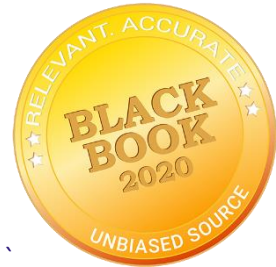


BLACK BOOK MARKET RESEARCH 2020 USER SURVEY

Top Healthcare Human Resources Outsourcing Solutions Vendors

Payroll Management
Benefits Administration
Recruitment
Staffing

Survey Period: Q2 2020 – Q3 2020



Black Book™ annually evaluates leading health care/medical software and outsourcing service providers across 18 operational excellence key performance indicators completely from the perspective of the client experience. Independent and unbiased from vendor influence, more than 607,000 healthcare IT users are invited to contribute to various annual customer satisfaction polls. Suppliers also encourage their clients to participate to produce current and objective customer service data for buyers, analysts, investors, consultants, competitive suppliers and the media. For more information or to order customized research results, please contact the Client Resource Center at +1 800 863 7590 or info@blackbookmarketresearch.com

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Healthcare Human Resources IT Software, Services and Solutions Research Team

Lead Researcher: Brian Locastro (New York) brian.locastro@blackbookmarketresearch.com

Editor: Douglas Brown (Tampa) doug.brown@blackbookmarketresearch.com

Survey Manager: Caroline Hollis (Raleigh) research@blackbookmarketresearch.com

For more information, visit www.BlackBookMarketResearch.com 1.800.863.7590

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PART ONE: STATE OF HEALTHCARE HUMAN RESOURCES OUTSOURCING

The landscape for Human Resource's has changed significantly over the past several years and is especially true in regards to the recent pandemic. These changes include the evolution of the working landscape that has shifted, which include but are not limited to; workers staying at their jobs less, remote work, constant changing technology, and changing political views. Some of these changes have come because of a more liberal generation entering the workforce, with whom favor equal opportunities for all people, especially those in regards to race, gender and identity.

HR outsourcing has its benefits in today's busy landscape. By outsourcing various HR functions (some or all), it becomes easier to handle data and comply with the constant changing regulations. Hospitals and doctor's offices don't need to worry about staying up-to-date with the said necessary rules and regulations as they can outsource the various functions and concentrate more on providing exceptional care.

The constant changing technology is also another reason that outsourcing can benefit an organization. Technology can be costly to the bottom line of any organization, so by allowing a third party to take the lead on some of these applications an organization can save a significant amount of money and eliminate the burden of updates, licensing, and replacing outdated equipment.

HR outsourcing has become especially popular in regards to talent management. The hiring process can be costly and lengthy for hospitals and doctor's offices. Finding the time to hire the right talent can be extremely hard, especially in times of need, for example - when a hospital is short-staffed. By outsourcing this function of the HR department, hospitals can concentrate more on the things that matter most. These capabilities will also allow for the outsourced organization to hire, train, and retain the best possible candidates for the available position. Because employees are staying at their places of employment for less periods of time it is essential that organizations do their best to retain their employees for longer periods of time.

The advantages of HR outsourcing can help hospitals and doctor's office minimize their risk, save significant amounts of money to the bottom line, help maintain an efficient and productive workplace, provide focus of core/critical areas of need, save on technology and infrastructure, provide faster and more timely services, and provide employee development. If hospitals decide take advantage of the resources available to them they can improve the overall "health" and well-being of their people and their business. There is no playbook for HR outsourcing. What functions stay in-house and which are outsourced to an outside specialist depends on the type of company, its strategic priorities, and the role HR plays in realizing those priorities.

The HR functions that are most commonly outsourced by healthcare industry providers and payers include:

High-volume recruiting

Temporary staffing

Background checks and drug screening

Relocation

Payroll

Benefits administration

Coaching

Creating/updating employee handbooks and policy manuals

Compensation program development/implementation

Writing and updating affirmative action plans

Providing sexual harassment training

Independent contractor compliance

These HR initiatives tend to stay in-house in the healthcare industry:

Employee relations

Compensation design and delivery

Talent development

Capital strategy planning

Succession planning

HR strategy

Performance management

Organization development

Clinician Recruiting

HR department management

Outsourcing some, or even all, HR functions is a proven and widely practiced concept among companies of all sizes. Outsourcing enables a company to focus on HR activities with the most strategic value while saving money and benefiting from the specialized expertise of outside firms.

For certain companies, it may make sense to consider a professional employer organization (PEO). A PEO takes over all of a company's HR functions by literally hiring the company's employees and becoming their employer of record for tax and insurance purposes. The practice is known as co-employment or joint employment.

Through a PEO, the employees of small businesses gain access to employee benefits such as 401(k) plans; health, dental, life, and other insurance; dependent care, and other benefits typically provided by large companies. According to the National Association of Professional Employer Organizations (NAPEO), approximately 250,000 businesses use PEOs.

The following represent aggregate findings from the five-month polling process:

Difficulty in Finding Skilled HRO Human Resources

HOSPITAL SIZE	Q4 2019	Q3 2020
Small/Rural Hospitals under 100 Beds	73%	95%
Community Hospitals 101-200 Beds	49%	90%
Large Hospitals & Academic Medical Centers over 200 Beds	56%	82%
Physician Practices, Medical Groups & Ambulatory Providers	28%	92%

Staffing Concerns make Outsourcing core or bolt-on HR software/services a better short-term alternative to Software Implementations

CFO/Business Office Manager Agrees/ YES			
HOSPITAL SIZE	2018	2019	2020
Small/Rural Hospitals under 100 Beds	70%	67%	89%
Community Hospitals 101-200 Beds	31%	23%	79%
Large Hospitals & Academic Medical Centers over 200 Beds	12%	26%	63%
Physician Practices, Medical Groups & Ambulatory Providers	77%	84%	94%

What is your facilities top-related HR technology issue impacting total organizational operations in Q3 2020?

HOSPITAL SIZE	Recruitment & Retention	Employee Health	Database Management	Payroll & Benefits	Learning & Staff Education
Small/Rural Hospitals	25%	30%	14%	12%	19%
Community Hospitals	33%	13%	30%	7%	17%
Large Hospitals	38%	24%	20%	3%	15%
Hospital Chain, Systems	5%	8%	49%	15%	23%

Which scenario best describes your hospital's 2020-2021 HRO HRM HRO strategy for software and outsourcing services?

