



Black Book™ 2019 Survey

Survey Period: Q3 2018 – Q1 2019

Top Technology & Services Solutions

Interoperability & Connectivity

Electronic Health Records

Billing & Revenue Cycle Tools

Decision Support & Analytics

Comparative Performance Result Set of Top Software/Support Vendors

END-TO-END TECHNOLOGY PRACTICE SOLUTIONS

ONCOLOGY

Black Book Market Research LLC 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 646,000 healthcare IT 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@BlackBookMarketResearch.com

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For more information, visit www.BlackBookMarketResearch.com

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2019 ONCOLOGY SURVEY RESPONSE RATES BY PRACTICE/ORGANIZATION TYPE, VALIDATED SYSTEM USERS

2019 SURVEY RESPONDENT IDENTIFICATION	NUMBER OF RESPONSES VALIDATED	PERCENT OF TOTAL RESPONSES
Physician/Clinician Name	440	41.1%
Clinic/Practice Name	217	20.3%
Public Clinic	19	1.7%
Health System Clinic	75	7.0%
Academic Medical Centers over 250 Beds	54	5.0%
Community Hospitals	102	9.5%
Small Hospitals under 100 Beds	46	4.3%
Outpatient Centers	117	10.9%
TOTAL	1,070	100%

Source: Black Book™

SURVEY OVERVIEW

From Q3 2018 through Q1 2019, the Black Book Research electronic medical record, electronic health record, e-Prescribing, Practice Management and e-Health client/user survey investigated 313 EMR vendors utilized 21,436 validated EMR/CPOE/eRX users nationwide for rankings across all medical specialties.

1,070 qualified ONCOLOGY physicians, practices, hospitals, clinics, groups, and support staff participated in this year's satisfaction survey.

BLACK BOOK METHODOLOGY

HOW THE DATA SETS ARE COLLECTED

Black Book collects ballot results on 18 performance areas of operational excellence to rank vendors by electronic medical and health record 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 Brown-Wilson executive and at least two other people. In this way, Black Book's clients can 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 e-Prescribing, Health Information Exchange, Accountable Care organization, hospital software, services providers, educational providers in e-health, bench markers 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 21,000 EHR users ranking from hospital and medical practice executives, clinicians, IT specialists and front-line implementation veterans are invited to participate in the 2019 annual Black Book EMR EHR e-Health initiative satisfaction survey. Non-invitation receiving participants must complete a verifiable profile, utilize valid corporate email address and are then included as well. The Black Book survey web instrument is open to respondents and new participants each year at <http://blackbookrankings.com> and mobile applications from iTunes and GooglePlay. 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.

The members of 18 professional healthcare associations, 9 media outlets and returning participants with previous identification verifications are among those invited to surveys. Individuals and provider management can register as new participants on mobile applications and online polling instruments. Ballots are validated through two independent survey verification services software companies before being included in the scoring process.

Externally validate users of systems with validated corporate/valid email addresses ranked 313 EMR-EHR suppliers (198 receiving ten or more qualified, unique practice ballots) offering individual or bundled arrangements as part of the Black Book annual survey, conducted via web survey instruments.

Additionally, 1,009 about-to-be users and those in the replacement phases to a non-original system EHR answered questions about budgeting, vendor familiarity and vendor selection processes but current non-user ballots are not counted in the vendor ranking process of client satisfaction.

STOP LIGHT SCORING KEY

2019 ONCOLOGY SOLUTIONS SURVEY RESULTS



2019 TOP TECHNOLOGY SOLUTIONS VENDORS

ONCOLOGY

FUNCTIONAL SUBSET HONORS:

