

Revenue Cycle Management (RCM) Business Process Services PEAK Matrix™ Assessment 2019

Focus on Exela Technologies
July 2019



Introduction and scope

Everest Group recently released its report titled “[Revenue Cycle Management \(RCM\) Business Process Services PEAK Matrix™ Assessment 2019](#).” This report analyzes the changing dynamics of the Revenue Cycle Management (RCM) landscape and assesses service providers across several key dimensions.

As a part of this report, Everest Group updated its classification of 23 service providers on the Everest Group PEAK Matrix™ for RCM BPS into Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework that provides an objective, data-driven, and comparative assessment of RCM BPS service providers based on their absolute market success and delivery capability. Everest Group also identified 5 service providers as the “2019 RCM BPS Star Performers” based on the strongest forward movement demonstrated on the PEAK Matrix year-on-year.

Based on the analysis, **Exela Technologies emerged as a Major Contender**. This document focuses on **Exela Technologies’ RCM BPS** experience and capabilities and includes:

- Exela Technologies’ position on the Revenue Cycle Management (RCM) Business Process Services PEAK Matrix
- Detailed RCM BPS profile of Exela Technologies

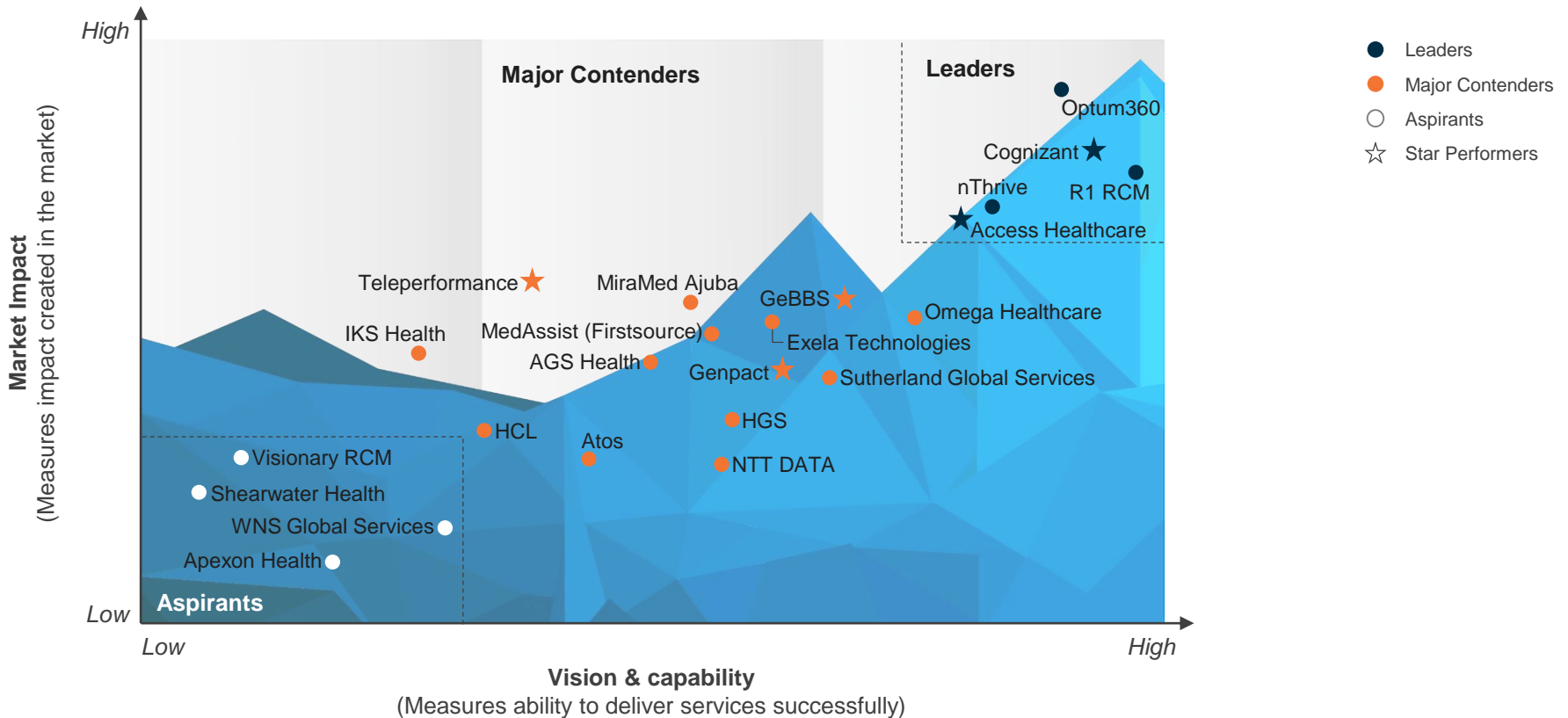
Buyers can use the PEAK Matrix to identify and evaluate different service providers. It helps them understand the service providers’ relative strengths and gaps. However, it is also important to note that while the PEAK Matrix is a useful starting point, the results from the assessment may not be directly prescriptive for each buyer. Buyers will have to consider their unique situation and requirements, and match them against service provider capability for an ideal fit.