CLIENT TYPE	One Core Legacy HRO Vendor Software Solution	Seamless Array of Core and Bolt-on HR Software Solutions	Outsourcing HRO End-to-End	Outsourcing One or More Functions or Divisions with Software
Small/Rural Hospitals	5%	13%	46%	36%
Community Hospitals	10%	34%	23%	43%
Large Hospitals	9%	64%	5%	22%
Health Plans & Insurers	5%	14%	45%	31%
Physician Organizations	4%	4%	27%	65%

Which scenario best describes your hospital's plan for maintaining an outsourced human resources management solution or set of managed services solutions?

CLIENT TYPE	Short Term (12-18 Months)	On Going Solution (18-36 Months)	Long Term (36-60 Months)
Hospitals	6%	23%	70%
Physician Organizations	4%	10%	86%
Health Plans & Insurers	2%	6%	92%

60% of all US hospitals predicting in 2015 that they would replace their core Human Resources Management solution, have still failed to initiate a comprehensible, sustainable human resources IT strategic plan as of September 2020. Of the 1,400 HR modernization-delinquent hospitals, 63% anticipate their boards and senior administration tabling making HR system decisions in 2021 continuing into the next year without an advanced software implementation or outsourced partner. If forced, 87% indicate they would turn to a healthcare industry human resources consultancy/advisory for short term direction on pressing HR issues facing their organizations.

820 hospitals confirmed the activation of a new or renegotiated HR solution/services agreement between January 2016 and July 2020. In total, 26% selected outsourcing vendors and consultants as stop gap measures prior to implementing an in-house solution before the pandemic.

93% of CFOs responded they are seeking the best vendor value proposition when evaluating current HR solutions because of fiscal constraints, compared to 19% of Chief Human Resources Officers and senior HR leaders' respondents.

96% of Chief Financial Officers agree their strategic leadership to drive human resource management technology and vendor selection is not taking priority in their hospitals and systems. The focus on HR IT implementations and analytics has shifted to the financial health of organizations under value-based care and lower margins along with COVID impacts, advocating for the maintenance of outdated systems while waiting for available capital to be freed up for HRO, making the case for a projected leap in outsourced HR services in 2021.

VENDORS REVIEWED IN THIS SURVEY STUDY

HR Outsourcing for Payroll/Benefits Administration Software

- Paychex Flex (www.paychex.com) – provides integrated HCM solutions for payroll, HR, and insurance and benefits.
- BambooHR (www.bamboohr.com) – provides a complete HR package to help and aid in all aspects of HR, payroll, and employee insurance and benefits.
- Rippling (www.rippling.com) – brings together payroll, benefits, HR and IT to manage employee operations in one place.
- Justworks (www.justworks.com) – payroll, benefits, HR and compliance.
- UltiPro (www.ultimatesoftware.com) – HR, payroll and talent management software that is easy to implement for remote workers.
- Patriot Payroll (www.patriotsoftware.com) – fast, simple, and affordable payroll software made especially for small businesses.
- Paycor (www.paycor.com) - payroll software that is easy to use and offers a powerful solution for small and medium businesses.
- SurePayroll (www.surepayroll.com) – complete payroll solutions that include; health care benefits, 401(k) retirement, workers comp, health insurance and pre-employment screening.
- Square Payroll (www.squareup.com) – full-service payroll, taxes and benefits.
- Netchex (www.netchex.com) – comprehensive, web-based suite of payroll, human resources and benefit administration services.
- Trinet (www.trinet.com) – HR solutions including payroll, benefits, risk management and compliance.
- Zenefits (www.zenefits.com) – affordable HR software for small businesses. The platform has options for payroll, benefits, scheduling and time tracking.
- Insperity (www.insperity.com) – full service HR solutions including; benefits, retirement, insurance, payroll, W-2 & W-4 handling. Insperity will also help your company create an employee handbook.

HR Outsourcing for Recruitment & Staffing/Scheduling Software

- Hireology (www.hireology.com) – attract and retain staffing solutions.
- IBM Kenexa Acquisition Suite (www.ibm.com/uk-en/marketplace/talent-acquisition) – recruitment solutions that helps build a proactive talent-led team.
- iCIMS Talent Acquisition Platform (www.icims.com) – cloud platform for recruiting that enables employers to manage their end-to-end talent hiring in one unified platform.
- API Healthcare - *GE Healthcare* – (www.symplr.com) – workforce management solutions in relation to scheduling and staffing situations/needs.

- BlueSky (www.blueskytp.com) – full-service Workforce Management Platform specifically for staffing the healthcare industry in areas relating to; recruiting, retaining, placement, and financial aspects.
- Cornerstone Performance (www.cornerstoneondemand.com) – Performance management capabilities that customize training recommendations that are powered by machine learning. Cornerstone is a premier people development company.
- LaborSoft (www.laborsoft.com) – affectively manage employee and labor relations by providing a secure cloud-based employee relations case management software solutions.
- Laudio (www.laudio.com) – worlds first staff Relationship Management Platform. Laudio reduces burnout and helps managers make frequent, relevant, and timely decisions by offering continuous performance management and engagement.
- MedCruiter(www.medcruiter.com) – healthcare recruiting software system designed for sourcing, applicant tracking and hiring top medical professionals.
- Mitrefinch (www.mitrefinch.com) – biometric time and attendance options. Track time and attendance and feed accurate payroll data for workforce and HR.
- PeopleFluent (www.peoplefluent.com) talent management and learning solutions to help guide an organizations people, culture, and outcomes.

HR Outsourcing for Legal Compliance

- Engage PEO (www.engagepeo.com) – every member of their HR consulting team is an attorney. These legal professionals have significant experience with labor and employment law. Some top HR outsourced areas are; employee policies, employee handbook, state and department of labor compliance, background check and drug screening, and employee training.
- Emplicity (www.emplicity.com) – regulatory compliance with effective policies and procedures. Customized employee handbooks with clearly defined polices and expectations.
- National Legal Research group (www.nlrq.com) – Reviewing policies to ensure HR compliance is adhered to while following the legal requirements to make sound human resource decisions. Also specializes in Employment Law consulting and Employment Policy Review.