TOP VENDOR: INTEROPERABILITY

FLATIRON

TOP VENDOR: ELECTRONIC HEALTH RECORDS

MCKESSON SPECIALTY IKNOWMED

TOP VENDOR: BILLING/REVENUE CYCLE MANAGEMENT

FLATIRON

TOP VENDOR: DECISION SUPPORT/POPULATION HEALTH ANALYTICS

FLATIRON

STOP LIGHT SCORING KEY

FIGURE 1A/B: COMPREHENSIVE END-TO-END VENDORS ARE DEFINED AS BEING COMPRISED OF FOUR SURVEYED FUNCTIONS

ELECTRONIC HEALTH RECORDS	INTEROPERABILITY & CONNECTIVITY	BILLING/REV CYCLE TOOLS	DECISION SUPPORT & RESULTS ANALYTICS
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Source: Black Book Research

FIGURE 2: KEY TO RAW SCORES

0.00 – 5.79 ►	◄ 5.80 – 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 Research

STOP LIGHT SCORING KEY

FIGURE 3: COLOR-CODED STOP LIGHT DASHBOARD SCORING KEY

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

Source: Black Book Research

FIGURE 4: RAW SCORE COMPILATION AND SCALE OF REFERENCE

Black Book raw score scales

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

Source: Black Book Research

Individual vendors can be examined by specific indicators on each of the main functions of EHR vendors as well as grouped and summarized subsets. Details of each subset are contained so that each vendor may be analyzed by function and end-to-end EHR services collectively.

STOP LIGHT SCORING KEY

FIGURE 5: SCORING KEY

OVERALL RANK	Q1 CRITERIA RANK	VENDOR	INTEROPERABILITY & CONNECTIVITY	ELECTRONIC HEALTH RECORDS	BILLING/REV CYCLE	ELECTRONIC HEALTH RECORDS	MEAN
5	1	COMPANY NAME	8.49	8.63	8.50	8.01	8.66

Source: Black Book Research

- **Overall rank** – this rank references the final position of all 18 criteria averaged by the mean score collectively. This vendor ranked fifth of the 20 competitors.
- **Criteria rank** – refers to the number of the question or criteria surveyed. This is the 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 EHR vendor.
- **Subsections** – each subset comprises one-fourth of the total vendor mean at the end of this row and includes all buyers and users who indicate that they contract each respective functional subsection with the supplier, specific to their physician enterprise.
- **Mean** – congruent with the criteria rank, the mean is a calculation of all three subsets of end to end specialty practice functions surveyed. As a final ranking reference, it includes all market sizes, specialties, delivery sites and geographies.

OVERALL KPI LEADERS:

END-TO-END ONCOLOGY PRACTICE TECHNOLOGY SOLUTIONS

Summary of criteria outcomes

TABLE 1: SUMMARY OF CRITERIA OUTCOMES

Total number one criteria ranks	Oncology Solutions Vendor	Overall rank
8	FLATIRON	1
3	IKNOWMED	2
2	VARIAN	4
2	ELEKTA	5
1	CERNER	3
1	EPIC SYSTEMS	6
1	MEDITECH	9

Source: Black Book Research

Overall KPI Leaders

ONCOLOGY

Top score per individual criteria

TABLE 2: TOP SCORE PER INDIVIDUAL CRITERIA

Questions	Criteria	Vendor	Overall
1	Strategic Alignment of Client Goals MU VBC MACRA	IKNOWMED	2
2	Innovation & Optimization	FLATIRON	1
3	Training	VARIAN	4
4	Client relationships and cultural fit	FLATIRON	1
5	Trust, Accountability, Transparency, Ethics	VARIAN	4
6	Breadth of offerings, client types, delivery excellence	FLATIRON	1
7	Deployment and outsourcing implementation	MEDITECH	9
8	Customization	CERNER	3
9	Integration and interfaces	FLATIRON	1
10	Scalability, client adaptability, flexible pricing	ELEKTA	5
11	Compensation and employee performance	FLATIRON	1
12	Reliability	IKNOWMED	2
13	Brand image and marketing communications	ELEKTA	5
14	Marginal value adds and modules	IKNOWMED	2
15	Financial & Managerial Viability	EPIC SYSTEMS	6
16	Data security and backup services	FLATIRON	1
17	Support and customer care	FLATIRON	1
18	Best of breed technology and process improvement	FLATIRON	1