Source: Everest Group (2019) unless cited otherwise

Everest Group PEAK Matrix™

Revenue Cycle Management (RCM) BPS PEAK Matrix™ Assessment 2019 | Exela Technologies positioned as a Major Contender

Everest Group Revenue Cycle Management (RCM) Business Process Services PEAK Matrix™ Assessment 2019¹



¹ Service providers scored using Everest Group's proprietary scoring methodology



Note: Assessment for Apexon Health, AGS Health, IKS Health, MedAssist (Firstsource), MiraMed Ajuba, nThrive, Omega Healthcare, R1 RCM, and Visionary RCM excludes service provider inputs on this particular study and is based on Everest Group's estimates that leverage Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage of these service providers, their public disclosures, and interaction with buyers. For these companies, Everest Group's data for assessment may be less complete

Source: Everest Group (2019)

Exela Technologies | RCM BPS profile (page 1 of 4)

Everest Group assessment

Measure of capability:  High  Low

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

- PCH – Exela’s propriety solution enable healthcare providers to edit and verify claims so as to reduce instances of claim denials. Given that claim denials is a big issue in the healthcare provider market, having a propriety solution helps the service provider to grow and successfully capture new business in this segment
- Exela has a strong onshore presence, with over 15 delivery centers in the United States. In a market where buyers (health systems) are apprehensive about offshoring, a strong onshore presence gives the service provider an advantage over many peers
- Exela has been able to develop a few good partnerships with technology vendors where the service provider works in tandem (platform + services) with technology partners to deliver services such as coding and claims processing

Areas of improvement

- Exela’s revenue growth is lagging the market average, as it witnessed decline in the ICD remediation work
- The service provider has minimal offerings in the pre-service (patient access) segment. Given that it is the fastest growing segment in the RCM services market, Exela should invest in areas such as “propensity-to-pay” and pre-authorization
- Exela operates in a highly competitive market segment (RCM/EDI vendors). Given the presence of many vendors offering similar services, Exela will face stiff competition to add any value (in terms of revenue or client) to its business

Source: Everest Group (2019)

Overview

Company profile

Exela is a business process automation service provider, leveraging a global footprint and proprietary technology to provide digital transformation solutions enhancing quality, productivity, and end-user experience. With decades of experience operating mission-critical processes, Exela serves over 60% of the Fortune® 100 companies and more than 4,000 customers spanning multiple industries and over 50 countries, including the top five healthcare payers. Exela's software and services include a full suite of enterprise solutions for finance & accounting, human capital management, and legal management, as well as industry solutions for banking, healthcare, insurance, and public sectors. With foundational technologies spanning information management, workflow automation, and integrated communications, Exela provides industry-specific and multi-industry solutions built on a configurable stack of automation modules to 250+ Health Systems (hospitals) in North America. Through cloud-enabled platforms and over 22,000 employees operating in 23 countries, Exela rapidly deploys integrated technology and operations as an end-to-end digital journey partner.

