

# Clinical & Financial ERP Implementation

A Study on Implementation Services

July 2006

CIBER is ranked number one for the 2006 KLAS Specialty Study “Clinical and Financial ERP Implementations! We at CIBER are very proud of this number one position and the findings validate what we strive to achieve with every implementation – the ability to provide the most comprehensive and effective ERP implementation and support in the healthcare industry.



## An Independent Report from Healthcare Executives & Professionals

### **Study Objective: Why a clinical and financial implementations study?**

KLAS conducted a specialty study on clinical and financial ERP implementations to help providers and payers better understand the importance and significant roles Consulting Firms/Professional Service Firms (PSFs) can have in an ERP implementation.

Implementing a clinical or financial ERP is a large investment of time, resources and money. This study provides actual client project feedback and insight to help other healthcare organizations comprehend the advantages and disadvantages of engaging a Consulting Firm with an ERP implementation, whether a third-party consulting firm or the software vendor.

### **Who is KLAS?**

Founded in 1996, KLAS is the only research and analysis firm specializing in monitoring and reporting the performance of Healthcare Information Technology (HIT) vendors and Consulting Firms.





## How KLAS Helps the Healthcare Industry

With the help of thousands of healthcare executives, CIOs, directors, managers and clinicians KLAS has developed a database of in-depth information on HIT vendor and PSF performance.

This database represents more than 4,500 hospitals and 2,500 clinics, as well as more than 500 products from more than 175 vendors. This database of information is refreshed everyday with new performance evaluations and scores. For further information visit the KLAS website at [www.healthcomputing.com](http://www.healthcomputing.com).

### **About the KLAS Clinical & Financial ERP Implementation Study**

For this study KLAS included 19 companies that provide clinical or financial ERP implementations services for healthcare organizations.

The participating Consulting Firms include: Accenture, ACS, CIBER, Deloitte Consulting, FCG, Fujitsu Consulting (Rapidigm), IBM Healthlink, ISH, Coastal, CSC, CTG and Perot Systems

The participating Software Vendors include: Cerner, Eclipsys, Lawson, McKesson, Siemens, Epic and GE/IDX

### **The Data Collection and Analysis Process**

KLAS asked numerous healthcare provider organizations to complete direct product and vendor evaluations. Next, KLAS performed an in-depth and confidential interview with the healthcare organization's IT executives to gather insight into specific strengths, weaknesses and future expectations for the Consulting Firms and Software Vendors. KLAS then conducted an internal audit of the data and then the data was audited to verify completeness and accuracy. KLAS also ensures that the anonymity of the healthcare provider organization is upheld. For further information on the data collection and analysis process, visit the KLAS website: [www.healthcomputing.com](http://www.healthcomputing.com).

## Financial ERP Implementation Performance Scores

The overall objective of this study is to be able to help healthcare organizations find a Consulting Firm or software vendor that best meets their unique requirements.

To gather information for this report the KLAS Professional Services Evaluation Form was designed with help from various healthcare groups such as healthcare providers, software vendors and the KLAS Advisory Board. This evaluation form includes 19 questions to rate the overall performance of the consulting services delivered. In order to make use and comparison of the evaluation form, consulting services are divided into 12 market segments:

- Extended Business Office
- Outsourced Transcription
- Full IT Outsourcing
- Planning and Assessment
- Implementation – Principle
- Revenue Cycle Consulting – Transformation
- Implementation – Supportive
- Staff Augmentation
- Other IT Outsourcing
- Technical Consulting
- Outsourced Billing
- Vendor Selection

In this specialty report, KLAS addresses the consulting services of the Implementation – Principle segment. Six Consulting Firms were qualified and the total Performance Scores range from 85.5 for the top ranking for CIBER to the sixth ranking of 71.4 for Accenture. Also, these scores reflect healthcare provider feedback on all the Financial ERP Implementation practice areas within the consulting services.

