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Everest Group PEAK Matrix® for Revenue Cycle Management (RCM) Operations Service Provider 2022

Focus on Cognizant
July 2022

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Background of the research
Revenue Cycle Management (RCM) Operations PEAK Matrix® Assessment 2022

The onset of the pandemic led healthcare providers, already battling administrative inefficiencies, into a financial tailspin because elective surgeries were halted and footfall reduced, as patients chose to avoid healthcare facilities. Although the volumes are steadily bouncing back to pre-pandemic levels, the unprecedented talent shortage heightened by the pandemic is posing severe challenges for healthcare providers, as roles within revenue cycle operations have been adversely impacted. The financial burden on providers is acutely escalating with soaring wage costs and efforts to retain talent. This has steered healthcare providers into rethinking their RCM strategy to future-proof their operations from such unexpected disruptions.

As a part of this strategy overhaul, healthcare providers have become more open toward outsourcing and even offshoring, as they seek assistance from third-party providers to alleviate cost pressures and ensure the continuity and consistency of operations. Along with cost-arbitrage, healthcare providers are also seeking transformation of their revenue cycle function through technology adoption to reduce the dependency on talent and streamline operations. This report deep dives into the capabilities of leading RCM BPS players that are aiding healthcare providers in these uncertain times.

The full report includes the profiles of the following 31 leading RCM BPS providers featured on the RCM operations PEAK Matrix® :

- **Leaders:** Access Healthcare, AGS Health, Cognizant, GeBBS, Omega Healthcare, Optum, and Sutherland Global Services

- **Major Contenders:** ApexonHealth, Atos, CorroHealth, Elevate Patient Financial Solutions, Exela Technologies, Firstsource, Genpact, Global Healthcare Resource, HGS Healthcare, IKS Health, MediRevv, MiraMed Ajuba, NextGen Healthcare, NTT DATA, Shearwater Health, Teleperformance, Vee Technologies, Wipro, and WNS

- **Aspirants:** 3Gen Consulting, ACN Healthcare, ACU-Serve, GetixHealth, and Prochant

Scope of this report

Geography
Global

Providers
31

Services
RCM BPS

Everest Group Revenue Cycle Management (RCM) operations PEAK Matrix® characteristics

Leaders:

There are seven providers in the Leaders category – Access Healthcare, AGS Health, Cognizant, GeBBS, Omega Healthcare, Optum, and Sutherland Global Services.

- Leaders have established themselves as front-runners to support healthcare providers in their end-to-end operations of the RCM value chain spanning patient access, medical billing, claims management, and A/R management
- Leaders have focused on ramping up their talent pool and technological investments to cater to the increased demand for outsourcing. The talent shortages and cost pressures heightened by the pandemic are the primary reasons for this increased push in outsourcing in the RCM space

Major Contenders:

The Major Contenders category has 19 providers – ApexonHealth, Atos, CorroHealth, Elevate Patient Financial Solutions, Exela Technologies, Firstsource, Genpact, Global Healthcare Resource, HGS Healthcare, IKS Health, MediRevv, MiraMed Ajuba, NextGen Healthcare, NTT DATA, Shearwater Health, Teleperformance, Vee Technologies, Wipro, and WNS.

- While Major Contenders' coverage of the RCM value chain may not be as comprehensive as that of Leaders, they have consolidated their capabilities in certain areas of the value chain through investments in people, process, and technology
- Partnerships with technology vendors are leveraged by Major Contenders to strengthen their offerings and to build capabilities to serve a balanced portfolio of clients

Aspirants:

3Gen Consulting, ACN Healthcare, ACU-Serve, GetixHealth, and Prochant are the Aspirants on the RCM operations PEAK Matrix®.