Software as a Service

- Monday.com (www.monday.com) – optimize your HR experience and find the right HR software for your organization. Offers mobile apps, cloud-based data, applicant tracking, compensation management, employee profiles, onboarding, performance management, time and attendance tracking.
- Bamboohr (www.bamboohr.com) – fit the needs of your organization and find the essential HR capabilities to fit your needs. Offers mobile apps, cloud-based data, applicant tracking, compensation management, employee profiles, onboarding, performance management, time and attendance tracking.
- Rippling (www.rippling.com) One platform for all employee data and operations. Offers mobile apps, cloud-based data, applicant tracking, compensation management, employee profiles, onboarding, performance management, time and attendance tracking.

- Paycor – (www.go.paycor.com) – Software built to help HR leaders, recruit, manage, pay, and develop their people. Offers mobile apps, cloud-based data, applicant tracking, employee profiles, onboarding, performance management, time and attendance tracking.
- Namely – (www.namely.com) – A powerful HRIS solution for Mid-Sized companies. Offers mobile apps, cloud-based data, compensation management, employee profiles, onboarding, performance management, time and attendance tracking.
- Beekeeper (www.beekeeper.io) – A Mobile Platform for frontline workers. Offers mobile apps, cloud-based data, employee profiles and onboarding.
- Clear Company (www.clearcompany.com) – a talent management system for healthcare recruitment. Offers cloud-based data, applicant tracking, employee profiles, onboarding, and performance management.
- CakeHR (www.cake.hr) Offers mobile apps, cloud-based data, applicant tracking, compensation management, employee profiles, onboarding, performance management, time and attendance tracking.
- Zenefits (www.zenefits.com) All-in-one employee platform for employee management. Offers mobile apps, cloud-based data, applicant tracking, compensation management, employee profiles, onboarding, performance management, time and attendance tracking.
- Hibob (www.hibob.com) – A global HR platform that prioritizes employee growth. Offers cloud-based data, applicant tracking, compensation management, employee profiles, onboarding, performance management, time and attendance tracking.

Most Popular Outsourced HR Companies

- Enformhr (www.enformhr.com) – multiple outsourced services from benefits administration, compliance, discipline & termination, employee handbooks, HR Audits, I-9 Audits and personnel files, management coaching, payroll administration, and more.
- ADP (www.adp.com) –outsourcing HR services for benefits administration.
- Insperity (www.insperity.com) –outsourcing HR for mid-market companies.
- Paychex (www.paychex.com) – outsourcing HR for payroll.
- Zenefits (www.zenefits.com) – outsourcing HR software for small businesses.
- Engage PEO (www.engagepeo.com) – outsourcing for HR legal compliance.
- Trinet (www.trinet.com) – flexible outsourcing HR solutions.
- G&A Partners (www.gnapartners.com) – outsourcing for employee onboarding and development.
- Tandem HR (www.tandemhr.com) – outsourcing for growing small businesses.
- Accenture HR (www.accenture.com) – offers outsourcing in a digital health technology driven environment.
- XcelHR (www.xcelhr.com) – outsourcing all aspects of employee management.
- CPEhr (www.cpehr.com) – HR outsourcing for small and medium business.

HEALTHCARE HUMAN RESOURCES LEADERS CONFIRMING HR IT SYSTEM ACQUISITION AND OR REPLACEMENT ACTIVITIES

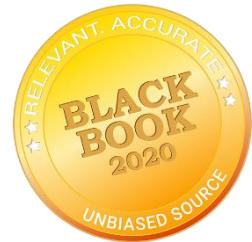
(CHANGE WITHIN NEXT 24 MONTHS) SELECT 2 MOST RELEVANT IN ORDER OF PREFERENCE

Primary Goals of Hospital acquiring new HR Software and/or Outsourcing Services	2017-2018 Strongly Prefer	2018-2019 Strongly Prefer	2019-2020 Strongly Prefer	2010-2021 Strongly Prefer
Upgrade Replace HR Software Solution With Bolt-on solutions	14%	15%	9%	8%
Outsource HR (Full Enterprise)	9%	7%	3%	19%
Part HR Software Upgrades/Replacements with Some Outsourced Functions/Services	32%	10%	4%	23%
Seamless HR Information System Single Vendor	45%	67%	83%	50%

Vetting an HR solution is extremely complex as many hospitals and healthcare organizations have discovered that after purchasing a solution set, they are unable to do much of what was promised and even less has been delivered. The lagging legacy vendors are mainly built to compliance specifications and providers are finding these are completely unusable for a hospital or physician group with variable census and payer mix.

TOP 20 VENDORS, HEALTHCARE HUMAN RESOURCES

OUTSOURCING SOLUTIONS



2020 Rank by User Satisfaction/ Client Experience	OUTSOURCING VENDOR
1	ACCENTURE HR
2	ADP
3	INSPERITY
4	TRTRINET
5	AON HEWITT
6	OASIS PAYCHEX
7	CHECKPOINT HR
8	ULTIMATE
9	G&A PARTNERS
10	XCEL HR
11	CIPHR
12	LOGIBEC
13	UNICORN HRO
14	ENGAGE PEO
15	DATIS
16	ORACLE
17	TANDEM HR
18	CPE HR
19	PAYLOCITY
20	ORANGE

Source: Black Book™

SURVEY PARTICIPATION: HUMAN RESOURCES OUTSOURCING SOLUTIONS

This segment of the Black Book™ Human Resources Software and Outsourcing survey for hospitals and medical practices included insights from 2,743 users from 422 hospitals, 220 healthcare delivery networks, 903 physician practices and groups, and 67 health plans and insurers. Each survey pool was collected across three separate polls in February and September 2020.



Respondent Title	Respondents
CEO or Corporate Administrative Officer/Board Member	34
CFO or Finance Director/Manager	80
CIO or IT Director/Manager	37
Human Resources Executive (CHRO, Senior VP, VP)	303
Human Resources Director	581
Human Resources Staff or Lower Management	848
Nurse, Practice Management, Clinician, Physician	620
Other	240
TOTAL	2,743

Source: Black Book™

2020 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 Black Book executive and at least two other people serving as consultants from agencies, associations or provider organizations. 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 functions outsourced, and are 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 of 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 10 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 more than 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 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?