Overall Financial ERP Implementation Firm Rankings Based upon 17 Indicators		
Ranking	Vendor/Firm	Total Score (Out of 100)
1	CIBER	85.5
2	Fujitsu Consulting (Rapidigm)	85.1
3	Deloitte	81.5
4	ISH	78.2
5	Lawson	74.5
6	Accenture	71.4

## Scoring Market Segment: Implementation – Principle

The performance score measurements address 17 criteria in the following informational areas:  
12 Performance Indicators (rating 1-9, where 1=poor and 9=excellent)

- Money's Worth
- Services Delivered on Time
- Lived up to Expectations
- Quality of Services Staff
- Worth the Effort
- Real Problem Resolution
- Contracting Experience
- Helps Your Job Performance
- Services Delivered as Promoted
- Services Delivered within Budget/Cost
- Overall Satisfaction
- Executives Interested in You

5 Business Indicators (answer is a yes or no, score reported is the percent yes responses)

- Would You Buy it Again
- Avoids Nickel-and-Diming
- Would You Recommend to a Friend/Peer
- Keeps All Promises
- Client's Best Consultant Experience

The overall score is calculated from the scores of each of the 17 indicators (Performance and Business). Each question is weighted equally and the total score is based on a 100-point scale.



## Overall Performance Score Measurement Summary

This bar chart shows the overall performance of each Consulting Firm and Software Vendor segmented into the performance and business indicators. The average score of 81.0 for the Consulting Firm Group is well above the average score of 74.5 for the Software Vendor Group. CIBER ranked highest among both Consulting Firms and Software Vendors with a rating of 85.5. The overall average Financial ERP Implementations score is 79.3.

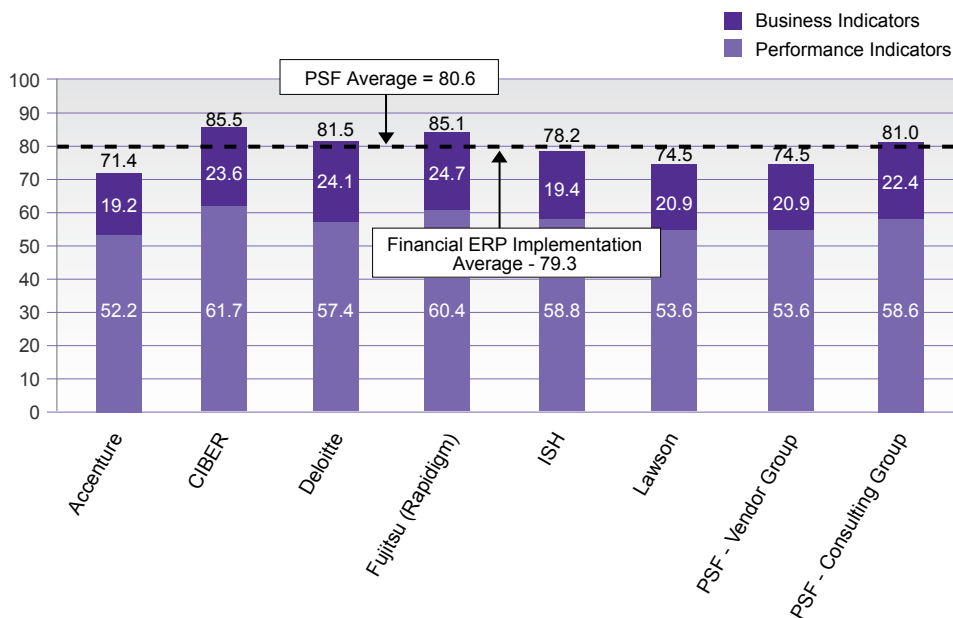


Figure 1: Overall Score Measurement Summary Stacked Chart - Financial ERP  
Source: Clinical & Financial ERP Implementation, July 2006, published by KLAS, page 252.