- Aspirants need to build a robust partnership ecosystem to enhance their technical and domain expertise and diversify their presence across buyer segments
- Increasing their visibility among buyers by showcasing relevant case studies of serving specific buyer segments needs to be a focus area for Aspirants

Everest Group PEAK Matrix®
Revenue Cycle Management (RCM) Operations PEAK Matrix® Assessment 2022 | Cognizant positioned as Leader

Everest Group Revenue Cycle Management (RCM) Operations PEAK Matrix® Assessment 2022[1,2,3,4]
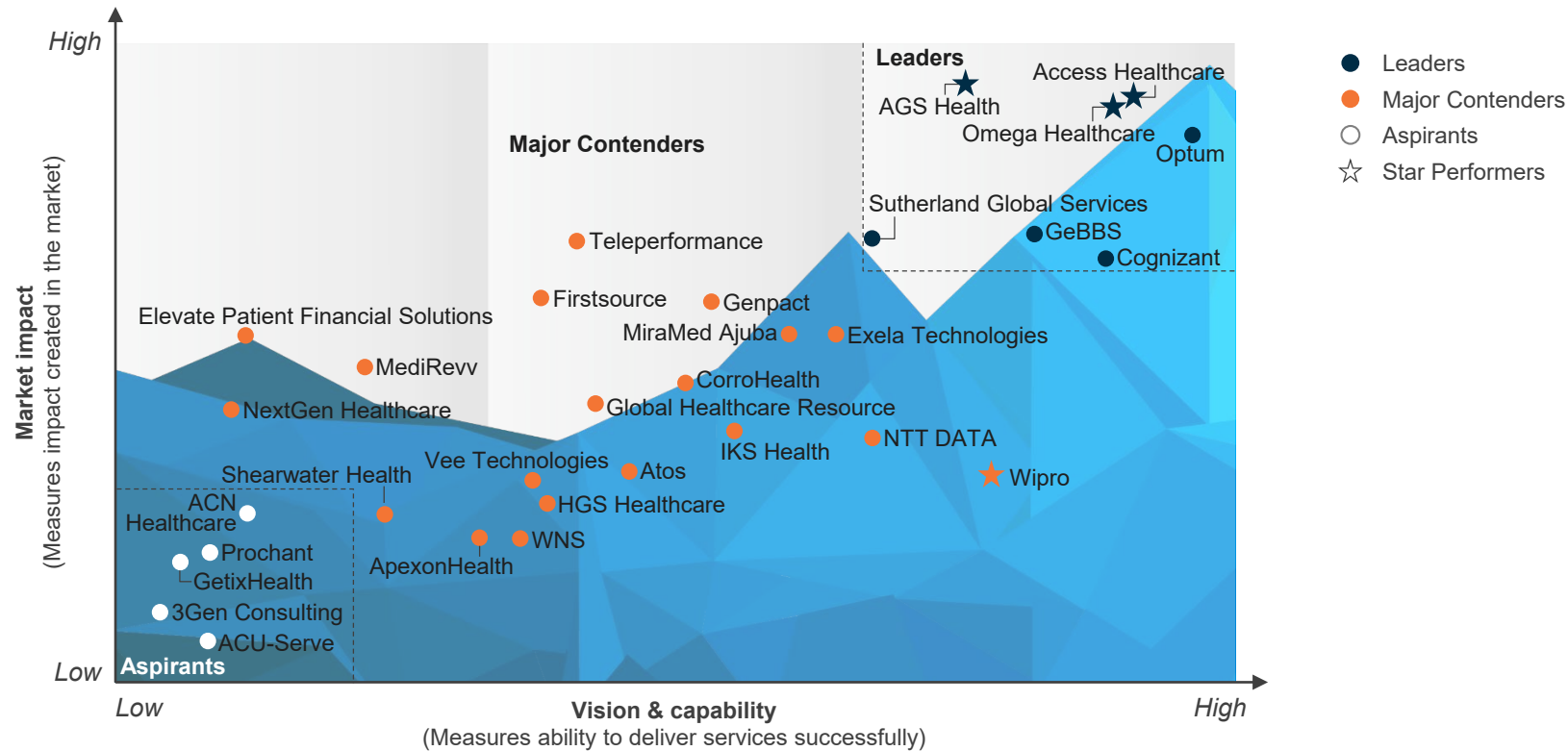
1. Assessments for 3Gen Consulting, ACN Healthcare, ACU-Serve, ApexonHealth, Atos, CorroHeath, Elevate Patient Financial Solutions, GetixHealth, Global Healthcare Resource, IKS Health, MediRevv, MiraMed Ajuba, NextGen Healthcare, Prochant, Teleperformance, Vee Technologies, and WNS exclude provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and interactions with buyers
2. The assessment is for the period January 2021 – December 2021 and does not include the capabilities gained by Omega Healthcare through its acquisition of Reventics, ApexonHeallth, and Vasta Global in 2022
3. The assessment for MediRevv is independent and is based on its capabilities prior to its acquisition by Tegria
4. During the assessment year January 2021 – December 2021, Elevate Patient Financial Solutions was MedData. It was rebranded in 2022