More than 640,000 hospital leaders and other users ranking from system executives, clinicians, IT specialists and front-line implementation veterans are invited to participate in the 2020 healthcare technology and services satisfaction surveys. Non-invitation receiving participants must complete a verifiable profile, utilize a valid corporate email address and are then included as well. The Black Book survey web instrument is open to respondents and new participants periodically for several surveys at <http://blackbookrankings.com>, <http://blackbookmarketresearch.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. Follow up HR surveys were conducted from August 1 to September 15 to analyze the replacement market phenomenon within the HR marketplace. Additionally, from April 15 to August 31 to collect data on Human Resources Management solution satisfaction including Physician Practice Management applications, services and initiatives.

STOP LIGHT SCORING KEY

Figure 1: Comprehensive Healthcare Human Resources Outsourcing vendors are defined as being comprised of four surveyed functions



Source: Black Book™

STOP LIGHT SCORING KEY

Figure 2: Key to raw scores

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

Source: Black Book Market Research

STOP LIGHT SCORING KEY

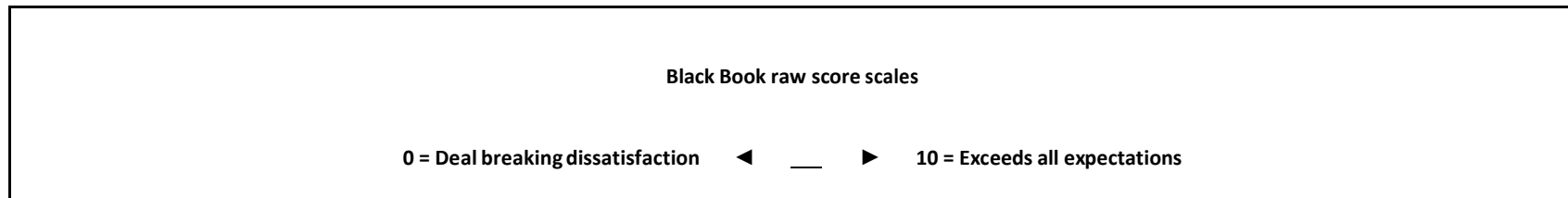
Figure 3: Color-coded stop light dashboard scoring key

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

Source: Black Book Market Research

STOP LIGHT SCORING KEY

Figure 4: Raw score compilation and scale of reference



Source: Black Book Market Research

Individual vendors can be examined by specific indicators on each of the main functions of Human Resources as well as grouped and summarized subsets. Detail of each subset is contained so that each HR outsourcing vendor may be analyzed by function.

OVERALL KPI LEADERS

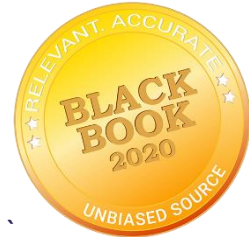
Figure 5: Scoring key

OVERALL RANK	Q6 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
5	1	HEALTHCARE HR OUTSOURCING CORPORATION	9.02	7.56	5.59	5.59	7.00

Source: Black Book Market 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 criteria or question.
- ✚ **Company** – name of the healthcare HR outsourcing Solutions vendor (sample name).
- ✚ **Subsections** – each subset comprises one-fourth of the total HR outsourcing vendor mean at the end of this row, and includes all buyers and users who indicate that they contract each respective service subsection with the supplier, specific to their enterprise
- ✚ **Mean** – congruent with the criteria rank, the mean is a calculation of all four subsets of HR outsourcing functions surveyed. As a final ranking reference, it includes all vertical industries, market sizes and geographies.

**OVERALL KEY PERFORMANCE INDICATOR LEADERS
HEALTHCARE HUMAN RESOURCES OUTSOURCING SOLUTIONS**



SUMMARY OF CRITERIA OUTCOMES:

HR) Table 1: Summary of criteria outcomes		
Total number one criteria ratings	Outsourcing Vendor	Overall rank
10	ACCENTURE HR	1
3	ADP	2
3	INSPERITY	3
1	TRINET	4
1	CHECKPOINT HR	7

**TOP SCORE PER INDIVIDUAL CRITERIA:
Hospital Systems, Hospitals, Physician Groups & Practices, Health Plans
Human Resources Outsourcing Solutions**

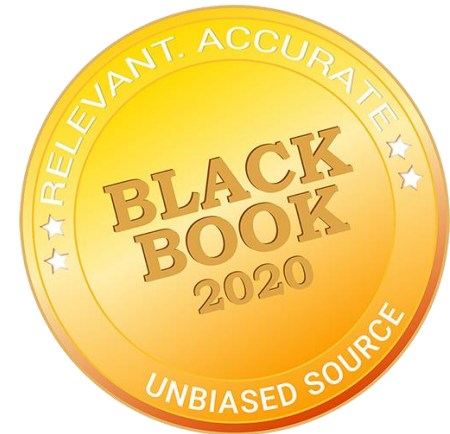
Top score per individual criteria

HRO Table 2 : Top score per individual criteria			
Questions	Criteria	HRO Vendor	Overall Rank
1	Strategic Alignment of Client Goals	ACCENTURE HR	1
2	Innovation	INSPERITY	3
3	Training	ADP	2
4	Client relationships and cultural fit	ACCENTURE HR	1
5	Trust, Transparency, Accountability	ADP	2
6	Breadth of offerings, client types, delivery excellence	ACCENTURE HR	1
7	Deployment and implementation	CHECKPOINT HR	7
8	Customization	TRINET	4
9	Integration and interfaces	ADP	2
10	Scalability, client adaptability, flexible pricing	ACCENTURE HR	1
11	Compensation and employee performance	ACCENTURE HR	1
12	Reliability	ACCENTURE HR	1
13	Brand image and marketing communications	ACCENTURE HR	1
14	Marginal value adds	ACCENTURE HR	1
15	Viability, Managerial Stability	INSPERITY	3
16	Data security and backup services	INSPERITY	3
17	Support and customer care	ACCENTURE HR	1
18	Best of breed technology and process improvement	ACCENTURE HR	1

Source: Black Book™

PART TWO:

2020 INDIVIDUAL KEY PERFORMANCE: HEALTHCARE INDUSTRY HUMAN RESOURCES OUTSOURCING SOLUTIONS



Individual Key Performance: Healthcare Industry Enterprise Human Resources Outsourcing Solutions