## Overall Ratings for Financial ERP Implementations

Each Consulting Firm and Software Vendor was rated in the following areas: General Healthcare Knowledge and Expertise, Specific Financial Knowledge and Expertise, Vendor Application Knowledge and Expertise, and Knowledge/Skill Transfer to Your Staff. The overall ratings for Financial ERP Implementations range from 6.1 to 8.0. For each of the individual performance categories, CIBER had the highest ratings.

On average the Consulting Firms scored higher than the Software Vendors. Some scores reflect the experience, education and in-service training of the specific project teams. However, in most cases, the scores indicate that the Consulting Firms had more experience than their counterparts in the Software Vendor Group.

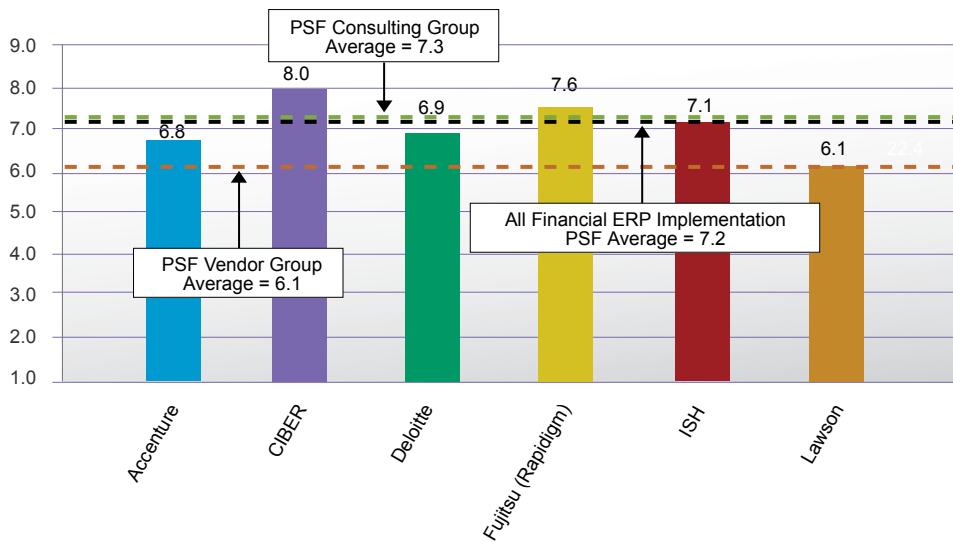


Figure 2: Overall Ratings by PSF (General Healthcare Knowledge & Expertise, Specific Financial Knowledge & Expertise, Vendor Application Knowledge & Expertise, Knowledge/Skills Transfers) - Financial ERP Implementation

Source: Clinical & Financial ERP Implementation, July 2006, published by KLAS, page 312.

## CIBER's Ratings by Category

Below is a breakdown by category for better understanding of CIBER's overall rating of 8.0.

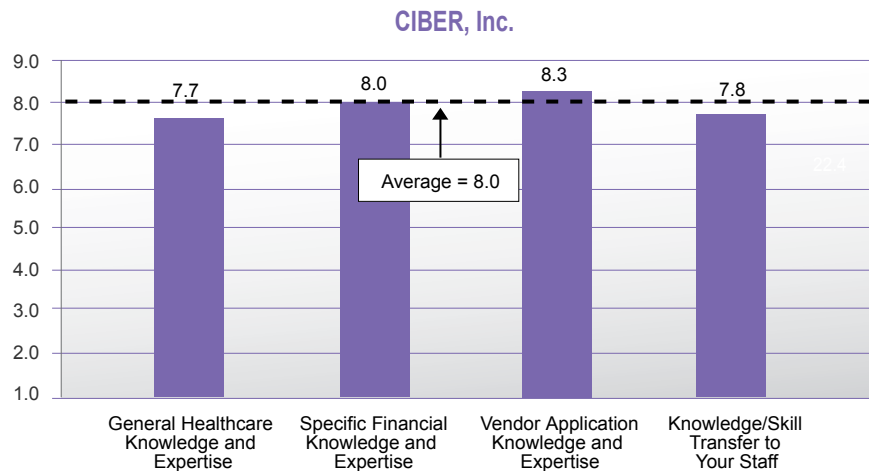


Figure 3. Source: Clinical & Financial ERP Implementation, July 2006, published by KLAS, page 313.

