BLACK BOOK RANKINGS 2014 SURVEY

Top Ambulatory Electronic Health Records Vendors

Part One: Aggregate Black Book Survey Findings

Part Two: Data Set of Top EHR Vendors, Specialists
Ambulatory EMR/EHR Physician Practices, Groups & Facilities

PRIMARY CARE PHYSICIANS

General Practice

Family Practice

Pediatrics

Geriatrics

Survey Period: Q3 2013 – Q1 2014

Brown-Wilson Group 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 400,000 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 +1 727.953.3355 or Doug.Brown@Brown-Wilson.com

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PART ONE: COMPREHENSIVE BLACK BOOK SURVEY FINDINGS, AGGREGATE RESPONSES

STATE OF THE EMR EHR INDUSTRY 2014

The U.S. is one of the most developed healthcare markets globally. The annual healthcare spending of the country reached around US$ 2.9 Trillion in 2011, which is expected to soar to US$ 3.5 Trillion by 2015. This growth was attributed to the increasing usage of patent drugs, high administrative costs, and expensive hospital care. The enormous healthcare costs, which are expected to increase in the future, will pressurize the government to cut budget funding from other important segments. To gradually reduce this massive economic burden and to revitalize the prompt healthcare services, a flurry of regulatory acts has been passed. e-Health being the most prominent source of cost containment is being targeted by both public as well as private sector entities which help industry to grow manifold in last few years.

The e-Health market has evolved as one of the fastest growing U.S. industries and remained almost immune even in the tough post-recessionary scenarios. A number of federal policies and acts worked as catalysts for market growth and are expected to drive market developments also. The e-Health adoption and its will open widespread market opportunities for the healthcare sector, which is poised to grow at a CAGR of around 15% during 2012-2017. The 2009 economic stimulus set aside $27.4 billion to jump-start the switch to electronic records. The law offers doctors up to $63,750 over five years to help pay for the change if physicians can prove they're making meaningful use of the systems by scanning records and submitting prescriptions electronically.

180,000 of the roughly 530,000 eligible Medicare and Medicaid providers—hospitals, clinics, and private practices—had registered to participate in the government stimulus program, with about 47,000 receiving initial payments for demonstrating meaningful use of digital records, government figures show. Spending on electronic systems by health providers could grow 88 percent to $37 billion by 2015

The EMR, EHR, Practice management, e-prescribing, and telehealthcare sectors will witness strong growth due to technological advancements that will make treatment and diagnosis simpler. Additionally, individuals belonging to the young population are tech savvy and appreciate IT adoption in healthcare offerings. This population segment spends more on e-health and m-health applications and the trend is expected to remain applicable in the coming years also.

Spending on electronic medical records may jump 80 percent by 2015, but adoption is being slowed by confusion over technologies. Many doctors who have made the shift to the new systems aren't tapping their full power. Only a fraction of physicians use their software to exchange information with other providers because of difficulties transmitting data.

Tech investors and entrepreneurs are jumping into the saturated EMR marketplace. About 1100 companies have started up, more than doubling the number of vendors in four years. That surge has many in the industry concerned that consolidation is inevitable. Some vendors may try to stay afloat without consolidating by selling doctors add-ons such as practice management, voice recognition and other services and products.

National data for 2013 indicates that 80% of office-based physicians were using some portion of e-Health technology/ electronic medical record (EMR)/electronic health record (EHR) system. However, only 34.8% of physicians are using a fully functional EHR system. Fully functional EHR System capabilities include electronic charts, test ordering and reports management, e-prescriptions, consultation referrals and reports, limited clinical decision support, limited disease management support and some quality reports.

Part One: Aggregate Black Book EMR EHR Survey Findings 2014

FINDING 1: TOTAL SURVEY RESPONSE RATE 2010-2014

Survey Conducted in Q3 of previous calendar year	Validated Survey Responses by EMR EHR In Use or Under Implementation	Validated Survey Responses by Physician Practices Not Yet Purchased EMR EHR
2014	22,059	10,727
2013	16,623	26,991
2012	12,075	68,118
2011	4,506	21,493
2010	787	3,555

IMPLEMENTED EMR	2006 Basic EMR	2009 Basic EMR	2009 Fully Functional EHR	2012 Basic EMR	2012 Fully Functional EHR		2014 Basic EMR	2014 Fully Functional EHR
National Office-Based Practices	29.0%	44.5%	6.3%	71.3%	29.2%		81.6%	50.7%
National Hospital, Academic and Institutional Based Practices	42.8%	66.0%	32.1%	90.2%	69.5%		99.3%	84.1%

Source: Black Book Rankings

FINDING 2: IMPLEMENTATIONS OF BASIC EMR AND FULLY FUNCTIONAL EHR 2006 -2012

Part One: Aggregate Black Book EMR EHR Survey Findings 2014

A Basic EHR System is defined* as including all of the following functional components: patient demographics, patient problem lists, electronic medication lists, clinical notes and documentation, order entry management of prescriptions, and viewing capability of laboratory and imaging results (reports). A Fully Functional EHR System is defined as including the basic system functionalities as clinical notes and documentation of the medical history and follow-up, ordering of laboratory and radiology tests, electronic transmission of prescriptions and orders, and electronic return of images. Fully functional also includes clinical decision support with warnings of drug interactions or contraindications, highlighting of out-of-range test levels and reminders regarding guideline-based interventions or screening.