Table 3 : Top Ranked Human Resources Outsourcing Vendors – raw scores 2020

Rank	HRO Vendor	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Mean
1	ACCENTURE HR	9.70	9.27	9.68	9.76	9.53	9.74	9.25	9.30	9.47	9.83	9.67	9.53	9.74	9.57	9.37	9.39	9.60	9.64	9.56
2	ADP	9.19	9.53	9.73	9.46	9.63	8.93	9.16	9.38	9.65	8.79	9.35	8.85	9.59	9.34	9.08	9.01	9.55	9.39	9.31
3	INSPERITY	9.41	9.63	9.19	9.10	8.91	9.01	8.90	8.69	9.27	9.30	8.87	9.25	8.82	8.65	9.36	9.31	9.20	8.81	9.09
4	TRTRINET	9.04	8.67	9.17	9.30	9.09	9.40	9.66	9.43	9.25	8.86	8.65	8.95	8.94	9.14	8.06	8.69	8.01	8.79	8.95
5	AON HEWITT	8.78	9.29	8.86	8.92	8.71	9.38	8.71	8.07	9.03	8.14	8.94	9.31	9.33	7.89	8.62	9.25	9.31	9.11	8.87
6	OASIS PAYCHEX	9.14	9.07	8.64	8.70	8.49	9.16	8.49	8.89	8.15	9.44	8.72	9.09	9.11	8.54	8.40	9.03	8.59	8.77	8.80
7	CHECKPOINT HR	8.44	8.73	9.12	9.00	9.32	9.13	8.97	8.23	9.09	8.94	8.31	7.79	9.05	8.43	8.17	8.34	7.83	8.81	8.65
8	ULTIMATE	8.33	8.16	7.99	9.00	8.91	8.81	7.41	9.02	8.13	8.46	8.46	8.99	8.92	9.04	8.42	9.13	8.98	8.65	8.60
9	G&A PARTNERS	8.67	8.95	8.43	8.60	9.27	7.31	8.96	7.52	9.17	8.46	8.91	7.27	8.51	8.74	7.81	8.26	9.12	8.48	8.47
10	XCEL HR	8.42	9.23	7.62	7.69	9.08	8.75	8.12	9.20	8.13	8.95	7.90	9.34	8.50	7.31	8.29	8.00	8.93	8.45	8.44
11	CIPHR	8.44	8.70	7.54	9.04	8.30	7.19	7.93	8.37	7.11	8.44	8.43	7.67	8.22	7.59	8.41	7.86	8.39	8.19	8.10
12	LOGIBEC	7.96	9.07	8.87	8.44	7.27	9.09	8.12	8.21	8.32	7.11	7.80	8.31	6.31	6.75	8.41	8.48	9.48	7.33	8.07
13	UNICORN HRO	8.24	7.55	7.47	7.33	7.53	7.69	8.56	8.25	7.70	7.74	8.16	7.79	9.35	7.97	7.56	8.05	8.81	7.81	7.98
14	ENGAGE PEO	7.92	8.28	8.41	8.50	7.30	7.52	7.96	8.56	8.55	6.30	9.35	8.20	8.50	7.55	8.04	6.89	7.07	7.61	7.92
15	DATIS	6.66	7.51	8.14	8.30	8.28	6.49	8.15	7.73	7.99	8.29	8.44	7.76	8.28	6.55	8.17	7.54	7.95	8.15	7.80
16	ORACLE	8.31	8.12	8.61	8.30	7.84	6.62	7.00	7.76	8.39	7.95	7.44	7.54	9.19	7.67	6.71	6.50	7.47	7.59	7.72
17	TANDEM HR	7.79	6.46	7.96	6.29	6.98	7.49	6.20	6.79	7.30	7.90	7.10	8.30	8.76	7.60	8.27	7.22	7.77	7.83	7.45
18	CPE HR	7.90	7.36	7.06	6.91	6.32	5.95	5.97	7.24	6.51	6.66	8.26	6.72	6.36	8.29	5.99	7.39	7.18	7.54	6.98
19	PAYLOCITY	7.92	8.28	5.82	6.03	4.87	6.56	6.34	6.09	5.99	5.74	7.22	5.78	6.46	6.93	4.93	8.98	8.57	7.27	6.65
20	ORANGE	8.38	6.27	5.75	6.30	5.44	6.98	7.93	6.83	6.41	6.98	5.80	5.53	6.41	7.01	6.31	5.87	7.80	7.08	6.62

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

1. Strategic Alignment between HRO vendor and provider client goals

HRO Table 4: Organizational structure meets the needs of stakeholders or customers and stakeholder satisfaction is the most important priority. Hospital HRO client is likely to recommend the vendor to similar sized facilities.

OVERALL RANK	Q1 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1		ACCENTURE HR	9.87	9.43	9.80	9.28	9.59
3		INSPERITY	9.58	9.45	9.56	9.04	9.41
2		ADP	8.89	9.56	8.61	9.71	9.19
6		OASIS PAYCHEX	9.34	9.48	8.60	9.15	9.14
4		TRINET	9.49	9.16	8.39	9.11	9.04
5		AON HEWITT	9.35	8.01	8.88	8.88	8.78
9		G&A PARTNERS	9.09	9.06	8.15	8.36	8.67
7		CHECKPOINT HR	8.66	7.31	9.03	8.77	8.44
11		CIPHR	9.14	8.65	7.45	8.53	8.44
10		XCEL HR	9.16	7.40	8.27	8.83	8.42

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

2. Innovation

HRO Table 5: Customers are also continuing to push the envelope for further enhancements to which the HRO vendor is responsive. HRO clients also believe that their vendors' technology is helping them manage hospitals more effectively, generate accurate records and reimbursement billings and cut their overhead in ways that were difficult or impossible to accomplish before the software was implemented. Vendor is responsive to make client recommendations with cutting edge improvements specific to hospitals.