Source: Everest Group (2022)

Cognizant | RCM operations profile (page 1 of 5)
Overview

Company overview

Cognizant Technology Solutions Corporation is a publicly traded firm founded in 1994 as a technology development arm of The Dun & Bradstreet Corporation. With 100+ delivery centers and over 330,000 employees, Cognizant is a member of the NASDAQ-100, the S&P 500, and the Forbes Global 2000. With 25+ years of providing IT Services to clients in North America and across the globe, Cognizant is a leading provider of IT, business consulting and business process services. Cognizant offers services to clients across industries such as healthcare, life sciences, banking, financial services, manufacturing, retail, logistics, communication, media, and entertainment.

Headquarters: Teaneck, New Jersey   **Website:** www.cognizant.com

Key leaders

- Brian Humphries, Chief Executive Officer
- Jan Siegmund, Chief Financial Officer
- Ganesh Ayyar, President, Cognizant Digital Operations
- Samir Malhotra, Global Head of Delivery, Cognizant Digital Operations
- Giri Namala, Vice President, Global Markets, Healthcare BPS
- Brent Barber, Vice President, Onshore & Offshore Delivery, Healthcare

Suite of services

- Full cycle RCM
- Patient access
- Coding
- Charge capture
- CDI
- Provider RCM support software suite

- A/R management
- Self pay
- Bad debt
- Complex claims
- Clearing house services

RCM Operations	2019[1]	2020[1]	2021[1]
Revenue (US$ million)			
Number of FTEs		Not disclosed	
Number of clients			

Recent acquisitions and partnerships

- **2021:** partnered with Unified Single Platform (USP)
- **2021:** partnered with Automated Payment Reconciliation Module/Tool (Turnsole)
- **2021**: partnered with Patient Access Workflow Management Tool (Pelitas)
- **2020:** partnered with Bizdial, a US-based firm, providing customized solutions to the organizations at various stages of digital transformation. Partnership was to automate the outbound dialing for payers
- **2019**: acquired a life sciences manufacturing technology services company
- **2018**: acquired LiveVox technology for the Collection Centers of Excellence
- **2018**: acquired XIMA technology for call center management

Recent developments

Not available

1   12 months ending December 31 of any particular year, i.e., from January 1, YYYY to December 31, YYYY