FINDING 3: EMR EHR SURVEY RESPONSE RATES BY PRACTICE/ORGANIZATION TYPE, VALIDATED SYSTEM USERS

2014 SURVEY RESPONDENT IDENTIFICATION	NUMBER OF RESPONSES VALIDATED	PERCENT OF TOTAL RESPONSES
Physician/Clinician Name	7,512	34%
Clinic/Practice Name	6,397	29%
Public Clinic	445	2%
Health System Clinic	1,102	5%
Academic Hospital and Medical Centers over 250 Beds	1,985	9%
Community Hospitals	1,980	9%
Small Hospitals under 100 Beds	2,206	10%
Ambulatory Surgery Centers	432	2%
TOTAL	22,059	100%

Source: Black Book Rankings

Part One: Aggregate Black Book EMR EHR Survey Findings 2014

FINDING 4: EMR ADOPTION RATE BY PRACTICE SIZE

PRACTICE SIZE	ADOPTION/IMPLEMENTATION RATE
50+ PHYSICIAN GROUPS	98.2%
20-49	91.7%
10-19	88.7%
2-9	65.9%
1 (SOLO PRACTICES)	58.3%
OVERALL	79.7%
Source: Black Book Rankings	

FINDING 5: CHANGES IN IT ORGANIZATION SPEND ANTICIPATED IN NEXT 24 MONTHS

HEALTHCARE DELIVERY ORGANIZATIONS SPEND FOR IT	2014	PROJECTING 2015
SPEND INCREASING 10+% FOR ALL IT	67%	92%
SPEND DECREASING 10+% FOR ALL IT	5%	3%

FINDING 6: ANTICIPATED LARGEST BUDGET IT PROJECT INCREASES NEXT 24 MONTHS

SELECT FOUR BIGGEST INCREASES FOR IT SPEND IN 2014-2015	CIO/CMO SELECTING IN FOUR TOP PROJECTS
ELECTRONIC HEALTH RECORDS	98%
CLINICAL DECISION SUPPORT/POPULATION HEALTH	92%
HEALTH INFORMATION EXCHANGE	86%
IT OUTSOURCING	80%
WEB STORAGE, CLOUD, DIGITAL IMAGING	71%
ACCOUNTABLE CARE	70%
SECURITY SYSTEMS	43%
HARDWARE & INFRASTRUCTURE	12%
E-PRESCRIBING, CPOE	5%

Part One: Aggregate Black Book EMR EHR Survey Findings 2014

FINDING 7: FULLY FUNCTIONAL EMR-EHR IMPLEMENTATION RATE BY STATE

STATE	Percent Utilizing Complex or Fully Functional EMR-EHR
IOWA	42.0%
MASSACHUSETTS	41.2%
RHODE ISLAND	40.6%
OREGON	38.5%
MINNESOTA	37.6%
DELAWARE	35.9%
MICHIGAN	35.3%
MISSOURI	34.2%
IDAHO	33.8%
PENNSYLVANIA	33.1%
MAINE	33.0%
SOUTH DAKOTA	29.9%
NEVADA	29.8%
NORTH CAROLINA	27.2%
ILLINOIS	27.0%
MISSISSIPPI	25.4%
KANSAS	23.7%
INDIANA	23.4%
WASHINGTON	22.8%
MONTANA	21.5%
OKLAHOMA	21.5%
FLORIDA	20.9%
TENNESSEE	19.7%
ARIZONA	19.4%
COLORADO	19.1%
ALABAMA	18.3%
VERMONT	18.0%
OHO	17.5%
GEORGIA	17.3%
NEW JERSEY	16.8%
NEW YORK	16.7%
TEXAS	16.6%
KENTUCKY	15.0%
HAWAII	15.0%
CALIFORNIA	14.9%
LOUISIANA	14.8%
UTAH	14.7%
VIRGINIA	14.3%
CONNECTICUT	14.1%
ALASKA	11.0%
WYOMING	11.0%
NEW HAMPSHIRE	10.4%
MARYLAND	10.2%
WISCONSIN	10.0%
NEBRASKA	8.9%
SOUTH CAROLINA	7.7%
NEW MEXICO	7.3%
WEST VIRGINIA	7.0%
NORTH DAKOTA	7.0%
AVERAGE ALL	**30.8%**
Source: Black Book Rankings	

FINDING 8: TOP SINGLE CRITERIA FOR SELECTING EHR

TOP DECISION CRITERIA FOR PENDING EMR EHR SELECTION	PERCENT SELECTING THIS CRITERIA
SYSTEM & IMPLEMENTATION COSTS	**43.2%**
CONNECTIVITY OR MEANINGFUL USE ACHIEVEMENT	**51.6.%**
NO IDEA	**6.2%**

FINDING 9: AWARENESS OF DIFFERENT EHR VENDORS IN MARKETPLACE

PHYSICIAN PRACTICE SETTING AWARENESS/KNOWLEDGE OF EMR EHR VENDORS BEFORE SELECTION PROCESS	PERCENT AWARE OF VENDORS
KNEW OF NO VENDORS	**8.3%**
KNEW OF AT LEAST ONE VENDOR	**78.9%**
KNEW MORE THAN ONE VENODR	**67.5%**

FINDING 10: AWARENESS OF MEANINGUL USE

KNOWLEDGE OF GOVERNMENT'S EHR STANDARDS, STIMULUS AND REIMBURSEMENT RELATED PROCESSES, MEANINGFUL USE	PERCENT UNDERTANDING OF GOVERNEMENT PROGRAMS
VERY KNOWLEDGEABLE	**22.5%**
BASIC UNDERSTANDING	**70.4%**
VERY UNAWARE/NO UNDERSTANDING	**7.1%**

FINDING 11: EHR ADOPTION/IMPLEMENTATION RATE BY SPECIALTY

SPECIALTY	TOTAL ACTIVE PHYSICIANS	(NON RESEARCH/ NON TEACHING) PATIENT CARE PHYSICIANS	EST IMPLEMENTING BASIC EHR + PM	PERCENT OF SAMPLE IMPLEMENTING EHR
Radiology	27562	25002	23998	96%
Emergency Medicine	30742	27981	26349	94%
Pediatrics	54061	48111	42355	88%
Neurology	12630	10597	8958	85%
Family Medicine/General Practice	103315	95627	77433	81%
Plastic Surgery	6671	6307	4846	77%
Gastroenterology	12086	10998	8150	74%
Obstetrics & Gynecology	39689	36827	27010	73%
Ophthalmology	17846	16616	12002	72%
Urology	9916	9308	6615	71%
Otolaryngology	9220	8711	6143	71%
Physical Medicine & Rehab	8084	7168	4928	68%
Psychiatry	39371	33955	19864	59%
Neurosurgery	4921	4480	2527	56%
Internal Medicine	104904	91457	50850	56%
Allergy & Immunology	4222	3594	1955	54%
Infectious Disease	6424	4567	2297	50%
Geriatric Medicine	3769	2995	1396	47%
General Surgery	26769	22852	10398	46%
Hematology & Oncology	11802	9584	4198	44%
Dermatology	10390	9799	3714	38%
Nephrology	7550	6359	2308	36%
Cardiovascular Disease	21511	19476	6135	32%
Rheumatology	4568	3763	1095	29%
Orthopedic Surgery	20323	18912	5447	29%
Child Adolescent Psychiatry	7312	6318	1542	24%
Vascular Surgery	2610	2393	584	24%
Endocrinology	5448	4112	901	22%
Pulmonary Medicine	11567	9829	2044	21%
Thoracic Surgery	4820	4388	908	21%
ALL PHYSICIANS	765788	678336	345952	51%