OVERALL RANK	Q2 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
3		INSPERITY	9.73	9.83	9.12	9.83	9.63
2		ADP	9.78	9.72	9.03	9.59	9.53
5		AON HEWITT	9.05	9.48	9.32	9.23	9.29
1		ACCENTURE HR	9.13	9.10	9.83	9.02	9.27
10		XCEL HR	9.02	9.57	9.22	9.10	9.23
12		LOGIBEC	9.21	9.26	8.55	9.25	9.07
6		OASIS PAYCHEX	9.36	9.32	8.18	9.41	9.07
9		G&A PARTNERS	9.05	9.07	8.92	8.77	8.95
7		CHECKPOINT HR	9.41	8.72	7.81	8.99	8.73
11		CIPHR	9.17	9.04	7.64	8.93	8.70

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

3. Training

HRO Table 6: HRO software vendor leadership provides significant and meaningful training opportunities for internal employees and client staff in HRO. Leadership strives to develop technology staff, HRO 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	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
2	1	ADP	9.77	9.85	9.32	9.59	9.63
1	2	ACCENTURE HR	9.65	9.22	9.89	9.05	9.58
3	3	INSPERITY	9.24	9.54	8.49	9.50	9.19
4	4	TRINET	9.62	8.99	8.36	9.69	9.17
7	5	CHECKPOINT HR	9.16	9.68	8.22	9.43	9.12
12	6	LOGIBEC	9.37	9.32	8.05	8.73	8.87
5	7	AON HEWITT	9.09	9.15	9.41	7.79	8.86
6	8	OASIS PAYCHEX	8.90	9.07	8.38	8.22	8.64
16	9	ORACLE	9.32	8.72	8.52	7.87	8.61
9	10	G&A PARTNERS	8.96	8.83	7.86	8.05	8.43

Source: Black* Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

4. Client relationships and cultural fit

HRO Table 7: HRO vendor leadership honors customer relationships highly. The relationship with the vendor elevates the customer reputation. Improving hospital financial services 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	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.68	9.77	9.81	9.19	9.51
2	2	ADP	9.78	9.83	9.20	9.43	9.46
4	3	TRINET	9.31	9.03	8.74	9.58	9.30
3	4	INSPERITY	8.95	9.54	8.17	9.93	9.10
11	5	CIPHR	9.24	9.30	8.53	9.34	9.04
7	6	CHECKPOINT HR	9.17	9.75	8.02	8.45	9.00
8	7	ULTIMATE	8.92	9.00	8.62	8.83	9.00
5	8	AON HEWITT	8.47	9.19	8.46	8.37	8.92
6	9	OASIS PAYCHEX	9.81	9.27	7.94	7.38	8.70
9	10	G&A PARTNERS	7.95	8.84	9.10	7.73	8.60

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

5. Trust, Accountability, Ethics and Transparency

HRO Table 8: Trust in enterprise reputation is important to HRO clients as well as prospects. Client possesses an understanding that its 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, and integration between applications and human resources management processes are seamless.

OVERALL RANK	Q5 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
2	1	ADP	9.71	9.57	9.13	9.70	9.53
1	2	ACCENTURE HR	9.55	9.41	9.70	9.04	9.43
7	3	CHECKPOINT HR	9.53	9.12	9.10	9.53	9.32
9	4	G&A PARTNERS	9.83	9.08	8.86	9.29	9.27
4	5	TRINET	8.80	9.60	8.51	9.46	9.09
10	6	XCEL HR	9.32	9.25	8.44	9.32	9.08
3	7	INSPERITY	9.47	9.10	8.12	8.94	8.91
8	8	ULTIMATE	8.85	8.86	8.47	9.46	8.91
5	9	AON HEWITT	9.49	9.22	7.89	8.23	8.71
6	10	OASIS PAYCHEX	8.37	9.14	8.17	8.28	8.49

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

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

HRO Table 9: Hospital HRO vendor offers industry recognized horizontal functionality and vertical industry applications, and manage bundled services such as industry and legal HR reform and developing new technology 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 billing and collections initiatives. Breadth of vendor modules offers comprehensive system services and broad modules.

OVERALL RANK	Q6 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.79	9.80	9.80	9.56	9.74
4	2	TRINET	9.22	9.80	9.10	9.48	9.40
5	3	AON HEWITT	9.51	9.49	9.09	9.44	9.38
6	4	OASIS PAYCHEX	9.41	9.58	8.48	9.15	9.16
7	5	CHECKPOINT HR	9.23	9.41	8.94	8.95	9.13
12	6	LOGIBEC	9.62	9.53	8.55	8.67	9.09
3	7	INSPERITY	9.69	9.54	8.09	8.91	9.01
2	8	ADP	9.23	9.10	8.52	8.87	8.93
8	9	ULTIMATE	8.95	8.72	8.24	9.33	8.81
10	10	XCEL HR	9.07	9.20	8.00	8.74	8.75

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

7. Deployment and Human Resources Management solution implementation & System-wide Standardization

HRO Table 10: HRO hospital client deploys at a pace acceptable to the client. HRO 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. Application implementation time meets standard expectations. Implementations are efficient and sensitive to users' specific situations which may cause delays.

OVERALL RANK	Q7 CRITERIA RANK	HRO VENDOR	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	MEAN
7	1	CHECKPOINT HR	9.64	9.91	8.86	8.63	9.26
1	2	ACCENTURE HR	9.63	9.47	9.81	8.14	9.25
2	3	ADP	9.33	9.30	8.78	9.24	9.16
4	4	TRINET	9.13	8.95	8.43	9.36	8.97
9	5	G&A PARTNERS	8.96	9.40	8.30	9.10	8.94
3	6	INSPERITY	9.56	8.80	8.28	8.94	8.90
5	7	AON HEWITT	9.05	9.51	8.09	8.18	8.71
13	8	UNICORN HRO	8.83	9.07	7.10	9.25	8.56
6	9	OASIS PAYCHEX	9.52	9.35	7.21	7.93	8.49
15	10	DATIS	8.53	8.89	7.01	8.16	8.15

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

8. Customization

HRO Table 11: Hospital HRO managed solutions are customized to meet the unique needs of specific facility client purpose, processes and 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. All outsourced solutions allow for modifications that are not costly or complex.

OVERALL RANK	Q8 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
4	1	TRINET	9.46	9.64	9.27	9.33	9.43
2	2	ADP	9.78	9.77	8.83	9.15	9.38
1	3	ACCENTURE HR	9.59	9.29	9.49	8.83	9.30
10	4	XCEL HR	9.23	9.46	9.05	9.07	9.20
8	5	ULTIMATE	9.26	9.34	8.42	9.05	9.02
6	6	OASIS PAYCHEX	9.53	9.22	8.23	8.59	8.89
3	7	INSPERITY	9.09	8.90	6.94	9.81	8.69
14	8	ENGAGE PEO	8.66	8.83	8.05	8.68	8.56
11	9	CIPHR	9.17	8.92	7.31	8.06	8.37
13	10	UNICORN HRO	8.24	9.06	7.57	8.13	8.25

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

9. Integration and interfaces

HRO Table 12: HRO vendor supports interfaces so information can be shared between necessary applications. Solutions are easily integrated to existing backend systems as needed and feasible for connectivity and interoperability purposes. Seamless interfaces to legacy applications and cloud systems alike 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 including financial and clinical data.