INDIVIDUAL VENDOR KEY PERFORMANCE

ONCOLOGY SOLUTIONS

Rank	Vendor	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Mean
1	FLATIRON	9.69	9.66	9.06	9.68	9.54	9.61	9.49	9.51	9.55	9.25	9.89	9.37	9.68	9.06	9.54	9.67	9.61	9.74	9.53
2	IKNOWMED	9.71	9.39	9.21	9.53	9.52	9.60	9.21	9.40	9.38	9.17	8.75	9.49	8.33	9.35	8.46	9.55	9.36	9.11	9.25
3	CERNER	9.32	9.30	9.31	9.28	8.36	9.49	8.85	9.80	8.68	9.15	9.50	8.95	7.28	9.21	9.08	9.62	9.15	8.58	9.05
4	VARIAN	9.18	9.37	9.34	8.60	9.82	9.20	9.09	8.74	8.75	8.31	9.51	7.09	9.39	8.57	8.91	8.70	9.01	9.57	8.95
5	ELEKTA	8.80	9.07	8.43	9.02	9.15	6.77	8.43	8.78	8.64	9.46	9.10	8.97	9.75	8.35	7.29	8.64	8.83	8.96	8.69
6	EPIC SYSTEMS	8.85	8.30	9.22	9.49	8.50	7.60	9.42	7.99	7.89	7.65	7.80	8.80	8.87	8.95	9.69	9.19	9.54	8.45	8.68
7	ALLSCRIPTS	8.65	8.40	8.48	8.28	8.84	8.71	8.63	8.00	8.97	7.91	9.65	8.50	8.11	8.95	9.17	8.71	8.74	8.49	8.62
8	GE HEALTHCARE	8.27	8.43	8.99	8.02	8.29	9.11	8.16	7.85	8.31	8.87	9.04	9.21	8.33	8.10	8.40	8.79	8.09	9.00	8.51
9	MEDITECH	7.66	8.88	8.38	8.51	7.68	8.16	9.50	8.24	7.70	8.26	8.21	8.60	8.50	8.14	9.06	8.18	9.10	8.39	8.40
10	PHILIPS PINNACLE	8.74	8.31	6.88	8.99	8.31	7.40	8.44	7.41	7.48	7.62	9.26	8.86	8.71	8.03	9.08	8.79	9.20	8.62	8.34
11	MEDSYM	7.81	8.61	8.52	7.27	8.03	8.84	8.23	8.02	7.38	9.06	9.13	8.67	7.84	8.25	8.60	7.91	8.83	8.24	8.29
12	ALTAI	8.62	7.89	8.62	7.11	7.54	7.46	8.62	8.68	8.15	7.74	6.95	9.12	8.09	8.11	7.65	8.84	8.05	7.78	8.06
13	ONCOCHART	8.50	8.22	8.00	7.81	8.28	8.03	7.01	8.30	8.46	7.73	7.06	7.49	8.80	8.07	6.77	8.17	7.49	7.70	7.88
14	ATHENAHEALTH	8.34	7.96	6.88	7.52	8.12	8.65	6.85	8.14	7.01	8.35	7.68	7.33	7.60	9.34	7.39	7.68	8.11	7.54	7.81
15	CARECLOUD	8.09	7.90	7.03	7.60	7.85	7.31	8.67	7.31	9.00	8.08	6.99	6.95	6.90	8.98	7.74	7.30	7.92	8.92	7.81
16	CUREMD	8.50	7.28	9.21	5.72	7.28	7.89	6.49	7.75	9.06	7.24	6.19	7.43	7.01	5.79	7.36	5.98	7.41	7.89	7.30
17	INSTRINSIQ	7.47	6.47	7.29	7.26	6.12	8.70	6.17	5.97	7.55	8.12	7.76	8.47	8.13	4.93	5.85	8.65	8.54	7.17	7.26
18	KLINIX	9.13	7.84	7.80	5.89	7.84	8.09	5.29	6.78	6.63	5.85	8.65	6.78	7.14	9.26	7.05	5.93	7.21	6.55	7.21
19	MEDIPRO	7.24	7.50	8.72	7.20	6.44	6.15	7.14	5.50	6.85	7.60	7.45	5.04	7.80	7.08	7.42	5.59	9.50	7.34	7.09
20	NEXTGEN	6.60	7.25	7.19	7.04	6.77	5.09	7.51	6.69	8.18	5.33	7.75	6.69	7.67	8.06	5.57	6.19	7.80	6.95	6.91