## General Healthcare Knowledge and Expertise

Below is a graphic representing the ratings for both Consulting Firms and Software Vendors for the category General Healthcare Knowledge and Expertise. CIBER ranked highest with a rating of 7.7.

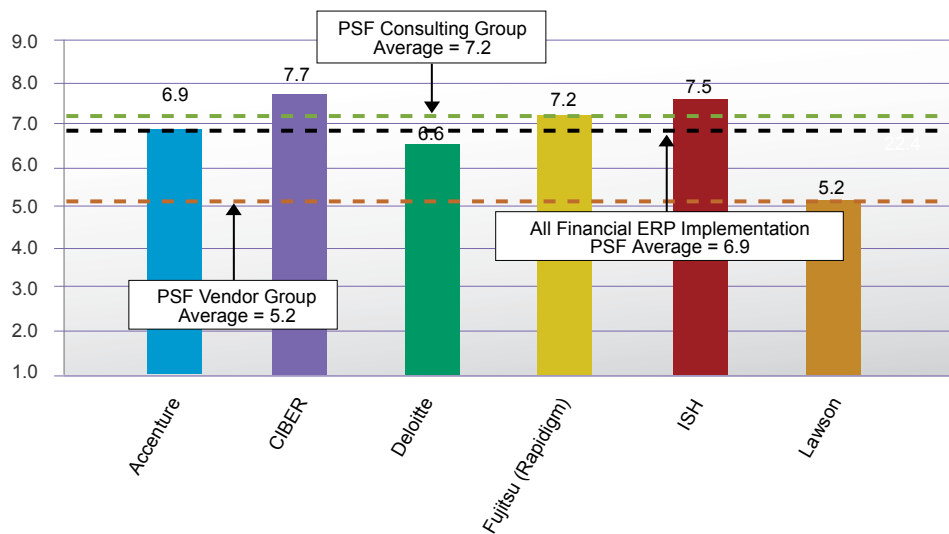


Figure 4: General Healthcare Knowledge and Expertise Ratings - Financial ERP  
Source: Clinical & Financial ERP Implementation, July 2006, published by KLAS, page 315.





CIBER, Inc. (NYSE: CBR) is a pure-play international system integration consultancy with superior value-priced services for both private and government sector clients. CIBER's global delivery services are offered on a project or strategic staffing basis, in both custom and enterprise resource planning (ERP) package environments, and across all technology platforms, operating systems and infrastructures.

Founded in 1974 and headquartered in Greenwood Village, Colo., the company now serves client businesses from over 60 U.S. offices, 22 European offices and five offices in Asia. Operating in 18 countries, with over 8,000 employees and annual revenue of nearly \$1 billion, CIBER and its IT specialists continuously build and upgrade clients' systems to "competitive advantage status." CIBER is included in the Russell 2000 Index and the S&P Small Cap 600 Index.

[www.ciber.com](http://www.ciber.com)

**CIBER, Inc. • 5251 DTC Parkway • Suite 1400 • Greenwood Village, CO 80111 • 800.242.3799**

© 2006 KLAS Enterprises, LLC. All rights reserved. KLAS and the KLAS logo are registered trademarks of KLAS Enterprises, LLC.

© 2007 CIBER, Inc. All rights reserved. CIBER and the CIBER logo are registered trademarks of CIBER, Inc.

CIBER stock is publicly traded under the symbol "CBR" on the NYSE.