Source: Black Book Rankings

FINDING 12: MODULE ADOPTION RATES BY PRACTICE SIZE, LOCATION, REGION

	2008 Basic EHR	2013 Basic EHR	2008 EHR+PM+ERX	2012 EHR+PM+ERX	2008 No EMR	2014 No EMR
Primary Care	15%	81%	6%	30%	80%	6%
SIZE						
Solo Practice	8%	61%	2%	19%	85%	20%
2-5 Physicians	11%	72%	4%	35%	84%	7%
6-25 Physicians	17%	89%	6%	42%	77%	2%
26-99 Physicians	22%	98%	8%	60%	69%	2%
100+ Physicians	35%	99%	18%	72%	52%	0%
SETTING						
Hospital and Academic Med Ctr Practices	16%	75%	6%	53%	82%	3%
Office Practices	12%	59%	5%	20%	85%	17%
LOCATION						
Urban	13%	72%	4%	37%	80%	14%
Rural	6%	16%	2%	19%	89%	28%
REGION						
Northeast	11%	62%	4%	26%	86%	11%
Midwest	13%	68%	4%	29%	83%	10%
South	12%	55%	5%	29%	84%	18%
West	16%	80%	6%	30%	76%	9%

FINDING 13: ESTIMATING ACHIEVEMENT OF MEANINGFUL USE 1 & 2 BY PRACTICE SIZE, LOCATION, SETTING

	2011	2012	2013	2014	2015
Primary Care	3%	27%	76%	82%	84%
SIZE					
Solo Practice	1%	13%	20%	31%	45%
2-5 Physicians	5%	19%	34%	49%	74%
6-25 Physicians	7%	45%	66%	89%	97%
26-99 Physicians	12%	37%	77%	80%	82%
100+ Physicians	25%	71%	88%	91%	91%
SETTING					
Hospital and Academic Med Ctr Practices	10%	24%	70%	91%	99%
Office Practices	2%	26%	68%	83%	90%
LOCATION					
Urban	9%	42%	63%	71%	94%
Rural	1%	11%	32%	54%	72%
REGION					
Northeast	5%	24%	65%	83%	96%
Midwest	9%	32%	77%	90%	99%
South	4%	14%	46%	88%	91%
West	3%	10%	39%	57%	80%

FINDING 14: ESTIMATING ACHIEVEMENT OF MEANINGFUL USE WITH CURRENT IT STRATEGY

	STAGE 1 MU	STAGE 2 MU	STAGE 3 MU
Primary Care	93%	66%	13%
SIZE			
Solo Practice	75%	44%	6%
2-5 Physicians	85%	43%	18%
6-25 Physicians	88%	50%	21%
26-99 Physicians	93%	72%	30%
100+ Physicians	97%	81%	54%
SETTING			
Hospital and Academic Med Ctr Practices	95%	83%	56%
Office Practices	77%	67%	22%
LOCATION			
Urban	83%	51%	13%
Rural	56%	52%	7%
REGION			
Northeast	77%	52%	14%
Midwest	72%	50%	10%
South	81%	34%	18%
West	64%	38%	10%

SUMMARY

SURVEY OVERVIEW

From Q2 2013 through Q12014, the Black Book Rankings' electronic medical record, electronic health record, e-Prescribing, Practice Management and e-Health client/user survey investigated over 611 EMR vendors utilized by 22,059 validated EMR users nationwide for rankings and an additional 10,727 respondents in pre-use, implementation, system decision-making or purchased but not yet installed status.

KEY SATISFACTION FINDINGS

Key finding: most important customer satisfaction KPIs

Customization, interfaces, reliability and deployment are the most important attributes influencing EMR client companies' satisfaction with their EMR vendors.

Key finding: EMR vendor satisfaction is highest among larger physician groups

Clients with more than 25 physicians in a single setting are significantly more satisfied with their EMR than are single and small group practice (2-5, 6-25 physician group) clients. Strong satisfaction in the larger practice segment surged to 90.2% in 2013, while small and single practices maintained a lesser overall EMR satisfaction in 72.5% of users.

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 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 e-Prescribing, 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 380,000 practice management and physician leaders and other users ranking from hospital executives, clinicians, IT specialists and front-line implementation veterans are invited to participate in the 2014 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 from September 15 to December 31at http://blackbookrankings.com and http://blackbookpolls.com 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.

EMR/EHR VENDOR RANKINGS AND RESULTS – 2014

22,059 qualified users of systems with validated corporate/valid email addresses ranked 611 EMR-EHR suppliers offering individual or bundled arrangements as part of the Black Book annual survey, conducted via web survey instruments. Additionally 14,000 about-to-be users 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.

The four most highly utilized systems of EMR systems are included as subsets.

Each year, the Brown-Wilson Group and BWG's Black Book EMR research division, Black Book Rankings, undertake an annual survey into organizations' satisfaction with their outsourcing service providers. These research results are recognized as the most extensive and representative perception study of EMR vendors, validated by over 22,000 respondents from EMR users nationwide on nearly 500 EHR EMR vendors.