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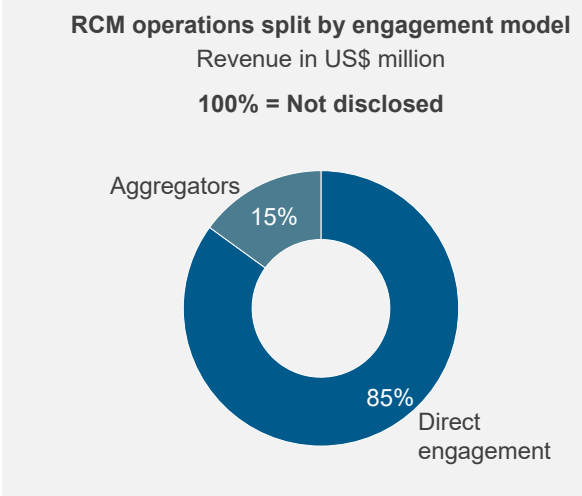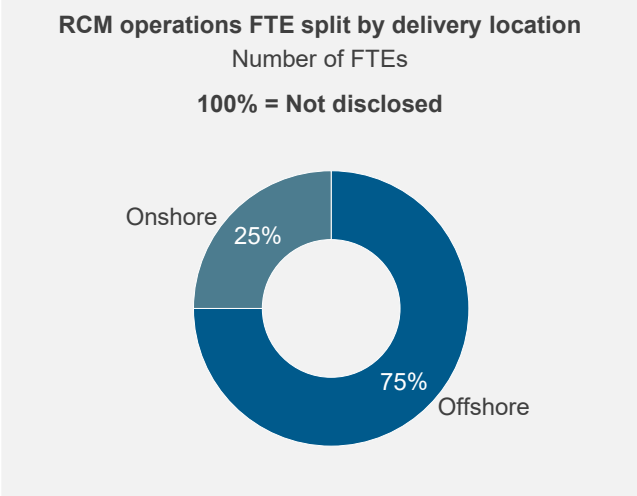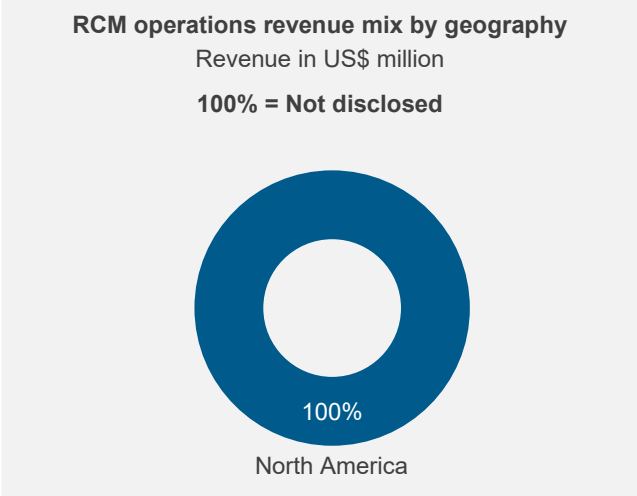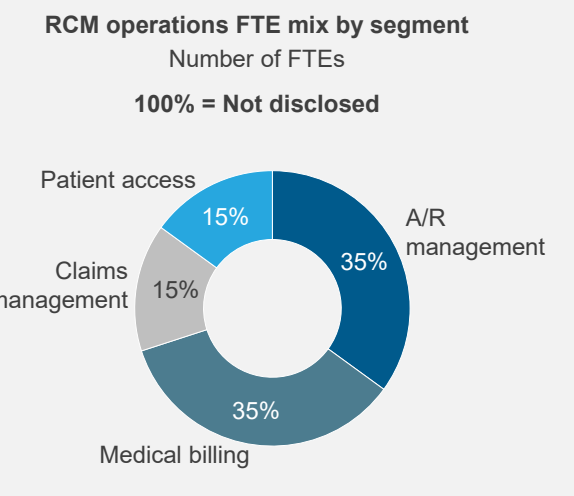# Cognizant | RCM operations profile (page 2 of 5)
Key delivery locations

Cognizant | RCM operations profile (page 3 of 5)
Capabilities and key clients

Key RCM operations engagements			
Client name	**Processes served**	**Region**	**Client since**
A national non-profit, public health care system and academic medical center	Patient access and A/R management	North America	2017
A large health care system	Patient access, medical billing, and claims management	North America	2016
A university-based regional health care system; national and regional center for trauma, cancer care, neurocare, cardiac care, diabetes and endocrinology, women's and children's health; one of the largest solid organ transplant programs in the US	Patient access, medical billing, and A/R management	North America	1996

RCM operations FTE mix by segment
Number of FTEs

100% = Not disclosed

Patient access 15%
A/R management 35%
Claims management 15%
Medical billing 35%

RCM operations revenue mix by geography
Revenue in US$ million

100% = Not disclosed

100%
North America

RCM operations FTE split by delivery location
Number of FTEs

100% = Not disclosed

Onshore 25%
Offshore 75%

RCM operations split by engagement model
Revenue in US$ million

100% = Not disclosed

Aggregators 15%
Direct engagement 85%

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Cognizant | RCM operations profile (page 4 of 5)
Technology solutions/tools

