	8.43	8.54	8.90	8.92	8.70
4	LEIDOS	8.60	9.08	8.17	8.59	8.61
17	PULSE	8.89	8.15	9.04	8.26	8.59
6	LEGACY CONSULTING	8.36	7.58	9.04	9.31	8.57

Source: Black Book Research TM Q1 2021



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

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.90	9.78	9.97	9.59	9.81
10	KPMG	9.52	9.76	9.79	9.88	9.74
3	HARMONY HEALTHCARE	9.87	9.52	9.88	9.66	9.73
2	IBM CONSULTING	9.61	10.00	8.98	9.43	9.51
4	LEIDOS	9.53	9.16	9.97	9.22	9.47
17	PULSE	9.78	9.34	9.45	9.21	9.45
14	ACCENTURE	9.52	9.36	9.95	8.79	9.41
9	OPTUM	9.10	10.02	8.98	9.04	9.29
5	BLUE & CO	8.87	9.46	9.63	9.08	9.26
13	STOLTENBERG	8.56	9.51	9.25	9.19	9.13

Source: Black Book Research TM Q1 2021



**Q10: Innovations in Consultative Approaches as demonstrated through technological interoperability between client systems, interfaces/integrations including Best-of-Breed technology**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.13	9.59	9.48	9.38	9.40
7	HURON CONSULTING	9.23	9.38	9.38	9.45	9.36
3	HARMONY HEALTHCARE	8.78	9.79	9.34	9.39	9.33
9	OPTUM	9.16	9.60	8.70	9.69	9.29
12	CONIFER	9.33	8.89	9.53	9.25	9.25
2	IBM CONSULTING	8.63	9.55	9.70	8.92	9.20
8	ECG MANAGEMENT	8.92	9.24	8.90	9.09	9.04
5	BLUE & CO	8.53	9.05	9.10	8.47	8.79
4	LEIDOS	8.37	8.83	8.99	8.32	8.63
6	LEGACY CONSULTING	7.98	8.04	8.10	7.67	7.95

Source: Black Book Research TM Q1 2021



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

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
3	HARMONY HEALTHCARE	9.48	9.89	9.37	9.82	<b>9.64</b>
4	LEIDOS	9.43	9.70	9.72	9.44	<b>9.57</b>
1	GUIDEHOUSE	9.31	9.36	9.05	9.31	<b>9.26</b>
9	OPTUM	9.54	9.52	8.72	9.27	<b>9.26</b>
8	ECG MANAGEMENT	9.42	9.27	9.25	8.98	<b>9.24</b>
10	KPMG	9.36	9.23	9.04	9.06	<b>9.17</b>
6	LEGACY CONSULTING	9.04	9.19	8.33	9.26	<b>8.96</b>
11	IMPACT ADVISORS	8.98	8.91	8.70	8.98	<b>8.90</b>
2	IBM CONSULTING	8.97	8.26	7.90	9.59	<b>8.68</b>
19	PWC	9.01	8.87	7.69	9.10	<b>8.67</b>

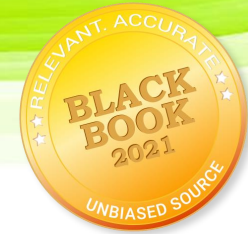
Source: Black Book Research TM Q1 2021



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

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
2	IBM CONSULTING	9.78	9.74	9.55	9.76	9.71
1	GUIDEHOUSE	9.50	9.64	9.81	9.49	9.61
6	LEGACY CONSULTING	9.59	8.72	9.67	9.11	9.28
3	HARMONY HEALTHCARE	9.17	8.74	9.62	9.07	9.15
9	OPTUM	8.88	8.68	9.22	9.17	8.99
7	HURON CONSULTING	8.87	9.49	8.74	8.37	8.87
11	IMPACT ADVISORS	9.16	8.71	9.06	8.42	8.84
5	BLUE & CO	8.99	8.52	8.18	8.94	8.66
8	ECG MANAGEMENT	8.91	7.41	8.96	8.77	8.51
15	CHANGE HEALTHCARE	8.83	9.08	7.88	7.99	8.45

Source: Black Book Research TM Q1 2021



**Q13: Marginal Value Adds to other client issues and initiatives**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.75	9.51	9.69	9.53	9.62
2	IBM CONSULTING	9.51	9.65	9.66	9.58	9.60
14	ACCENTURE	9.23	9.36	9.53	9.38	9.38
3	HARMONY HEALTHCARE	9.17	8.98	9.27	9.20	9.16
4	LEIDOS	8.82	9.05	9.67	9.06	9.15
11	IMPACT ADVISORS	9.12	8.92	9.06	9.32	9.11
8	ECG MANAGEMENT	9.16	9.00	8.76	9.46	9.10
10	KPMG	8.85	8.65	9.55	8.85	8.98
7	HURON CONSULTING	8.94	8.23	8.60	8.92	8.67
12	CONIFER	8.88	8.77	7.93	8.88	8.62

Source: Black Book Research TM Q1 2021

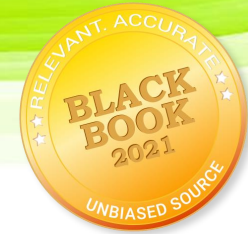




**Q14: Client/Firm Relationship, Client Account Management Program, Client Care and Responsiveness**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
2	IBM CONSULTING	9.55	9.77	9.56	9.80	9.67
1	GUIDEHOUSE	9.61	8.96	9.69	9.58	9.46
3	HARMONY HEALTHCARE	9.40	9.17	9.41	9.34	9.33
15	CHANGE HEALTHCARE	8.89	9.50	9.19	9.27	9.21
6	LEGACY CONSULTING	8.84	9.14	9.29	9.25	9.13
19	PWC	8.96	9.11	9.08	8.84	9.00
11	IMPACT ADVISORS	8.92	8.87	8.82	9.02	8.91
13	STOLTENBERG	8.67	9.01	7.97	9.23	8.72
4	LEIDOS	9.13	8.82	8.18	8.62	8.69
16	HMI	8.87	8.78	7.87	9.04	8.64