The American Recovery and Reinvestment Act (ARRA) provides strong incentives to encourage the adoption and meaningful use of electronic health records including health information exchange to improve the continuity and coordination of care and reporting of quality metrics. Medicare and Medicare incentive payments are critically dependent on the use of certified EHRs by eligible professionals to demonstrate meaningful use including e-prescribing, health information exchange, reporting of quality metrics and providing patiens with timely access to information

PART TWO: 2014 RESULTS

ELECTRONIC HEALTH RECORDS

AMBULATORY PRACTICE PHYSICIANS, GROUPS & FACILITIES

PRIMARY CARE

General Practice

Family Practice

Pediatrics

Geriatrics

AMBULATORY PRACTICE PHYSICIANS & FACILITIES

PRIMARY CARE, ALL PRACTICE SIZES & INCLUSIVE OF FAMILY PRACTICE, GENERAL PRACTICE, PEDIATRICS & GERIATRICS SPECIALTIES

TOP OVERALL AMBULATORY EHR EMR VENDOR HONORS:

ALL PRIMARY CARE PRACTICES

PRACTICE FUSION

FUNCTIONAL SUBSET HONORS: TOP VENDORS FOR AMBULATORY PRACTICE PHYSICIANS

ALL PRIMARY CARE: FAMILY PRACTICE, GENERAL PRACTICE, PEDIATRICS, GERIATRICS

TOP VENDOR:

PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING

PRACTICE FUSION

TOP VENDOR: COMMUNICATIONS AND CONNECTIVITY

GREENWAY MEDICAL

TOP VENDOR: ORDER ENTRY AND MANAGEMENT

PRACTICE FUSION

TOP VENDOR: RESULTS REVIEW/MANAGEMENT AND DECISION SUPPORT

PRACTICE FUSION

STOP LIGHT SCORING KEY

Figure 1: Comprehensive End-to-end EMR vendors are defined as being comprised of four surveyed functions

PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	**COMMUNICATIONS & CONNECTIVITY**	**ORDER ENTRY & MANAGEMENT**	**DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT**

Source: Black Book Rankings

Stop Light Scoring Key

Figure 1: 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 Rankings

Stop Light Scoring Key

Figure 2: Color-coded stop light dashboard scoring key

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

8.71 +

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

7.33 to 8.70

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

5.80 to 7.32

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

Less than 5.79

Source: Black Book Rankings

Stop Light Scoring Key

Figure 3: Raw score compilation and scale of reference

Black Book raw score scales

0 = Deal breaking dissatisfaction ◄ ___ ► 10 = Exceeds all expectations

Source: Black Book Rankings

Individual vendors can be examined by specific indicators on each of the main functions of EMR 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 EMR services collectively.

Stop Light Scoring Key

Figure 4: Scoring key

Overall rank	Q6 criteria rank	Company	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	Mean
5	1	Doctors and Hospitals EMR	8.49	8.63	8.50	8.01	8.66

Source: Black Book Rankings

- **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 EMR vendor.
- **Subsections** – each subset comprises one-fourth of the total EMR vendor mean at the end of this row, and includes all buyers and users who indicate that they contract each respective EMR 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 EMR functions surveyed. As a final ranking reference, it includes all market sizes, specialties, delivery sites and geographies.

OVERALL KEY PERFORMANCE INDICATOR LEADERS

ALL PRIMARY CARE PHYSICIANS

SUMMARY OF CRITERIA OUTCOMES

Table 1: Summary of criteria outcomes

Total number one criteria ranks	Primary Care EHR Vendor	Overall rank
10	**PRACTICE FUSION**	**1**
3	**CARE360 QUEST**	**3**
2	**GREENWAY MEDICAL**	**2**
1	**KAREO**	**4**
1	**PRAXIS**	**5**
1	**CARECLOUD**	**7**

Source: Black Book Rankings

Overall KPI Leaders: Ambulatory EHR 2014
PRIMARY CARE

TOP SCORE PER INDIVIDUAL CRITERIA

Table 2: Top score per individual criteria

Question	Criteria	EHR Vendor	Overall rank
1	Vendor overall preference/vertical industry recommendations, MU 1 & MU 2	**PRACTICE FUSION**	1
2	Innovation	**CARE360 QUEST**	3
3	Training	**PRACTICE FUSION**	1
4	Client relationships and cultural fit	**PRACTICE FUSION**	1
5	Trust, Transparency and Accountability	**GREENWAY**	2
6	Breadth of offerings, client types, delivery excellence	**PRAXIS**	5
7	Deployment and outsourcing implementation	**CARECLOUD**	7
8	Customization	**KAREO**	4
9	Integration and interfaces	**GREENWAY**	2
10	Scalability, client adaptability, flexible pricing	**PRACTICE FUSION**	1
11	Compensation and employee performance	**PRACTICE FUSION**	1
12	Reliability	**PRACTICE FUSION**	1
13	Brand image and marketing communications	**PRACTICE FUSION**	1
14	Marginal value adds	**PRACTICE FUSION**	1
15	Viability, Managerial Stability	**CARE360 QUEST**	3
16	Data security and backup services	**CARE360 QUEST**	3
17	Support and client customer care	**PRACTICE FUSION**	1
18	Best of breed technology and process improvement, MU 3	**PRACTICE FUSION**	1

Individual Key Performance, Ambulatory EHR

PRIMARY CARE

2014 INDIVIDUAL KEY PERFORMANCE: AMBULATORY PRACTICE PHYSICIANS/PHYSICIAN GROUPS

Table 3A: Top EHR Vendor by Practice Size/Specifics	PRIVATE/INDEPENDENT SOLO PHYSICIANS PRIMARY CARE	INDEPENDENT PRACTICES 2-10 PHYSICIANS PRIMARY CARE	INDEPENDENT 11-25 PHYSICIAN GROUPS PRIMARY CARE	INDEPENDENT 26+ PHYSICIAN GROUPS PRIMARY CARE
	PRACTICE FUSION	**PRAXIS**	**CARE360 QUEST**	**ALLSCRIPTS**
MEAN SCORE ALL KPI	9.66	9.55	9.52	9.42

Table 3B: Top EHR Vendor by Practice Specialty	GENERAL PRACTICE	FAMILY PRACTICE	GERIATRICS	PEDIATRICS
	PRACTICE FUSION	**PRACTICE FUSION**	**AMAZINGCHARTS**	**PRACTICE FUSION**
MEAN SCORE ALL KPI	9.69	9.53	9.60	9.61