Solution name	Processes served	Year launched	Description	No. of clients	Solution type (Proprietary/joint development)
ML-Driven Coding Error Prediction	Medical billing	2020	Analytics intervention to identify patterns in the coders' behavior; predictive model developed implementing advanced techniques to predict error propensity for all cases	Not disclosed	Not disclosed
Rework Reduction for Claims Submission	Claims management	2020	It is a propensity model to identify claims that have high chances of reworks, as a strategy to decrease the number of touches in a claim and improve productivity.	Not disclosed	Not disclosed
AR Prioritization Model	A/R management	2020	It helps with systematic prioritization engine on AR to improve efficiency in collections; segregation of ageing claims into different buckets based on dollar value, insurance, timely filing limit, last worked date, and age for better targeting and to minimize ageing.	Not disclosed	Not disclosed
Payer Pay Prediction Model	A/R management and claims management	2018	It is a predictive analytical model that uses historic data to predict the propensity of the payers to pay.	Not disclosed	Not disclosed
Collections Dashboard	A/R management	2018	It studies financial collections or any other payments-related information to profile the members into distinct clusters such as timely payment, delayed payment, and refunds. The reports related to billing and collections can be analyzed to understand the financial inputs and then generate insights. These insights helps the client in defining niche strategies for specific member groups based on the collection's trends.	Not disclosed	Not disclosed
Denials Dashboard	Claims management	2018	This tool helps in analyzing all the denials using reports related to billing, collections, and denials. It then presents a drilldown into numerous types of denials. It further dissects the information by various dimensions such as LoBs, geography, and specialty. The insights derived from the dashboard and the customized reports generated can be used as a feedback loop to improve the collections process and take business decisions.	Not disclosed	Not disclosed
Denial Management Analytical Model	Claims management	2017	Analytics that are used to identify where and why denials occur. This model also predicts from current inventory the cases that can be denied for particular reason codes.	Not disclosed	Not disclosed

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Cognizant | RCM operations profile (page 5 of 5)
Everest Group assessment – Leader

Measure of capability: ◔ Low ● High

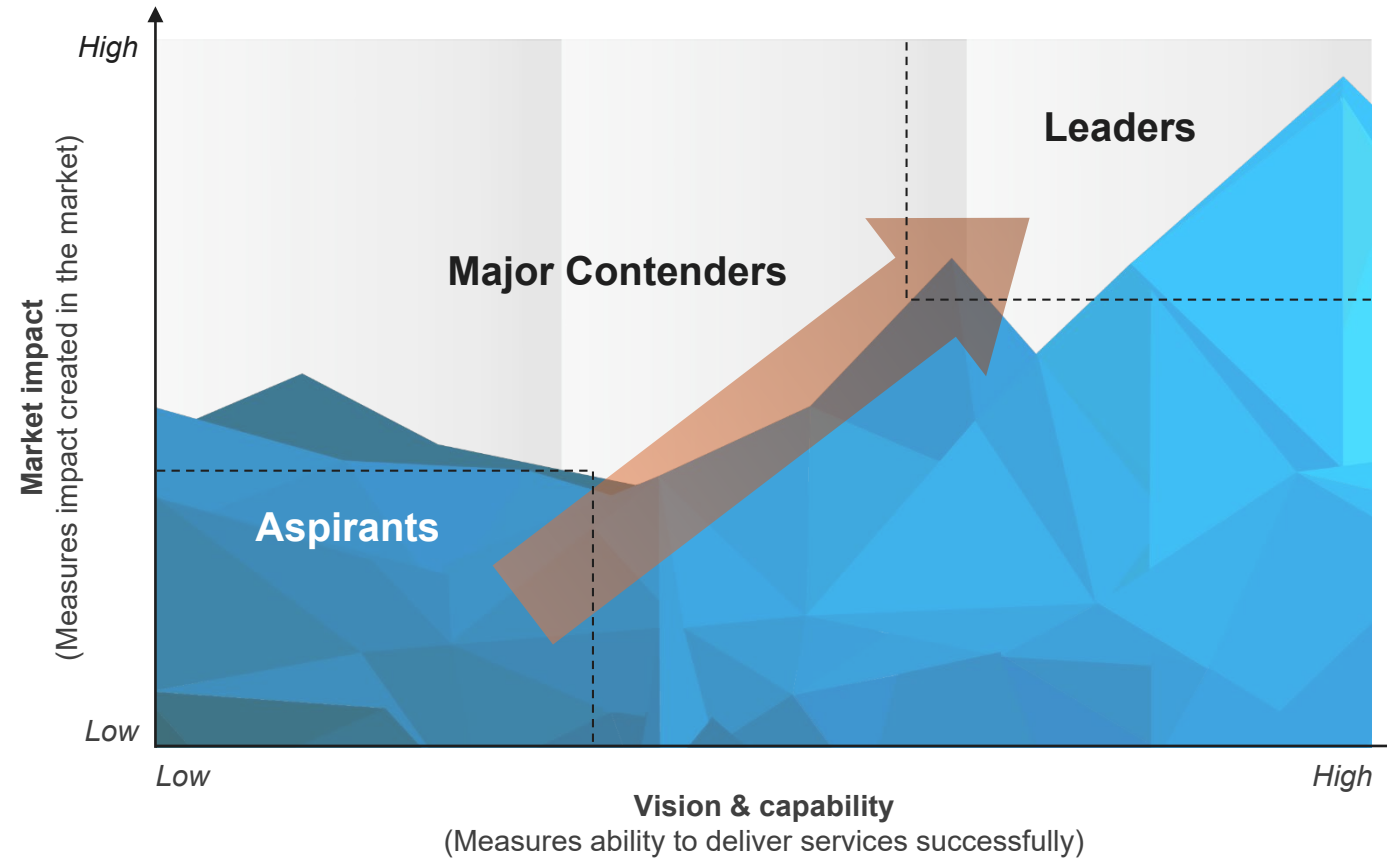| Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
◔	◔	◑	◔	◔	◔	●	◔	◔

