

BLACK BOOK™ 2014 TOP ACO/VALUE-BASED CARE FINANCIAL SERVICES & SOFTWARE VENDORS

Q2, 2014, RELEASED JULY 25, 2014

Attached Graphic I: **ACO Readiness by Solution Set Acquired**, Q2 2014 (Market Opportunity) *Indicate if your ACO or hospital/physician/pre-ACO group has acquired or implemented the following solutions:*

ACO TYPE n=number of survey respondents	END-TO-END FINANCIAL SOFTWARE & SERVICES	CONTRACT MANAGEMENT TOOLS	COMPLEX FINANCIAL ANALYTICS & MODELING
Medicare n=106	12% n=9	21% n=22	13% n=14
Commercial n=718	6% n=43	28% n=202	22% n=159

Conclusion” almost all (96%) operational ACOS are in the processes of buying ACO specific financial software or contracting ACO specific outsourced financial services by year end 2014. Of currently nonoperational ACOs in development or planning stages, 100% of Medicare ACOs and 92%, Commercial ACOs will be acquiring outsourced financial services and software by Q3 2015 to participate in future Medicare and Commercial risk payment programs . 85% of prospective buyers are seeking outsourced service solutions as their first ACO technology venture, followed by 10% prioritizing clinical and population health programs/software/services (over financial ACO services and software acquisitions.)

Attached Graphic II: Survey Participants, 2013 v 2014: Client Experience

FINANCIAL SYSTEMS, SOFTWARE AND OUTSOURCED SERVICES VALUE BASED & ACCOUNTABLE CARE SURVEY RESPONDENTS	2013	2014
	HOSPITAL & ACO FINANCIAL LEADERS PARTICIPATING IN BLACK BOOK SURVEY	494
AGGREGATE SATISFACTION RATE FINANCIAL SOFTWARE VENDORS	30%	71%
AGGREGATE SATISFACTION RATE OUTSOURCED SERVICE VENDORS	37%	80 %

Attached Graphic III:

**TOP PERFORMANCE BY ACO FINANCIAL SERVICES & SOFTWARE VENDOR
BY INDIVIDUAL KEY PERFORMANCE INDICATOR, 2014**

Top score per individual criteria			
Question	Criteria	Vendor	Overall rank
1	Vendor overall solution preference/ACO industry recommendations	CONIFER HEALTH	1
2	Innovation	OPTUM	4
3	Training	CONIFER HEALTH	1
4	Client relationships and cultural fit	HEALTH CATALYST	6
5	Trust, Transparency, Accountability	CONIFER HEALTH	1
6	Breadth of offerings, client types, delivery excellence	OPTUM	4
7	Deployment and implementation	CONIFER HEALTH	1
8	Customization	PHYTEL	3
9	Integration and interfaces	CONIFER HEALTH	1
10	Scalability, client adaptability, flexible pricing	CERECONS	9
11	Compensation and employee performance	MCKESSON RELAYHEALTH	7
12	Reliability	CONIFER HEALTH	1
13	Brand image and marketing communications	OPTUM	4
14	Marginal value adds	COVISINT	13
15	Viability and Managerial Stability	OPTUM	4
16	Data security and backup services	CONIFER HEALTH	1
17	Support and customer care	NEXTGEN	15
18	Best of breed technology and process improvement	CONIFER HEALTH	1