COMPRE HENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

1. Strategic Alignment of Vendor Offerings to Provider Goals & Client's Mission (MACRA, MU, ONC, HIE, Population Health, RCM)

Table 5: Organizational structure meets the needs of stakeholders or customers and stakeholder satisfaction is the most important priority. Oncology technology client is likely to recommend the vendor to similar sized hospitals, clinics, physician groups, physicians within the same specialty or delivery setting.

OVERALL RANK	Q1 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
2	1	IKNOWMED	9.22	9.97	9.68	9.95	9.71
1	2	FLATIRON	9.44	9.72	9.74	9.86	9.69
3	3	CERNER	9.21	9.63	9.28	9.14	9.32
4	4	VARIAN	8.57	8.81	9.82	9.51	9.18
18	5	KLINIX	9.20	9.27	8.83	9.22	9.13
6	6	EPIC SYSTEMS	8.11	9.31	9.34	8.65	8.85
5	7	ELEKTA	7.95	9.52	8.55	9.17	8.80
10	8	PHILIPS PINNACLE	8.70	8.96	9.25	8.03	8.74
7	9	ALLSCRIPTS	8.15	8.52	9.19	8.75	8.65
12	10	ALTAI	9.00	8.97	8.54	7.95	8.62

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

2. Innovation and Optimization

Table 6: Customers are also continuing to push the envelope for further enhancements to which the vendor is responsive. Oncology product clients also believe that their vendors' technology is helping them manage practices more effectively, generate accurate records and reimbursement billings and cut their overhead in ways that were difficult or impossible to accomplish before solutions were implemented. Vendor is responsive to make client recommendations with cutting edge improvements.

OVERALL RANK	Q2 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
1	1	FLATIRON	9.80	9.20	9.75	10.00	9.66
2	2	IKNOWMED	9.06	9.82	9.45	9.21	9.39
4	3	VARIAN	9.20	9.68	9.52	9.08	9.37
3	4	CERNER	9.25	9.21	9.21	9.51	9.30
5	5	ELEKTA	9.01	8.65	8.75	9.45	9.07
9	6	MEDITECH	8.35	9.53	8.79	9.44	8.88
11	7	MEDSYM	8.77	8.37	7.91	9.00	8.57
8	8	GE HEALTHCARE	8.59	8.26	8.12	8.74	8.43
7	9	ALLSCRIPTS	8.00	8.41	8.53	8.67	8.40
6	10	EPIC SYSTEMS	8.54	7.85	8.33	8.48	8.30

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

3. Training

Table 7: Oncology vendor leadership provides significant and meaningful training opportunities for internal employees and client staff. Leadership strives to develop technology staff, client service and customer servicing consultant employees. 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	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
4	1	VARIAN	9.25	9.74	8.98	9.37	9.34
3	2	CERNER	9.12	9.48	9.12	9.51	9.31
6	3	EPIC SYSTEMS	9.27	9.57	8.77	9.26	9.22
2	4	IKNOWMED	8.70	9.84	9.30	9.00	9.21
16	5	CUREMD	9.52	9.09	9.05	9.19	9.21
1	6	FLATIRON	9.03	8.78	9.52	8.90	9.06
8	7	GE HEALTHCARE	8.52	9.13	9.19	9.11	8.99
19	8	MEDIPRO	8.06	9.28	8.66	8.88	8.72
12	9	ALTAI	8.73	8.51	8.70	8.55	8.62
11	10	MEDSYM	8.41	8.11	8.81	8.76	8.52