Strengths

- Cognizant offers end-to-end capabilities in the RCM value chain. The firm further supplements these offerings with its clearinghouse and care delivery capabilities, thereby providing clients with an integrated RCM offering

- Technology lies at the center of Cognizant's RCM strategy. The firm has developed a strong arsenal of technological offerings, with multiple analytical and automation solutions such as ML-based coding error prediction and reducing rework for claims submission. Technology solutions from Bolder and TriZetto Provider Solutions further augmented its offerings

- Enterprises are increasingly expecting service providers to operate on a risk-sharing model and provide flexibility in pricing constructs to ease their financial pressures. Cognizant, with its varied commercial constructs and outcome-based models, is well-positioned to rise to this challenge

Limitations

- Cognizant has a limited pool of coding talent in comparison to its peers, and a major slice of its coders are predominantly focused on outpatient work. This might put Cognizant on the back-foot, as over the years, enterprises have started leveraging service providers for more complex inpatient coding work as well

- Cognizant's client mix is skewed toward smaller physician groups and independent hospitals. Large health networks looking to outsource their RCM operations should carefully evaluate Cognizant's proficiencies in serving the specific needs of the buyer segment

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Appendix

Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision & capability

Everest Group PEAK Matrix

Services PEAK Matrix® evaluation dimensions

Measures impact created in the market –
captured through three subdimensions
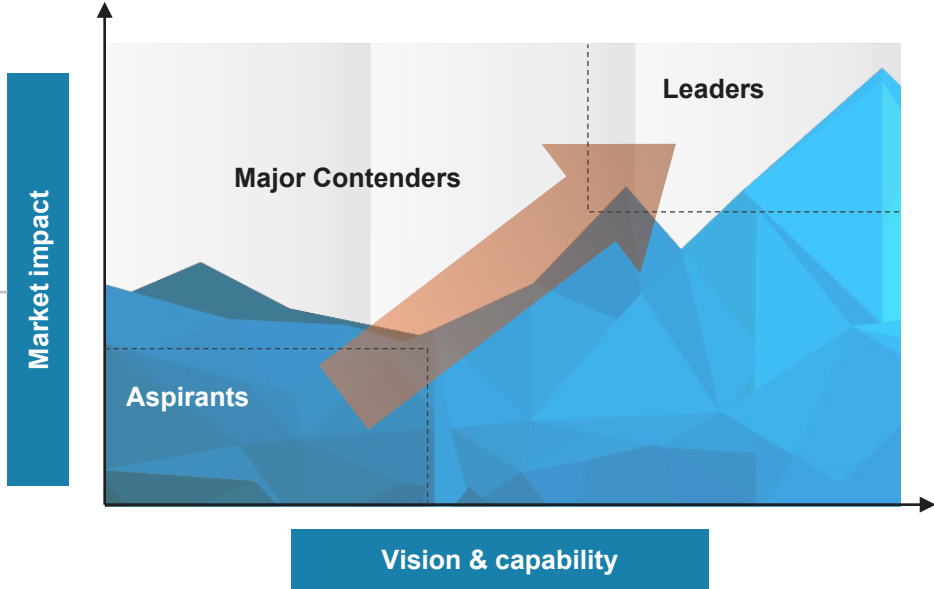
Market adoption
Number of clients, revenue base,
YoY growth, and deal value/volume

Portfolio mix
Diversity of client/revenue base across
geographies and type of engagements

Value delivered
Value delivered to the client based
on customer feedback and
transformational impact

Market impact

Leaders

Major Contenders

Aspirants

Vision & capability

Measures ability to deliver services successfully.
This is captured through four subdimensions

Vision and strategy
Vision for the client and itself; future
roadmap and strategy

Scope of services offered
Depth and breadth of services portfolio
across service subsegments/processes

Innovation and investments
Innovation and investment in the enabling
areas, e.g., technology IP, industry/domain
knowledge, innovative commercial
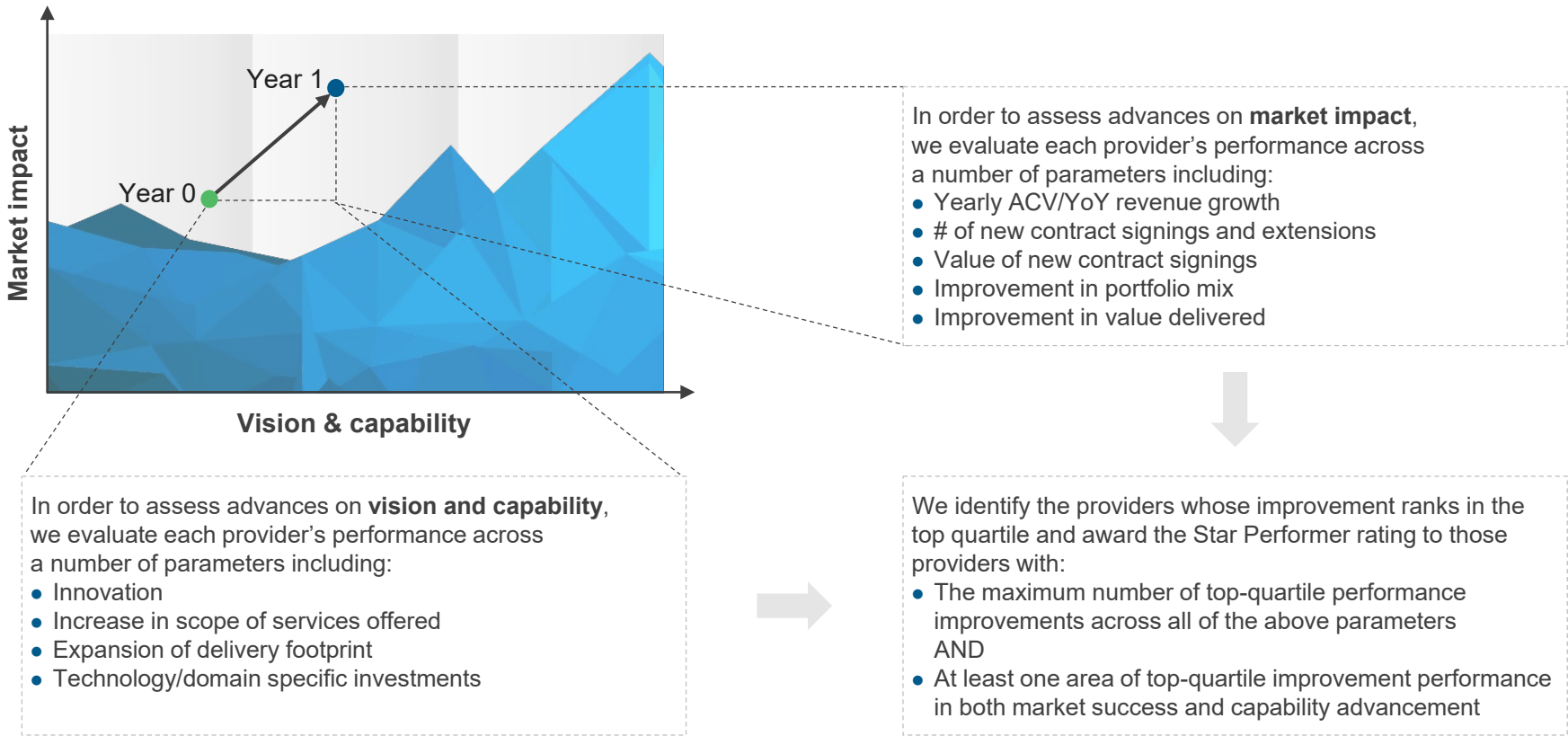constructs, alliances, M&A, etc.