OVERALL RANK	Q9 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
2	1	ADP	9.77	9.84	9.21	9.79	9.65
1	2	ACCENTURE HR	9.32	9.87	9.63	9.04	9.47
3	3	INSPERITY	9.22	9.17	8.75	9.92	9.27
4	4	TRINET	9.41	9.37	9.04	9.17	9.25
9	5	G&A PARTNERS	9.17	9.28	9.05	9.18	9.17
7	6	CHECKPOINT HR	9.66	9.50	8.24	8.95	9.09
5	7	AON HEWITT	9.13	9.61	8.36	9.01	9.03
14	8	ENGAGE PEO	9.31	8.65	7.97	8.28	8.55
16	9	ORACLE	8.91	8.47	8.22	7.95	8.39
12	10	LOGIBEC	8.28	8.77	7.70	8.52	8.32

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

10. Scalability, client adaptability, flexible pricing

HRO Table 13: HRO 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. HRO hospital products and services meet the changing and varied needs of the customer. Pricing is not rigid or shifting and meets needs of client hospital.

OVERALL RANK	Q10 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.86	9.86	9.86	9.77	9.83
6	2	OASIS PAYCHEX	9.56	9.51	9.14	9.54	9.44
3	3	INSPERITY	9.19	9.45	8.68	9.86	9.30
10	4	XCEL HR	9.40	8.88	8.16	9.15	8.95
7	5	CHECKPOINT HR	9.08	9.63	8.39	8.67	8.94
4	6	TRINET	9.05	9.01	8.54	8.83	8.86
2	7	ADP	9.24	9.33	7.66	8.93	8.79
9	8	G&A PARTNERS	8.66	9.22	7.68	8.29	8.46
8	9	ULTIMATE	9.08	8.67	7.91	8.18	8.46
11	10	CIPHR	9.03	8.97	7.99	7.76	8.44

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

11. Vendor staff expertise, compensation and employee performance

HRO Table 14: HRO 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 and contractors 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	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.91	9.74	9.80	9.22	9.67
14	2	DATIS	9.63	9.39	9.09	9.27	9.35
2	3	ADP	9.50	9.84	8.87	9.19	9.35
5	4	AON HEWITT	9.22	9.42	8.75	8.36	8.94
9	5	G&A PARTNERS	9.11	8.82	8.62	9.09	8.91
3	6	INSPERITY	9.23	8.69	7.65	9.89	8.87
6	7	OASIS PAYCHEX	9.48	9.39	7.98	8.01	8.72
4	8	TRINET	8.87	9.23	7.56	8.92	8.65
8	9	ULTIMATE	8.98	8.72	8.06	8.08	8.46
15	10	DATIS	8.80	8.76	8.27	7.92	8.44

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

12. Reliability

HRO Table 15: HRO 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 HRO vendor team.

OVERALL RANK	Q12 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.57	9.68	9.79	9.09	9.53
10	2	XCEL HR	9.26	9.76	9.04	9.28	9.34
5	3	AON HEWITT	9.29	9.79	8.99	9.16	9.31
3	4	INSPERITY	9.05	9.08	9.08	9.79	9.25
6	5	OASIS PAYCHEX	9.42	9.49	9.07	8.38	9.09
8	6	ULTIMATE	8.82	9.26	8.72	9.15	8.99
4	7	TRINET	9.38	9.08	8.65	8.68	8.95
2	8	ADP	8.71	9.53	8.34	8.82	8.85
12	9	LOGIBEC	8.97	8.80	7.56	7.89	8.31
17	10	TANDEM HR	8.12	8.77	8.06	8.24	8.30

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

13. Brand image and marketing communications

HRO Table 16: HRO vendor's marketing and sales statements/pitches are accurately and appropriately represented by actual product and service deliverables. Image is consistent with top vendor rankings scored by client base. 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. High level of relevant client communications enhances the HRO vendor.

OVERALL RANK	Q13 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.88	9.67	9.88	9.52	9.74
2	2	ADP	9.81	9.88	9.45	9.22	9.59
13	3	UNICORN HRO	9.40	9.53	9.01	9.45	9.35
5	4	AON HEWITT	9.28	8.88	9.72	9.43	9.33
16	5	ORACLE	9.27	9.47	9.00	9.03	9.19
6	6	OASIS PAYCHEX	9.56	9.62	8.49	8.78	9.11
7	7	CHECKPOINT HR	9.13	9.32	8.67	9.08	9.05
4	8	TRINET	9.48	9.03	8.30	8.93	8.94
8	9	ULTIMATE	9.07	9.00	8.07	9.52	8.92
3	10	INSPERITY	8.37	9.26	8.76	8.89	8.82

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

14. Marginal value adds

HRO Table 17: Beyond stimulus achievement, HRO 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 client partner in cost savings and avoidance initiatives and creative programs through bundled HRO product design. Vendor provides true HRO and hospital business transformation opportunities.

OVERALL RANK	Q14 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.63	9.62	9.77	9.26	9.57
2	2	ADP	9.69	9.29	9.02	9.35	9.34
4	3	TRINET	9.67	9.75	8.70	8.42	9.14
8	4	ULTIMATE	8.99	9.48	8.77	8.90	9.04
9	5	G&A PARTNERS	8.87	8.92	8.13	9.02	8.74
3	6	INSPERITY	8.88	8.07	8.88	8.77	8.65
6	7	OASIS PAYCHEX	9.46	9.12	7.86	7.72	8.54
7	8	CHECKPOINT HR	8.17	8.89	8.36	8.30	8.43
18	9	CPE HR	7.80	8.86	8.06	8.44	8.29
13	10	UNICORN HRO	8.04	8.68	7.98	7.17	7.97

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

15. Viability and managerial stability

HRO Table 18: 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 HRO 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. Entire vendor organization demonstrates and provides evidence of competent financial management and leadership.