Key leaders

- **Ron Cogburn**, CEO
- **Jim Reynolds**, CFO
- **Sanjay Kulkarni**, CTO
- **Suresh Yannamani**, President

Headquarters: Irving, Texas, the United States

Website: <http://www.exelatech.com>

Suite of services offered

- **Service:** Medical coding and medical record management, Lockbox management for medical accounts receivables, clean claims submission platform, RPA & cognitive automation, and workflow management & document repository
- **Post-service:** Collections, Payment Integrity (underpayment recovery), Provider Contract Management, and integrated communication services

	2016	2017	2018
Revenue (US\$ million) ¹	Not Disclosed		
Number of FTEs ¹			
Number of clients ¹			

Recent acquisitions and partnerships

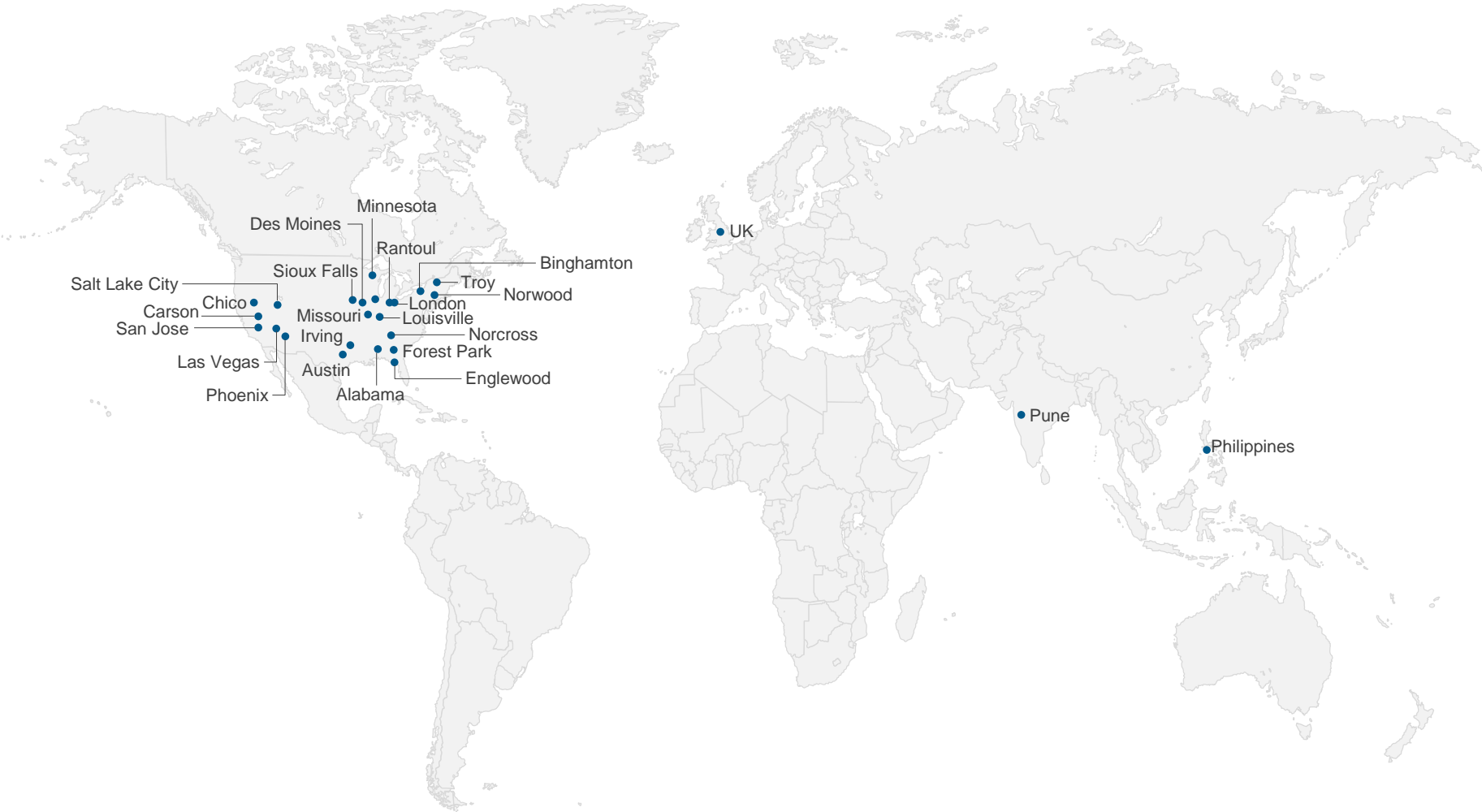
- **2018:** Partnered with McKesson Specialty Health to provide a suite of business management tools and streamline claims processing
- **2018:** Acquired Asterion International, a Europe-based ingestion and output BPS vendor to increase its European footprint
- **2018:** Completed the acquisition of a healthcare industry asset that is expected to add more than US\$20 million to its annual revenue for the next seven years
- **2017:** Partnered with a top Blues plan to provide administrative functions for offering outsourcing services to other Blues payers
- **2017:** SourceHOV, a global transaction processing and enterprise information management company, and Novitex, a technology-enabled document processing company, merged to form Exela Technologies
- **2016:** Exela is 3M's preferred partner for coding and auditing, available with 3M's complete suite of ICD-10 products and services