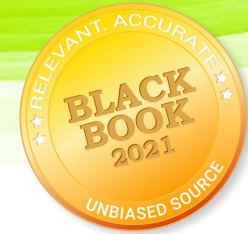
Source: Black Book Research TM Q1 2021



**Q15: Accountability, Trust, Reliability and Confidentiality**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.87	9.77	9.84	9.85	9.83
2	IBM CONSULTING	9.62	9.73	9.68	9.52	9.64
8	ECG MANAGEMENT	9.54	9.27	9.53	9.52	9.47
12	CONIFER	9.32	8.87	9.39	9.49	9.27
4	LEIDOS	9.02	9.39	9.35	8.98	9.19
14	ACCENTURE	9.17	9.37	9.03	7.90	8.87
6	LEGACY CONSULTING	9.22	8.97	8.18	8.76	8.78
10	KPMG	8.96	8.76	8.08	8.72	8.63
5	BLUE & CO	8.36	7.92	9.07	9.18	8.63
20	NTHRIVE	8.68	8.82	8.22	8.71	8.61

Source: Black Book Research TM Q1 2021



**Q16: Consultant Firm Viability and Senior Management Stability**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.73	9.64	9.62	9.57	9.64
14	ACCENTURE	9.55	9.69	9.64	9.34	9.56
2	IBM CONSULTING	9.37	9.21	9.34	9.68	9.40
11	IMPACT ADVISORS	9.48	9.33	9.43	9.10	9.34
5	BLUE & CO	9.32	9.28	9.19	8.91	9.18
6	LEGACY CONSULTING	8.84	9.19	8.96	9.35	9.09
10	KPMG	9.22	8.73	9.01	9.29	9.06
8	ECG MANAGEMENT	8.88	9.28	9.23	8.57	8.99
17	PULSE	8.32	8.76	9.28	9.00	8.84
3	HARMONY HEALTHCARE	8.89	8.69	8.64	8.92	8.79

Source: Black Book Research TM Q1 2021



**Q17: Return on Investment, True Engagement Deliverables, Quality of Recommendations**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.81	9.74	9.71	9.78	9.76
2	IBM CONSULTING	9.65	9.62	9.66	9.64	9.64
7	HURON CONSULTING	8.93	9.26	9.59	9.25	9.26
5	BLUE & CO	9.27	8.97	9.37	9.07	9.17
3	HARMONY HEALTHCARE	8.85	9.16	8.83	8.81	8.91
16	HMI	9.02	8.67	8.83	8.99	8.88
4	LEIDOS	8.94	8.23	8.41	8.14	8.44
11	IMPACT ADVISORS	8.21	7.93	8.65	7.97	8.19
9	OPTUM	8.96	7.01	8.76	7.43	8.04
6	LEGACY CONSULTING	7.77	8.26	7.40	8.67	8.03

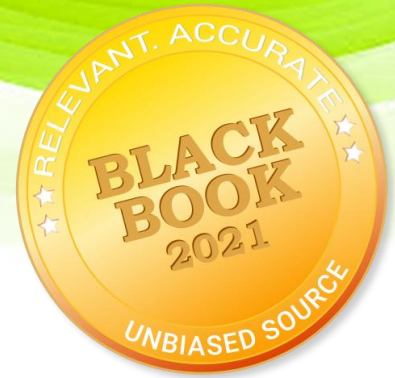
Source: Black Book Research TM Q1 2021



**Q18: Speed and Efficiency of Revenue Cycle Management Consultants Engagement processes, Timeliness of Milestones and Recommendations**

OVERALL RANK	ADVISORY FIRM	SMALL & COMMUNITY HOSPITALS	HEALTH SYSTEMS, CORPORATIONS, CHAINS, IDNS	PHYSICIANS & AMBULATORY ANCILLARY ORGANIZATIONS	ACADEMIC MEDICAL CENTERS & LARGE HOSPITALS	MEAN
1	GUIDEHOUSE	9.30	9.54	9.28	9.31	<b>9.36</b>
3	HARMONY HEALTHCARE	9.00	9.30	9.05	9.34	<b>9.17</b>
5	BLUE & CO	9.06	9.18	9.28	9.11	<b>9.16</b>
2	IBM CONSULTING	8.81	8.81	9.23	9.07	<b>8.98</b>
7	HURON CONSULTING	8.59	8.84	8.76	8.88	<b>8.77</b>
10	KPMG	8.74	7.91	9.18	7.90	<b>8.43</b>
9	OPTUM	8.43	7.58	8.55	8.79	<b>8.34</b>
12	CONIFER	8.50	8.00	8.60	8.05	<b>8.29</b>
11	IMPACT ADVISORS	8.67	8.20	7.46	8.24	<b>8.14</b>
4	LEIDOS	7.71	7.40	8.74	8.60	<b>8.11</b>

Source: Black Book Research TM Q1 2021



## Appendix

### Black Book market research surveys & IT consulting firm satisfaction 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](mailto:research@blackbookmarketresearch.com)

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