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

4. Client relationships and cultural fit

Table 8: Technology vendor leadership honors customer relationships highly. The relationship with the vendor's products and services elevate the customer reputation. Improving physician practice and healthcare delivery efficiency and effectiveness is a 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	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
1	1	FLATIRON	9.21	9.71	10.00	9.81	9.68
2	2	IKNOWMED	9.11	9.97	9.62	9.41	9.53
6	3	EPIC SYSTEMS	9.08	9.57	9.52	9.80	9.49
3	4	CERNER	9.23	9.51	9.84	8.52	9.28
5	5	ELEKTA	9.25	8.59	8.98	9.26	9.02
10	6	PHILIPS PINNACLE	9.47	8.97	8.90	8.61	8.99
4	7	VARIAN	8.85	8.21	8.96	8.37	8.60
9	8	MEDITECH	8.42	9.21	8.21	8.19	8.51
7	9	ALLSCRIPTS	8.42	8.18	8.05	8.47	8.28
8	10	GE HEALTHCARE	7.80	7.82	8.48	7.97	8.02

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

5. Trust, Accountability, Ethics and Transparency

Table 9: Trust in enterprise reputation is important to clients as well as prospects. Client possesses an understanding that the 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	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
4	1	VARIAN	9.65	9.74	9.93	9.94	9.82
1	2	FLATIRON	9.97	9.50	9.54	9.16	9.54
2	3	IKNOWMED	9.89	9.97	9.02	9.19	9.52
5	4	ELEKTA	9.18	9.49	8.95	8.96	9.15
7	5	ALLSCRIPTS	8.59	9.27	8.68	8.80	8.84
6	6	EPIC SYSTEMS	8.14	8.96	7.98	8.91	8.50
3	7	CERNER	8.83	8.68	7.87	8.06	8.36
10	8	PHILIPS PINNACLE	9.09	7.66	9.18	7.32	8.31
8	9	GE HEALTHCARE	7.17	8.83	9.30	7.86	8.29
13	10	ONCOCHART	8.17	7.77	8.87	8.32	8.28

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

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

Table 10: Oncology solutions vendor offers industry recognized horizontal functionality and vertical industry applications and manage bundled services 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 oncology service line initiatives. Breadth of vendor modules offers comprehensive system services and broad modules.

OVERALL RANK	Q6 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
1	1	FLATIRON	9.67	9.44	9.48	9.86	9.61
2	2	IKNOWMED	9.21	9.84	9.55	9.78	9.60
3	3	CERNER	9.74	9.72	8.97	9.51	9.49
4	4	VARIAN	9.05	8.87	9.39	9.47	9.20
8	5	GE HEALTHCARE	8.82	9.51	9.32	8.78	9.11
11	6	MEDSYM	9.54	8.46	8.93	8.42	8.84
7	7	ALLSCRIPTS	8.92	8.39	9.24	8.28	8.71
17	8	INSTRINSIQ	8.90	8.46	8.92	8.53	8.70
14	9	ATHENAHEALTH	8.49	7.95	9.19	8.96	8.65
6	10	EPIC SYSTEMS	4.96	9.12	8.94	7.36	7.60

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

7. Deployment and implementation

Table 11: Oncology technology client deploys at a pace acceptable to the client organization. The solutions 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. Technology implementation time meets standard expectations. Implementations are efficient and sensitive to users' specific situations which may cause delays.

OVERALL RANK	Q7 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
9	1	MEDITECH	9.03	9.74	9.82	9.42	9.50
1	2	FLATIRON	9.40	9.32	9.70	9.53	9.49
6	3	EPIC SYSTEMS	9.66	9.36	9.49	9.16	9.42
2	4	IKNOWMED	9.16	9.54	9.04	9.08	9.21
4	5	VARIAN	9.79	8.93	8.69	8.93	9.09
3	6	CERNER	8.91	8.27	9.45	8.76	8.85
15	7	CARECLOUD	8.94	9.16	7.82	8.77	8.67
7	8	ALLSCRIPTS	8.48	8.16	8.95	8.94	8.63
12	9	ALTAI	8.37	8.08	8.94	9.08	8.62
10	10	PHILIPS PINNACLE	9.18	7.27	8.68	8.63	8.44

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

8. Customization

Table 12: Oncology tech products and process 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. EMR and RCM software allows for modifications that are not costly or complex.