Recent developments

- **2018:** Opened technology innovation centers in Los Angeles, Dallas, New York, London, and Amsterdam
- Invested in development on Medicare Advantage (MA) profitability offering targeting MA plans to provide star and risk adjustment assessment and prediction tools with improved back-end operations through BPA services such as appeals decisioning, access and scheduling, and nurse audit coding
- Invested in mobility solutions focused on driving payer and provider interaction that connects to mobile applications for patients/members

¹ Represents information for period ending December 31, 2018

Key delivery locations



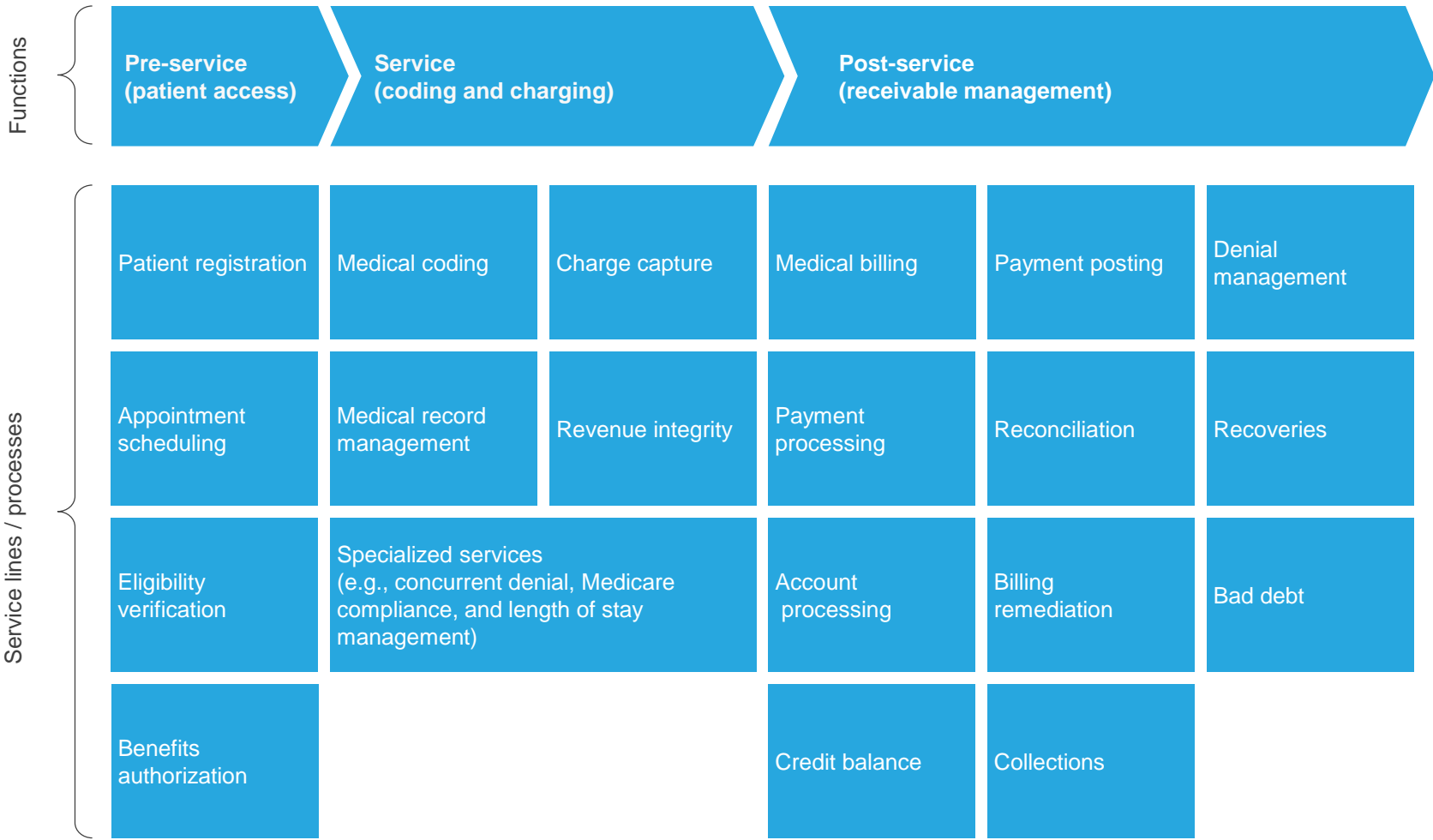
Exela Technologies | RCM BPS profile (page 4 of 4)

Technology solutions/tools

Solution name	Processes served	Year launched	Description	Number of BPS clients
Appeals Submission	Service	2017	The Exela appeals processing pipeline enables digital correspondence and denial analytics to drive improved accuracy and faster turn around through seamless connectivity and visibility with Exela's network of payers	Not disclosed
Patient Financial Assistance Program	Service	2017	Exela launched patient financial assistance program in collaboration with a specialty health plan to extend a debit card payment system launching from enrolment to card delivery	Not disclosed
Athena	Service and post-service	2014	A data visualization and data aggregation tool utilized to report, collaborate, and act upon insights and findings	Not disclosed
Insurance Verification	Service	2014	RPA enriched insurance verification services to support patient registration and eligibility	Not disclosed
MCP - Revenue Integrity and Underpayment Recovery	Service and post-service	2005	The revenue integrity program, a proprietary calculation engine, allows for flexibility and accuracy when calculating expected reimbursement for all third-party payers contractual agreements, according to the reimbursement terms and conditions	Not disclosed
PCH claims processing	Post-service	2000	A modular platform for developing a global integrated health network focused on developing clean claims submission. It handles paper and electronic correspondence that applies automation technology to enable worker to perform their highest value-added tasks	Not disclosed
HIM Digitization and Release of Information	Service	2000	Multiple provider clients leverage Exela for medical records digitization, storage and release of information services with online order management and chain of custody	Not disclosed
ICD-10 Coding & Audit	Service	1981	Real-time ICD-10 and clinical documentation rules-based audit of HIM coding alongside computer assisted coding, driving reimbursement, improved coding quality, and minimized compliance risk	Not disclosed