Delivery footprint
Delivery footprint and global sourcing mix

Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix®

Methodology

Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix

In order to assess advances on **market impact**, we evaluate each provider's performance across a number of parameters including:
- Yearly ACV/YoY revenue growth
- # of new contract signings and extensions
- Value of new contract signings
- Improvement in portfolio mix
- Improvement in value delivered

In order to assess advances on **vision and capability**, we evaluate each provider's performance across a number of parameters including:
- Innovation
- Increase in scope of services offered
- Expansion of delivery footprint
- Technology/domain specific investments

We identify the providers whose improvement ranks in the top quartile and award the Star Performer rating to those providers with:
- The maximum number of top-quartile performance improvements across all of the above parameters AND
- At least one area of top-quartile improvement performance in both market success and capability advancement

The Star Performers title relates to YoY performance for a given vendor and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

FAQs

Does the PEAK Matrix® assessment incorporate any subjective criteria?
Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider/vendor briefings

Is being a "Major Contender" or "Aspirant" on the PEAK Matrix, an unfavorable outcome?
No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition

What other aspects of PEAK Matrix assessment are relevant to buyers and providers besides the "PEAK Matrix position"?
A PEAK Matrix position is only one aspect of Everest Group's overall assessment. In addition to assigning a "Leader", "Major Contender," or "Aspirant" title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric-level assessment and associated commentary is helpful for buyers in selecting particular providers/vendors for their specific requirements. It also helps providers/vendors showcase their strengths in specific areas

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?
- Participation incentives for buyers include a summary of key findings from the PEAK Matrix assessment
- Participation incentives for providers/vendors include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own "profile" that is published by Everest Group as part of the "compendium of PEAK Matrix providers" profiles

What is the process for a provider / technology vendor to leverage their PEAK Matrix positioning and/or "Star Performer" status ?
- Providers/vendors can use their PEAK Matrix positioning or "Star Performer" rating in multiple ways including:
  - Issue a press release declaring their positioning. See citation policies
  - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
  - Quotes from Everest Group analysts could be disseminated to the media
  - Leverage PEAK Matrix branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.

Does the PEAK Matrix evaluation criteria change over a period of time?
PEAK Matrix assessments are designed to serve present and future needs of the enterprises. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality as well as serve the future expectations of enterprises

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With you on the journey

Everest Group is a research firm focused on strategic IT, business services, engineering services, and sourcing. Our research also covers the technologies that power those processes and functions and the related talent trends and strategies. Our clients include leading global companies, service and technology providers, and investors. Clients use our services to guide their journeys to maximize operational and financial performance, transform experiences, and realize high-impact business outcomes. Details and in-depth content are available at **www.everestgrp.com**.

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