OVERALL RANK	Q8 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
3	1	CERNER	9.62	9.70	9.94	9.94	9.80
1	2	FLATIRON	9.66	9.60	9.45	9.34	9.51
2	3	IKNOWMED	9.12	9.74	9.42	9.32	9.40
5	4	ELEKTA	9.24	8.69	8.96	8.24	8.78
4	5	VARIAN	8.87	8.38	8.54	9.16	8.74
12	6	ALTAI	8.90	8.70	8.10	9.00	8.68
13	7	ONCOCHART	8.68	8.29	8.18	8.05	8.30
9	8	MEDITECH	8.09	8.60	8.14	8.11	8.24
14	9	ATHENAHEALTH	8.25	8.39	8.23	7.70	8.14
11	10	MEDSYM	7.95	7.73	7.92	8.49	8.02

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

9. Integration and interfaces

Table 13: Solutions vendor supports interfaces so information can be shared between necessary applications. Solutions are easily integrated to existing backend systems as needed and HIE 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	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
1	1	FLATIRON	9.76	9.07	9.83	9.53	9.55
2	2	IKNOWMED	9.48	9.74	9.04	9.24	9.38
16	3	CUREMD	9.24	9.29	9.13	8.58	9.06
15	4	CARECLOUD	9.38	8.94	8.78	8.89	9.00
7	5	ALLSCRIPTS	9.03	8.51	9.71	8.63	8.97
4	6	VARIAN	8.65	8.74	9.07	8.52	8.75
3	7	CERNER	9.23	8.95	8.07	8.45	8.68
5	8	ELEKTA	8.60	8.96	8.52	8.48	8.64
13	9	ONCOCHART	8.03	9.09	7.81	8.89	8.46
8	10	GE HEALTHCARE	8.83	7.59	8.89	7.92	8.31

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

10. Scalability, client adaptability, flexible pricing

Table 14: Oncology tech services and solutions 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 EHR customer. Pricing is not rigid or shifting and meets needs of client.

OVERALL RANK	Q10 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
5	1	ELEKTA	9.12	9.81	9.47	9.42	9.46
1	2	FLATIRON	9.38	9.13	9.05	9.45	9.25
2	3	IKNOWMED	8.46	9.83	9.02	9.36	9.17
3	4	CERNER	9.31	9.27	9.68	8.33	9.15
11	5	MEDSYM	9.54	9.54	8.91	8.25	9.06
8	6	GE HEALTHCARE	8.94	9.12	8.72	8.70	8.87
14	7	ATHENAHEALTH	9.02	8.17	8.18	8.04	8.35
4	8	VARIAN	8.57	8.27	8.09	8.31	8.31
9	9	MEDITECH	8.01	8.58	8.53	7.93	8.26
17	10	INSTRINSIQ	8.46	8.44	7.90	7.67	8.12

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

11. Vendor staff expertise, compensation and employee performance

Table 15: Technology 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	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
1	1	FLATIRON	9.85	9.97	9.80	9.94	9.89
7	2	ALLSCRIPTS	9.82	9.27	9.71	9.80	9.65
4	3	VARIAN	9.72	9.38	9.73	9.21	9.51
3	4	CERNER	9.04	9.79	9.41	9.76	9.50
10	5	PHILIPS PINNACLE	8.87	8.79	9.82	9.57	9.26
11	6	MEDSYM	8.92	9.46	8.96	9.16	9.13
5	7	ELEKTA	8.75	8.84	9.03	9.78	9.10
8	8	GE HEALTHCARE	8.85	9.13	9.56	8.61	9.04
2	9	IKNOWMED	8.60	9.63	8.59	8.19	8.75
18	10	KLINIX	9.25	8.46	7.95	8.92	8.65

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

12. Reliability

Table 16: Oncology tech supplier 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 meets expectations, 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 expedient and provided with appropriate resources by vendor team.