OVERALL RANK	Q15 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
3	1	INSPERITY	9.13	9.35	9.18	9.81	9.37
1	2	ACCENTURE HR	9.39	9.23	9.70	9.11	9.36
2	3	ADP	9.18	8.99	8.84	9.30	9.08
5	4	AON HEWITT	9.20	9.09	8.08	8.12	8.62
8	5	ULTIMATE	8.51	8.76	7.95	8.46	8.42
11	6	CIPHR	9.06	8.15	7.80	8.63	8.41
12	7	LOGIBEC	8.74	8.61	7.82	8.46	8.41
6	8	OASIS PAYCHEX	8.56	7.79	8.76	8.47	8.40
10	9	XCEL HR	8.60	8.28	7.90	8.38	8.29
17	10	TANDEM HR	8.04	9.20	7.51	8.31	8.27

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

16. Data security and backup services

HRO Table 19: In order to provide secure and constantly dependable human resources management service offerings for hospitals, physicians and health plans, an HRO vendor has to provide the highest level of security and data back-up services. The vendor's service in these two areas is superior to the security and back-up system of past internal systems of the hospital.

OVERALL RANK	Q16 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
3	1	INSPERITY	9.25	9.65	9.64	9.05	9.40
1	2	ACCENTURE HR	9.48	9.29	9.49	9.30	9.39
5	3	AON HEWITT	9.68	9.69	8.67	8.95	9.25
8	4	ULTIMATE	9.56	9.42	8.57	8.96	9.13
6	5	OASIS PAYCHEX	8.73	9.89	9.52	7.99	9.03
2	6	ADP	9.04	9.22	9.36	8.43	9.01
19	7	PAYLOCITY	8.98	9.19	9.49	8.24	8.98
4	8	TRINET	8.78	8.61	8.88	8.48	8.69
12	9	LOGIBEC	8.90	7.78	8.29	8.96	8.48
7	10	CHECKPOINT HR	8.00	8.28	7.91	9.16	8.34

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

17. Support and customer care

HRO Table 20: 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 an HRO 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	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.66	9.50	9.93	9.29	9.60
2	2	ADP	9.61	9.63	9.20	9.76	9.55
12	3	LOGIBEC	9.85	9.66	9.29	9.11	9.48
5	4	AON HEWITT	9.34	9.47	9.22	9.22	9.31
3	5	INSPERITY	9.03	8.95	9.82	8.98	9.20
9	6	G&A PARTNERS	9.08	9.56	8.93	8.92	9.12
8	7	ULTIMATE	8.91	9.33	8.68	8.96	8.97
10	8	XCEL HR	9.01	9.36	8.50	8.86	8.93
13	9	UNICORN HRO	9.26	9.29	8.35	8.35	8.81
6	10	OASIS PAYCHEX	9.49	8.94	8.11	7.82	8.59

Source: Black Book Market Research

Individual Key Performance: Healthcare Industry Human Resources Outsourcing Solutions

18. Best of breed technology and process improvement

HRO Table 21: A seamless HRO product management and related technology services are considered best of breed. Vendor technology elevates customers above competitors via interface capabilities, equipment, processes, deliverables, professional staff, leadership, quality assurance and innovative initiatives. HRO services are delivered above previous in-house HR & personnel service levels. Technology is relevant to exchanging health information among providers, as well as sufficiently offering employee access.

OVERALL RANK	Q18 CRITERIA RANK	HR OUTSOURCING VENDOR	HOSPITALS	PHYSICIANS	HEALTH PLANS	HEALTHCARE CORPORATIONS	MEAN
1	1	ACCENTURE HR	9.33	9.77	9.81	9.65	9.64
2	2	ADP	9.52	9.66	9.14	9.23	9.39
5	3	AON HEWITT	9.11	9.12	8.83	9.37	9.11
3	4	INSPERITY	8.72	8.30	8.34	9.86	8.81
7	5	CHECKPOINT HR	9.23	9.36	8.00	8.66	8.81
4	6	TRINET	8.63	8.62	8.80	9.11	8.79
6	7	OASIS PAYCHEX	9.44	9.17	8.25	8.21	8.77
8	8	ULTIMATE	8.88	8.99	8.08	8.66	8.65
9	9	G&A PARTNERS	9.12	8.75	8.88	7.15	8.48
10	10	XCEL HR	8.70	8.43	7.44	9.24	8.45

Source: Black Book Market Research

Appendix

Company	Website	Outsourced Services Offered
Accenture HR	www.accenture.com	Digital health technology
ADP	www.adp.com	Payroll and benefits administration
Bamboohr	www.bamboohr.com	Applicant tracking, on boarding, employee database, time-off management and mobile apps
CIPHR	www.ciphr.com	HR software, payroll management, eRecruitment and onboarding, and analytics and workflow
CPEhr	www.cpehr.com	Small and medium businesses
Datis	www.datis.com	payroll, timekeeping, recruiting, benefits, talent management, and analytics
Enformhr	www.enformhr.com	benefits administration, compliance, discipline & termination, employee handbooks, HRAudits, I-9 Audits ad personnel files, management coaching, payroll
Engage PEO	www.engagepeo.com	HR legal compliance
G&A Partners	www.gnapartners.com	Employee onboarding and development
Insperty	www.insperty.com	HR for mid-market companies
Kronos	www.kronos.com	Workforce Management; time/attendance, employee scheduling, labor, analytics, and Human Capital Management; HR, talent management, benefits
Logibec HCM VIP	www.logibec.com	Patient care management, human capital management, financial and material resources management, and intelligence & analytics
Oracle	www.oracle.com	Employee data management to payroll, recruitment, benefits, training, talent management, employee engagement, and employee attendance
OrangeHRM	www.orangehrm.com	Personnel information management, leave/time off management, performance, recruitment, system administration, travel & expense tracker
Paychex	www.paychex.com	Payroll and benefits administration
Paycom	www.paycom.com	Payroll and benefits administration
Paycor	www.paycor.com	Recruiting and ATS, HR and benefits, learning management, time & attendance, payroll & tax, reporting & analytics
Paylocity	www.paylocity.com	Cloud-based payroll and human capital management software
Tandem HR	www.tandemhr.com	For growing small businesses
Trinet	www.trinet.com	Flexiable HR solutions
Ultimate Software	www.ultimatesoftware.com	Cloud HR, Payroll, Talent Solutions, Personalized Recruiting and Onboarding solutions
Unicorn HRO	www.unicornhro.com	Human capital management workflow processes
XcelHR	www.xcelhr.com	Employee management
Zenefits	www.zenefits.com	HR software for small businesses

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