Individual Key Performance, Ambulatory EHR

PRIMARY CARE

TABLE 4: AGGREGATE SCORING, PRIMARY CARE PHYSICIANS AMBULATORY ELECTRONIC HEALTH RECORDS VENDORS BY KEY PERFORMANCE INDICATOR IN TOTAL, 2014 ALL PRACTICE SIZES/GROUPS																				
2014 RANK	PRIMARY CARE EHR VENDOR	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	MEAN
1	PRACTICE FUSION	9.67	9.34	9.57	9.57	9.50	9.45	9.16	9.45	9.52	9.88	9.65	9.63	9.73	9.65	9.53	9.36	9.56	9.69	9.55
2	GREENWAY	9.27	9.60	9.62	9.52	9.60	9.00	9.07	9.53	9.70	8.84	9.33	8.95	9.58	9.42	9.25	8.98	9.51	9.44	9.35
3	CARE360 QUEST	9.49	9.70	9.18	9.16	8.98	9.08	8.81	8.84	9.32	9.35	8.85	9.35	8.81	8.73	9.54	9.37	9.16	8.86	9.14
4	KAREO	9.12	8.74	9.16	9.36	9.16	9.47	8.88	9.58	9.30	8.91	8.63	9.05	8.93	9.22	8.23	8.66	7.97	8.84	8.96
5	PRAXIS	8.86	9.36	8.85	8.98	8.78	9.81	8.62	8.22	9.08	8.19	8.92	9.41	9.32	7.97	8.79	9.22	9.27	9.16	8.93
6	AMAZINGCHARTS	9.22	9.14	8.63	8.76	8.56	9.23	8.40	9.04	8.20	9.49	8.70	9.19	9.10	8.62	8.57	9.00	8.55	8.82	8.85
7	CARECLOUD	8.52	8.80	9.11	9.06	9.39	9.20	9.17	8.38	9.14	8.99	8.29	7.89	9.04	8.51	8.34	8.31	7.79	8.86	8.71
8	CUREMD	8.41	8.23	7.98	9.06	8.98	8.88	7.32	9.17	8.18	8.51	8.44	9.09	8.91	9.12	8.59	9.10	8.94	8.70	8.65
9	ALLSCRIPTS	8.75	9.02	8.42	8.66	9.34	7.38	8.87	7.67	9.22	8.51	8.89	7.37	8.50	8.82	7.98	8.23	9.08	8.53	8.51
10	MCKESSON	8.50	9.30	7.61	7.75	9.15	8.82	8.03	9.35	8.18	9.00	7.88	9.44	8.49	7.39	8.46	7.97	8.89	8.50	8.48
11	NEXTGEN	8.52	8.77	7.53	9.10	8.37	7.26	7.84	8.52	7.16	8.49	8.41	7.77	8.21	7.67	8.58	7.83	8.35	8.24	8.15
12	ATHENAHEALTH	8.04	9.14	8.86	8.50	7.34	9.16	8.03	8.36	8.37	7.16	7.78	8.41	6.30	6.83	8.58	8.45	9.44	7.38	8.12
13	VITERA	8.32	7.62	7.46	7.39	7.60	7.76	8.47	8.40	7.75	7.79	8.14	7.89	9.34	8.05	7.73	8.02	8.77	7.86	8.02
14	EPIC	8.00	8.35	8.40	8.56	7.37	7.59	7.87	8.71	8.60	6.35	9.33	8.30	8.49	7.63	8.21	6.86	7.03	7.66	7.96
15	APRIMA	6.74	7.58	8.13	8.36	8.35	6.56	8.06	7.88	8.04	8.34	8.42	7.86	8.27	6.63	8.34	7.51	7.91	8.20	7.84
16	ECLINICALWORKS	8.39	8.19	8.60	8.36	7.91	6.69	6.91	7.91	8.44	8.00	7.42	7.64	9.18	7.75	6.88	6.47	7.43	7.64	7.77
17	E-MDS	7.87	6.53	7.95	6.35	7.05	7.56	6.11	6.94	7.35	7.95	7.08	8.40	8.75	7.68	8.44	7.19	7.73	7.88	7.49
18	ADP ADVANCEDMD	7.98	7.43	7.05	6.97	6.39	6.02	5.88	7.39	6.56	6.71	8.24	6.82	6.35	8.37	6.16	7.36	7.14	7.59	7.02
19	CHARTLOGIC	8.00	8.35	5.81	6.09	4.94	6.63	6.25	6.24	6.04	5.79	7.20	5.88	6.45	7.01	5.10	8.95	8.53	7.32	6.70
20	HENRY SCHEIN	8.46	6.34	5.74	6.36	5.51	7.05	7.84	6.98	6.46	7.03	5.78	5.63	6.40	7.09	6.48	5.84	7.76	7.13	6.66

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1. Vendor overall preference by similar users of all systems and vendors/peer group vertical industry recommendations for vendor expertise MU 1 & 2

Table 5: Organizational structure meets the needs of stakeholders or customers and stakeholder satisfaction is the most important priority. EHR client is likely to recommend the vendor to similar sized physician groups, physicians within the same specialty or delivery setting. Meets and exceeds meaningful use requirements to client satisfaction.

OVERALL RANK	Q1 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	PRACTICE FUSION	9.95	9.51	9.88	9.36	9.67
3	2	CARE360 OUEST	9.66	9.53	9.64	9.12	9.49
2	3	GREENWAY	8.97	9.64	8.69	9.79	9.27
6	4	AMAZINGCHARTS	9.42	9.56	8.68	9.23	9.22
4	5	KAREO	9.57	9.24	8.47	9.19	9.12
5	6	PRAXIS	9.43	8.09	8.96	8.96	8.86
9	7	ALLSCRIPTS	9.17	9.14	8.23	8.44	8.75
7	8	CARECLOUD	8.74	7.39	9.11	8.85	8.52
11	9	NEXTGEN	9.22	8.73	7.53	8.61	8.52
10	10	MCKESSON	9.24	7.48	8.35	8.91	8.50

Source: Black Book Rankings

Individual Key Performance, Ambulatory EHR

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2. Innovation

Table 6: Customers are also continuing to push the envelope for further enhancements to which the EHR vendor is responsive. EHR 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 electronic medical records were implemented. Vendor is responsive to make client recommendations with cutting edge improvements.