OVERALL RANK	Q12 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
2	1	IKNOWMED	9.47	9.70	9.35	9.44	9.49
1	2	FLATIRON	9.19	8.95	9.70	9.62	9.37
8	3	GE HEALTHCARE	9.39	9.40	9.39	8.66	9.21
12	4	ALTAI	9.27	9.13	8.90	9.17	9.12
5	5	ELEKTA	9.34	9.60	9.23	7.70	8.97
3	6	CERNER	8.99	9.02	8.83	8.95	8.95
10	7	PHILIPS PINNACLE	8.69	9.55	9.25	7.95	8.86
6	8	EPIC SYSTEMS	8.35	9.40	8.59	8.85	8.80
11	9	MEDSYM	9.27	8.73	8.00	8.67	8.67
9	10	MEDITECH	8.29	8.77	8.45	8.87	8.60

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

13. Brand image and marketing communications

Table 17: Technology vendor's marketing and sales statements/pitches are accurately and appropriately represented by actual EMR/RCM/HIE product and service deliverables. Image is consistent with top product and solutions 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. Elevated level of relevant client communications enhances the vendor – user relationship.

OVERALL RANK	Q13 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
5	1	ELEKTA	9.95	9.55	9.69	9.80	9.75
1	2	FLATIRON	9.83	9.01	9.89	10.00	9.68
4	3	VARIAN	9.55	9.61	9.20	9.19	9.39
6	4	EPIC SYSTEMS	9.02	8.98	9.20	8.28	8.87
13	5	ONCOCHART	8.40	8.65	9.21	8.93	8.80
10	6	PHILIPS PINNACLE	8.89	9.14	7.69	9.13	8.71
9	7	MEDITECH	8.49	8.50	8.72	8.28	8.50
2	8	IKNOWMED	7.45	9.60	7.92	8.36	8.33
8	9	GE HEALTHCARE	8.31	8.17	8.57	8.27	8.33
3	10	CERNER	8.49	7.04	7.40	6.20	7.28

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

14. Marginal value adds

Table 18: Beyond stimulus achievement, the 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 EMR, RCM and analytics product design. Provides true business transformation opportunities to hospitals, physician practices and other medical settings utilizing the technology solutions.

OVERALL RANK	Q14 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
2	1	IKNOWMED	9.48	9.78	9.55	9.19	9.35
14	2	ATHENAHEALTH	9.62	9.22	9.23	9.28	9.34
18	3	KLINIX	9.49	9.68	8.94	8.92	9.26
3	4	CERNER	9.61	8.73	9.25	9.23	9.21
1	5	FLATIRON	9.00	8.50	9.49	9.24	9.06
15	6	CARECLOUD	8.81	8.90	8.49	9.70	8.98
6	7	EPIC SYSTEMS	9.39	9.14	8.72	8.54	8.95
7	8	ALLSCRIPTS	9.25	8.82	9.49	8.23	8.95
4	9	VARIAN	7.49	8.79	8.99	9.00	8.57
5	10	ELEKTA	7.97	8.55	8.06	8.83	8.35

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

15. Viability and managerial stability

Table 19: Vendor's 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 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 fiscal management and leadership.

OVERALL RANK	Q15 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
6	1	EPIC SYSTEMS	9.81	9.63	9.73	9.60	9.69
1	2	FLATIRON	9.63	9.72	9.22	9.58	9.54
7	3	ALLSCRIPTS	9.22	9.35	8.83	9.27	9.17
2	4	CERNER	9.10	9.10	8.92	9.21	9.08
10	5	PHILIPS PINNACLE	9.61	9.04	8.82	8.85	9.08
9	6	MEDITECH	9.39	9.10	8.77	8.97	9.06
4	7	VARIAN	9.19	9.04	8.49	8.90	8.91
11	8	MEDSYM	8.30	8.85	9.48	7.75	8.60
2	9	IKNOWMED	8.89	8.09	7.89	8.96	8.46
8	10	GE HEALTHCARE	8.84	8.09	7.93	8.75	8.40

Source: Black Book™ 2018

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

16. Data security and backup services

Table 20: In order to provide secure and constantly dependable EMR, RCM and population health service offerings for physician and hospital/IDN affiliate practices and entities, an Oncology solutions vendor has to provide the highest level of security and data back-up services. The vendor's service in these areas is superior to the security and back-up system of past internal systems.