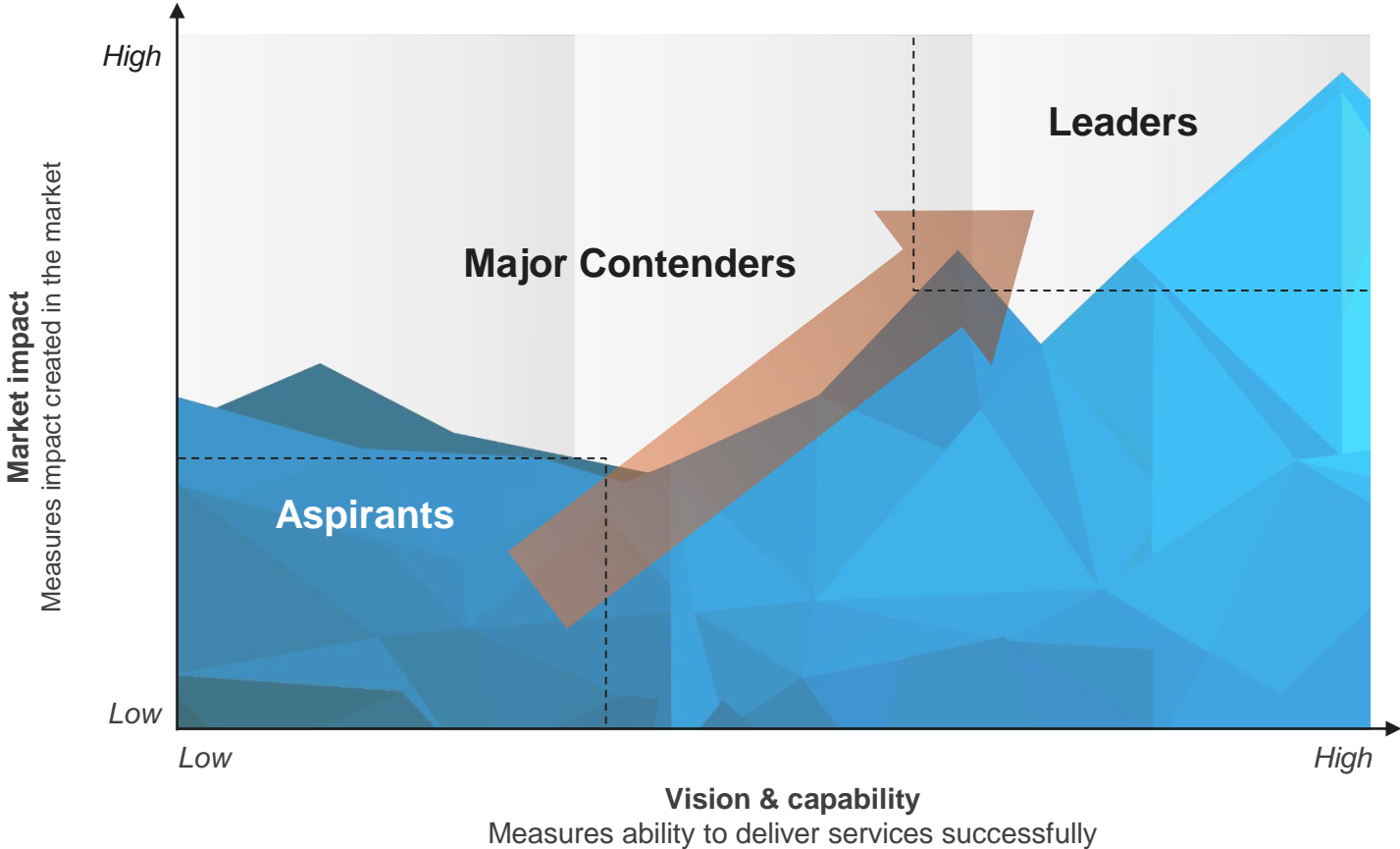
Appendix

Everest Group RCM BPS value chain



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

Everest Group PEAK Matrix



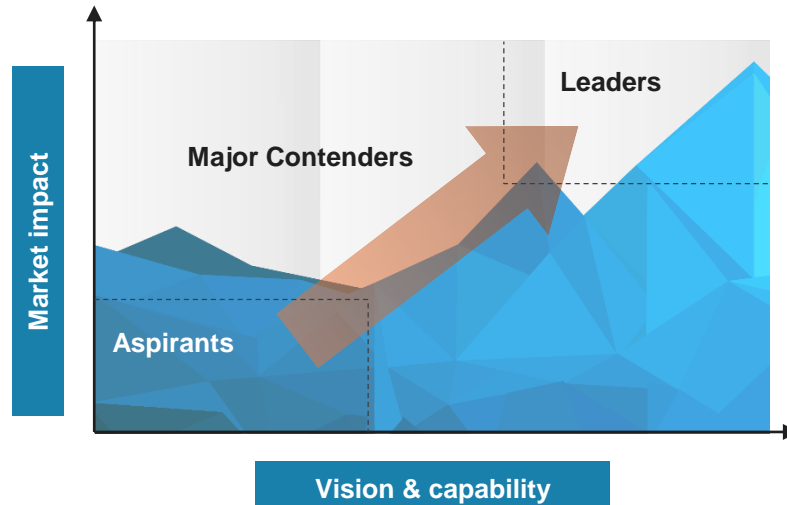
Services PEAK Matrix™ evaluation dimensions

Measures impact created in the market – captured through three subdimensions

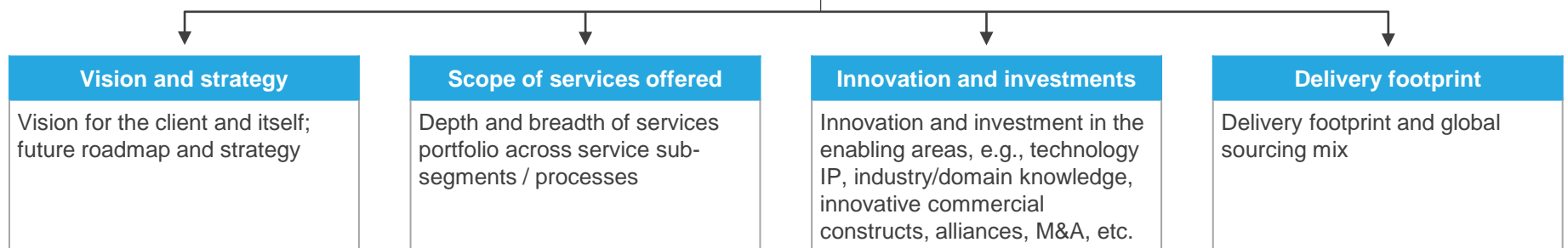
Market adoption
No. of clients, revenue base, and YOY growth, deal value/volume

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

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



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



Does the PEAK Matrix™ assessment incorporate any subjective criteria?

Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging service 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 service 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 service 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



About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at www.everestgrp.com.

Dallas (Headquarters)

info@everestgrp.com
+1-214-451-3000

Bangalore

india@everestgrp.com
+91-806-146-3500

Delhi

india@everestgrp.com
+91-124-496-1000

London

unitedkingdom@everestgrp.com
+44-207-129-1318

New York

info@everestgrp.com
+1-646-805-4000

Toronto

canada@everestgrp.com
+1-416-388-6765

Stay connected

Website



www.everestgrp.com

Social Media



@EverestGroup



@Everest Group

Blog

[Sherpas In Blue Shirts](http://www.sherpasinblueshirts.com)

www.sherpasinblueshirts.com