OVERALL RANK	Q2 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
3	1	CARE360 OUEST	9.80	9.90	9.19	9.90	**9.70**
2	2	GREENWAY	9.85	9.79	9.10	9.66	**9.60**
5	3	PRAXIS	9.12	9.55	9.39	9.30	**9.36**
1	4	PRACTICE FUSION	9.20	9.17	9.90	9.09	**9.34**
10	5	MCKESSON	9.09	9.64	9.29	9.17	**9.30**
12	6	ATHENAHEALTH	9.28	9.33	8.62	9.32	**9.14**
6	7	AMAZINGCHARTS	9.43	9.39	8.25	9.48	**9.14**
9	8	ALLSCRIPTS	9.12	9.14	8.99	8.84	**9.02**
7	9	CARECLOUD	9.48	8.79	7.88	9.06	**8.80**
11	10	NEXTGEN	9.24	9.11	7.71	9.00	**8.77**

Source: Black Book Rankings

Individual Key Performance, Ambulatory EHR
PRIMARY CARE

3. Training (Physician, Clinician and Support Staff)

Table 7: Electronic medical and health record vendor leadership provides significant and meaningful training opportunities for internal employees and client staff. Leadership strives to develop technology staff, EMR/EHR 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	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	**PRACTICE FUSION**	9.74	9.83	9.87	9.25	**9.57**
2	2	**GREENWAY**	9.84	9.89	9.26	9.49	**9.52**
4	3	**KAREO**	9.37	9.09	8.80	9.64	**9.36**
3	4	**CARE360 OUEST**	9.01	9.60	8.23	9.99	**9.16**
11	5	**NEXTGEN**	9.30	9.36	8.59	9.40	**9.10**
7	6	**CARECLOUD**	9.23	9.81	8.08	8.51	**9.06**
8	7	**CUREMD**	8.98	9.06	8.68	8.89	**9.06**
5	8	**PRAXIS**	8.53	9.25	8.52	8.43	**8.98**
6	9	**AMAZINGCHARTS**	9.87	9.33	8.00	7.44	**8.76**
9	10	**ALLSCRIPTS**	8.01	8.90	9.16	7.79	**8.66**

Source: Black Book Rankings

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4. Client relationships and cultural fit

Table 8: EHR vendor leadership honors customer relationships highly. The relationship with the EHR elevates 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	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	**PRACTICE FUSION**	9.74	9.83	9.87	9.25	**9.57**
2	2	**GREENWAY**	9.84	9.89	9.26	9.49	**9.52**
4	3	**KAREO**	9.37	9.09	8.80	9.64	**9.36**
3	4	**CARE360 OUEST**	9.01	9.60	8.23	9.99	**9.16**
11	5	**NEXTGEN**	9.30	9.36	8.59	9.40	**9.10**
7	6	**CARECLOUD**	9.23	9.81	8.08	8.51	**9.06**
8	7	**CUREMD**	8.98	9.06	8.68	8.89	**9.06**
5	8	**PRAXIS**	8.53	9.25	8.52	8.43	**8.98**
6	9	**AMAZINGCHARTS**	9.87	9.33	8.00	7.44	**8.76**
9	10	**ALLSCRIPTS**	8.01	8.90	9.16	7.79	**8.66**

Source: Black Book Rankings

Individual Key Performance, Ambulatory EHR
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5. Trust, Accountability and Transparency

Table 9: Trust in enterprise reputation is important to EHR clients as well as prospects. Client possesses an understanding that its EHR 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	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
2	1	GREENWAY	9.78	9.64	9.20	9.77	9.60
1	2	PRACTICE FUSION	9.62	9.48	9.77	9.11	9.50
7	3	CARECLOUD	9.60	9.19	9.17	9.60	9.39
9	4	ALLSCRIPTS	9.90	9.15	8.93	9.36	9.34
4	5	KAREO	8.87	9.67	8.58	9.53	9.16
10	6	MCKESSON	9.39	9.32	8.51	9.39	9.15
3	7	CARE360 QUEST	9.54	9.17	8.19	9.01	8.98
8	8	CUREMD	8.92	8.93	8.54	9.53	8.98
5	9	PRAXIS	9.56	9.29	7.96	8.30	8.78
6	10	AMAZINGCHARTS	8.44	9.21	8.24	8.35	8.56

Source: Black Book Rankings

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

Table 10: EMR/EHR vendor offers industry recognized horizontal functionality and vertical industry applications, and manage bundled EMR services such as ePrescribing, CPOE 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 EHR initiatives. Breadth of vendor modules offers comprehensive system services and broad modules.

OVERALL RANK	Q6 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
5	1	PRAXIS	9.86	9.87	9.87	9.63	**9.81**
4	2	KAREO	9.29	9.87	9.17	9.55	**9.47**
1	3	PRACTICE FUSION	9.58	9.56	9.16	9.51	**9.45**
6	4	AMAZINGCHARTS	9.48	9.65	8.55	9.22	**9.23**
7	5	CARECLOUD	9.30	9.48	9.01	9.02	**9.20**
12	6	ATHENAHEALTH	9.69	9.60	8.62	8.74	**9.16**
3	7	CARE360 OUEST	9.76	9.61	8.16	8.98	**9.08**
2	8	GREENWAY	9.30	9.17	8.59	8.94	**9.00**
8	9	CUREMD	9.02	8.79	8.31	9.40	**8.88**
10	10	MCKESSON	9.14	9.27	8.07	8.81	**8.82**

Source: Black Book Rankings

7. Deployment and EHR/EMR implementation

Table 11: EHR client deploys at a pace acceptable to the client. EMR 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. EHR implementation time meets standard expectations. Implementations are efficient and sensitive to users' specific situations which may cause delays.

OVERALL RANK	Q7 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
7	1	CARECLOUD	9.55	9.82	8.77	8.54	**9.17**
1	2	PRACTICE FUSION	9.54	9.38	9.72	8.05	**9.16**
2	3	GREENWAY	9.24	9.21	8.69	9.15	**9.07**
4	4	KAREO	9.04	8.86	8.34	9.27	**8.88**
9	5	ALLSCRIPTS	8.87	9.31	8.21	9.01	**8.85**
3	6	CARE360 OUEST	9.47	8.71	8.19	8.85	**8.81**
5	7	PRAXIS	8.96	9.42	8.00	8.09	**8.62**
13	8	VITERA	8.74	8.98	7.01	9.16	**8.47**
6	9	AMAZINGCHARTS	9.43	9.26	7.12	7.84	**8.40**
15	10	APRIMA	8.44	8.80	6.92	8.07	**8.06**

Source: Black Book Rankings

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8. Customization

Table 12: EHR 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. EHR software allows for modifications that are not costly or complex.