OVERALL RANK	Q16 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
1	1	FLATIRON	9.84	9.75	9.89	9.88	9.76
3	2	CERNER	9.44	9.66	9.98	9.74	9.71
2	3	IKNOWMED	9.80	9.93	9.42	9.40	9.64
6	4	EPIC SYSTEMS	9.36	9.53	9.12	9.10	9.28
12	5	ALTAI	9.00	9.06	8.75	8.90	8.93
10	6	PHILIPS PINNACLE	8.56	8.85	8.69	9.42	8.88
8	7	GE HEALTHCARE	8.75	8.44	9.15	9.18	8.88
7	8	ALLSCRIPTS	9.18	9.05	8.25	8.72	8.80
4	9	VARIAN	9.00	8.67	8.19	9.28	8.79
17	10	INSTRINSIQ	9.02	8.88	8.35	8.69	8.74

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

17. Support and customer care

Table 21: Account management provides an adequate amount of onsite administration and support to clients. There exists a formal account management program that meets client needs. Media and clients reference this vendor as a services leader and top 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	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
1	1	FLATIRON	9.82	9.23	9.91	9.85	9.70
6	2	EPIC SYSTEMS	9.78	9.64	9.42	9.69	9.63
19	3	MEDIPRO	9.62	9.70	9.88	9.15	9.59
2	4	IKNOWMED	9.13	9.93	9.80	8.94	9.45
10	5	PHILIPS PINNACLE	8.94	9.32	9.85	9.04	9.29
3	6	CERNER	9.13	9.35	9.46	9.02	9.24
9	7	MEDITECH	8.92	9.24	9.11	9.50	9.19
4	8	VARIAN	8.97	9.02	8.84	9.57	9.10
5	9	ELEKTA	9.33	8.69	8.70	8.95	8.92
11	10	MEDSYM	9.44	9.32	8.19	8.74	8.92

Source: Black Book™ 2019

COMPREHENSIVE SOLUTIONS VENDOR INDIVIDUAL KEY PERFORMANCE

ONCOLOGY & CANCER CARE TECHNOLOGY SOLUTIONS

18. Best of breed technology and process improvement developments

Table 22: Technology management and related services are considered best of breed. Vendor technology elevates customers via capabilities, equipment, processes, deliverables, professional staff, leadership, quality assurance and innovative initiatives. Solutions and services are delivered at or above current/former in-house service levels. Technology is current and relevant to exchanging health information among providers, as well as sufficiently offering patient access to improve health status.

OVERALL RANK	Q18 CRITERIA RANK	ONCOLOGY SOLUTIONS VENDOR	INTEROPERABILITY	EHR	BILLING/REV CYCLE	ANALYTICS	MEAN
1	1	FLATIRON	9.61	9.79	10.00	9.90	9.83
4	2	VARIAN	9.85	9.59	9.98	9.23	9.66
2	3	IKNOWMED	8.96	9.81	9.00	9.02	9.20
8	4	GE HEALTHCARE	8.75	9.34	8.95	9.30	9.09
5	5	ELEKTA	9.37	9.04	8.80	8.99	9.05
10	6	PHILIPS PINNACLE	9.02	8.45	8.69	8.68	8.71
15	7	CARECLOUD	9.25	9.22	8.14	8.24	8.71
3	8	CERNER	8.54	8.29	8.27	9.58	8.67
7	9	ALLSCRIPTS	9.02	8.53	8.37	8.41	8.58
6	10	EPIC SYSTEMS	8.79	9.08	8.20	8.10	8.54

Source: Black Book™ 2019

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 EMR/EHR 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 info@brown-wilson.com

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