OVERALL RANK	Q8 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
4	1	KAREO	9.61	9.79	9.42	9.48	9.58
2	2	GREENWAY	9.93	9.92	8.98	9.30	9.53
1	3	PRACTICE FUSION	9.74	9.44	9.64	8.98	9.45
10	4	MCKESSON	9.38	9.61	9.20	9.22	9.35
8	5	CUREMD	9.41	9.49	8.57	9.20	9.17
6	6	AMAZINGCHARTS	9.68	9.37	8.38	8.74	9.04
3	7	CARE360 QUEST	9.24	9.05	7.09	9.96	8.84
14	8	EPIC	8.81	8.98	8.20	8.83	8.71
11	9	NEXTGEN	9.32	9.07	7.46	8.21	8.52
13	10	VITERA	8.39	9.21	7.72	8.28	8.40

Source: Black Book Rankings

9. Integration and interfaces

Table 13: EHR 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	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
2	1	GREENWAY	9.82	9.89	9.26	9.84	9.70
1	2	PRACTICE FUSION	9.37	9.92	9.68	9.09	9.52
3	3	CARE360 QUEST	9.27	9.22	8.80	9.97	9.32
4	4	KAREO	9.46	9.42	9.09	9.22	9.30
9	5	ALLSCRIPTS	9.22	9.33	9.10	9.23	9.22
7	6	CARECLOUD	9.71	9.55	8.29	9.00	9.14
5	7	PRAXIS	9.18	9.66	8.41	9.06	9.08
14	8	EPIC	9.36	8.70	8.02	8.33	8.60
16	9	ECLINICALWORKS	8.96	8.52	8.27	8.00	8.44
12	10	ATHENAHEALTH	8.33	8.82	7.75	8.57	8.37

Source: Black Book Rankings

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10. Scalability, client adaptability, flexible pricing

Table 14: EHR 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	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	PRACTICE FUSION	9.91	9.91	9.91	9.82	**9.88**
6	2	AMAZINGCHARTS	9.61	9.56	9.19	9.59	**9.49**
3	3	CARE360 OUEST	9.24	9.50	8.73	9.91	**9.35**
10	4	MCKESSON	9.45	8.93	8.21	9.20	**9.00**
7	5	CARECLOUD	9.13	9.68	8.44	8.72	**8.99**
4	6	KAREO	9.10	9.06	8.59	8.88	**8.91**
2	7	GREENWAY	9.29	9.38	7.71	8.98	**8.84**
9	8	ALLSCRIPTS	8.71	9.27	7.73	8.34	**8.51**
8	9	CUREMD	9.13	8.72	7.96	8.23	**8.51**
11	10	NEXTGEN	9.08	9.02	8.04	7.81	**8.49**

Source: Black Book Rankings

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11. Vendor staff expertise, compensation and employee performance

Table 15: EHR 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	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	PRACTICE FUSION	9.89	9.72	9.78	9.20	**9.65**
14	2	EPIC	9.61	9.37	9.07	9.25	**9.33**
2	3	GREENWAY	9.48	9.82	8.85	9.17	**9.33**
5	4	PRAXIS	9.20	9.40	8.73	8.34	**8.92**
9	5	ALLSCRIPTS	9.09	8.80	8.60	9.07	**8.89**
3	6	CARE360 OUEST	9.21	8.67	7.63	9.87	**8.85**
6	7	AMAZINGCHARTS	9.46	9.37	7.96	7.99	**8.70**
4	8	KAREO	8.85	9.21	7.54	8.90	**8.63**
8	9	CUREMD	8.96	8.70	8.04	8.06	**8.44**
15	10	APRIMA	8.78	8.74	8.25	7.90	**8.42**

Source: Black Book Rankings

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12. Reliability/Dependability

Table 16: EMR EHR 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 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	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	**1**	**PRACTICE FUSION**	9.67	9.78	9.89	9.19	**9.63**
10	**2**	**MCKESSON**	9.36	9.86	9.14	9.38	**9.44**
5	**3**	**PRAXIS**	9.39	9.89	9.09	9.26	**9.41**
3	**4**	**CARE360 QUEST**	9.15	9.18	9.18	9.89	**9.35**
6	**5**	**AMAZINGCHARTS**	9.52	9.59	9.17	8.48	**9.19**
8	**6**	**CUREMD**	8.92	9.36	8.82	9.25	**9.09**
4	**7**	**KAREO**	9.48	9.18	8.75	8.78	**9.05**
2	**8**	**GREENWAY**	8.81	9.63	8.44	8.92	**8.95**
12	**9**	**ATHENAHEALTH**	9.07	8.90	7.66	7.99	**8.41**
17	**10**	**E-MDS**	8.22	8.87	8.16	8.34	**8.40**

Source: Black Book Rankings

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13. Brand image and marketing communications

Table 17: EHR vendor's marketing and sales statements/pitches are accurately and appropriately represented by actual EHR product and service deliverables. Image is consistent with top EHR rankings. Sales presentations and proposals are delivered upon and corporate integrity/honesty in marketing and business development are highly valued. Company image and inte6grity are values upheld top-down consistently. High level of relevant client communications enhances the EHR vendor – EHR user relationship.

OVERALL RANK	Q13 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	**PRACTICE FUSION**	9.87	9.66	9.87	9.51	**9.73**
2	2	**GREENWAY**	9.80	9.87	9.44	9.21	**9.58**
13	3	**VITERA**	9.39	9.52	9.00	9.44	**9.34**
5	4	**PRAXIS**	9.27	8.87	9.71	9.42	**9.32**
16	5	**ECLINICALWORKS**	9.26	9.46	8.99	9.02	**9.18**
6	6	**AMAZINGCHARTS**	9.55	9.61	8.48	8.77	**9.10**
7	7	**CARECLOUD**	9.12	9.31	8.66	9.07	**9.04**
4	8	**KAREO**	9.47	9.02	8.29	8.92	**8.93**
8	9	**CUREMD**	9.06	8.99	8.06	9.51	**8.91**
3	10	**CARE360 QUEST**	8.36	9.25	8.75	8.88	**8.81**

Source: Black Book Rankings

Individual Key Performance, Ambulatory EHR
PRIMARY CARE

14. Marginal value adds

Table 18: Beyond stimulus achievement, EHR 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 EHR product design. Provides true business transformation opportunities to physician practices and other medical settings utilizing EMR EHR.

OVERALL RANK	Q14 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	**PRACTICE FUSION**	9.71	9.70	9.85	9.34	**9.65**
2	2	**GREENWAY**	9.77	9.37	9.10	9.43	**9.42**
4	3	**KAREO**	9.75	9.83	8.78	8.50	**9.22**
8	4	**CUREMD**	9.07	9.56	8.85	8.98	**9.12**
9	5	**ALLSCRIPTS**	8.95	9.00	8.21	9.10	**8.82**
3	6	**CARE360 OUEST**	8.96	8.15	8.96	8.85	**8.73**
6	7	**AMAZINGCHARTS**	9.54	9.20	7.94	7.80	**8.62**
7	8	**CARECLOUD**	8.25	8.97	8.44	8.38	**8.51**
18	9	**ADP ADVANCEDMD**	7.88	8.94	8.14	8.52	**8.37**
13	10	**VITERA**	8.12	8.76	8.06	7.25	**8.05**

Source: Black Book Rankings

Individual Key Performance, Ambulatory EHR
PRIMARY CARE

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 EMR 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. EHR vendor demonstrates and provides evidence of competent financial management and leadership.

OVERALL RANK	Q15 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
3	1	**CARE360 OUEST**	9.30	9.52	9.35	9.98	**9.54**
1	2	**PRACTICE FUSION**	9.56	9.40	9.87	9.28	**9.53**
2	3	**GREENWAY**	9.35	9.16	9.01	9.47	**9.25**
5	4	**PRAXIS**	9.37	9.26	8.25	8.29	**8.79**
8	5	**CUREMD**	8.68	8.93	8.12	8.63	**8.59**
11	6	**NEXTGEN**	9.23	8.32	7.97	8.80	**8.58**
12	7	**ATHENAHEALTH**	8.91	8.78	7.99	8.63	**8.58**
6	8	**AMAZINGCHARTS**	8.73	7.96	8.93	8.64	**8.57**
10	9	**MCKESSON**	8.77	8.45	8.07	8.55	**8.46**
17	10	**E-MDS**	8.21	9.37	7.68	8.48	**8.44**

Source: Black Book Rankings

Individual Key Performance, Ambulatory EHR
PRIMARY CARE

16. Data security and backup services

Table 20: In order to provide secure and constantly dependable EMR service offerings for physician and hospital entities, an EHR vendor has to provide the highest level of security and data back-up services. EHR vendor's service in these two areas is superior to the security and back-up system of past internal systems of the physician practice.

OVERALL RANK	Q16 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
3	1	CARE360 OUEST	9.22	9.62	9.61	9.02	**9.37**
1	2	PRACTICE FUSION	9.45	9.26	9.46	9.27	**9.36**
5	3	PRAXIS	9.65	9.66	8.64	8.92	**9.22**
8	4	CUREMD	9.53	9.39	8.54	8.93	**9.10**
6	5	AMAZINGCHARTS	8.70	9.86	9.49	7.96	**9.00**
2	6	GREENWAY	9.01	9.19	9.33	8.40	**8.98**
19	7	CHARTLOGIC	8.95	9.16	9.46	8.21	**8.95**
4	8	KAREO	8.75	8.58	8.85	8.45	**8.66**
12	9	ATHENAHEALTH	8.87	7.75	8.26	8.93	**8.45**
7	10	CARECLOUD	7.97	8.25	7.88	9.13	**8.31**

Source: Black Book Rankings

Individual Key Performance, Ambulatory EHR

PRIMARY CARE

17. Support and customer care

Table 21: Account management provides an adequate amount of onsite administration and support to clients. There exists a formal EHR account management program that meets client needs. Media and clients reference this vendor as an EHR 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	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	PRACTICE FUSION	9.62	9.46	9.89	9.25	9.56
2	2	GREENWAY	9.57	9.59	9.16	9.72	9.51
12	3	ATHENAHEALTH	9.81	9.62	9.25	9.07	9.44
5	4	PRAXIS	9.30	9.43	9.18	9.18	9.27
3	5	CARE360 OUEST	8.99	8.91	9.78	8.94	9.16
9	6	ALLSCRIPTS	9.04	9.52	8.89	8.88	9.08
8	7	CUREMD	8.87	9.29	8.64	8.92	8.93
10	8	MCKESSON	8.97	9.32	8.46	8.82	8.89
13	9	VITERA	9.22	9.25	8.31	8.31	8.77
6	10	AMAZINGCHARTS	9.45	8.90	8.07	7.78	8.55

Source: Black Book Rankings

Individual Key Performance, Ambulatory EHR

PRIMARY CARE

18. Best of breed technology and process improvement, Meaningful Use 3 improvements

Table 22: EHR management and related technology services are considered best of breed. EHR Vendor technology elevates customers via capabilities, equipment, processes, deliverables, professional staff, leadership, quality assurance and innovative initiatives. EHR 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.

OVERALL RANK	Q18 Criteria rank	COMPANY	PATIENT HEALTH DATA MANAGEMENT & ADMINISTRATIVE PROCESSING	COMMUNICATIONS & CONNECTIVITY	ORDER ENTRY & MANAGEMENT	DECISION SUPPORT & RESULTS REVIEW/MANAGEMENT	MEAN
1	1	PRACTICE FUSION	9.38	9.82	9.86	9.70	9.69
2	2	GREENWAY	9.57	9.71	9.19	9.28	9.44
5	3	PRAXIS	9.16	9.17	8.88	9.42	9.16
3	4	CARE360 QUEST	8.77	8.35	8.39	9.91	8.86
7	5	CARECLOUD	9.28	9.41	8.05	8.71	8.86
4	6	KAREO	8.68	8.67	8.85	9.16	8.84
6	7	AMAZINGCHARTS	9.49	9.22	8.30	8.26	8.82
8	8	CUREMD	8.93	9.04	8.13	8.71	8.70
9	9	ALLSCRIPTS	9.17	8.80	8.93	7.20	8.53
10	10	MCKESSON	8.75	8.48	7.49	9.29	8.50

Source: Black Book Rankings

Appendix

BROWN-WILSON GROUP OPINION MINING, POLLING AND SATISFACTION SURVEYS

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 Brown-Wilson Group consulting team may be able to help you. For more information about BWG and Black Book's consulting capabilities, please contact us directly at info@brown-wilson.com

DISCLAIMER

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