Overview:

Physician practices, like all of healthcare, have been reluctant to spend appropriate dollars on technologies to improve operations. In today's environment, physicians are being challenged to practice medicine and run a profitable business. Decreasing reimbursements and lower net profits have forced radical changes in practice management and have accelerated the adoption of technology beyond the basic billing office. Many companies have created technological solutions addressing various “pain points” within healthcare. These companies have focused on areas in which they perceived to be inefficient and in need of automation. A staggering myriad of solutions is available to medical practices, making it necessary to wade through the options to find the best solution.

We are at the beginning of the technology revolution in healthcare. The challenge for now is to find a foundation of technology that will enable you, the physician or healthcare information manager to build a complete solution in the future. The foundation must be based on a strong Practice Management System (PMS). Seeking product differentiation, leading PMS vendors are rolling out an ever-widening array of optional modules and are tailoring PMS to meet the rapidly changing needs of the practice management system market. Top PMS vendors offer multiple versions for small, midsize, and large group medical practices, and the fast-growing management services organization (MSO) market. This trend will continue through 2006 as group practice consolidation accelerates and the average practice size continues to grow.

Practice Management Systems

Many physicians are coming to the realization that their current practice management systems are not performing basic front-office functions as well as they could be. Other factors are also pushing group practices to hunt for new systems: Mergers, consolidations, and IPA’s are causing newly consolidated groups to look for one common practice management system. Some group practices that have been using older, text-heavy Unix-based systems that run on dumb terminals are investigating newer, client/server or web-based systems designed to run on personal computers. These new systems present information more graphically because they use Microsoft Windows. Because many physicians and their support staffs use PCs running Windows at home, these new-generation systems are attractive for their ease of use. However, group practices have to guard against acquiring new technology just because it is new. Other factors should be considered, including company viability, end-user satisfaction, and overall functionality. Once a practice has concluded that its old system no longer can meet its needs, it must determine exactly what functions it must acquire, evaluate vendors’ systems and negotiate the best possible deal. By carefully moving through these steps, physicians can avoid paying for-and then having to live with-a system that does not meet their needs.
To make sure they buy the right software, physicians need to develop effective purchasing strategies. According to the CIO of the Taconic IPA (3,000+ physicians), “Today, technology decisions must be based on “knowledge” rather than just guess work. Companies like AC Group, POMIS, and KLAS are conducting independent third party reviews of vendor applications, end-user satisfaction, product functionality, and company viability. These reports take the “guess-work” out of decision-making and streamline the selection process.

Practice Management Systems (PMS) have been widely used by physicians since the late 1990’s when Medicare started paying faster if a physician submitted a patient’s insurance claim electronically. The critical issue today is, “What is the standard functionality of a PMS application. As shown below, a survey of the top 30 PMS vendors indicated that most PMS applications today have the same functionality when it comes to necessary functions.

**Standard PMS Functionality**

**Critical issue: What is “standard” functionality?**

<table>
<thead>
<tr>
<th>Necessary Functions</th>
<th>Optional Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration 95%</td>
<td>HIS linkage 72%</td>
</tr>
<tr>
<td>Patient Scheduling 95%</td>
<td>Enrollment / Eligibility 70%</td>
</tr>
<tr>
<td>Accounts Receivable 90%</td>
<td>Outbound capitation 70%</td>
</tr>
<tr>
<td>Encounter Tracking 90%</td>
<td>Occupational medicine 66%</td>
</tr>
<tr>
<td>Electronic claim submit 90%</td>
<td>Contract management 64%</td>
</tr>
<tr>
<td>Collections Management 87%</td>
<td>MCIS linkage 64%</td>
</tr>
<tr>
<td>Referrals 87%</td>
<td>Encoding support 64%</td>
</tr>
<tr>
<td>Master Patient Index 85%</td>
<td>Rules-based scheduling 59%</td>
</tr>
<tr>
<td>Resource Scheduling 85%</td>
<td>Residency billing 59%</td>
</tr>
<tr>
<td>Coordination of Benefits 82%</td>
<td>DME billing (education) 59%</td>
</tr>
<tr>
<td>Claims Processing 82%</td>
<td>Risk pool management 51%</td>
</tr>
<tr>
<td>Inbound capitation 82%</td>
<td>Medical records 46%</td>
</tr>
<tr>
<td>Referral Management 82%</td>
<td>Electronic funds transfer 24%</td>
</tr>
<tr>
<td>Paperless Collection 77%</td>
<td></td>
</tr>
<tr>
<td>Worker’s Compensation 77%</td>
<td></td>
</tr>
<tr>
<td>Remittance Processing 75%</td>
<td></td>
</tr>
</tbody>
</table>

Selecting the right PMS application:
Chapter 3
AC Group’s 2006 Annual Report
Computer Systems for the Physician’s Office
Level 1 - Practice Management Systems

Job No. 1 for group practice administrators is determining whether their organization needs a new physician practice management system. This decision should be made with care and expert advice. Consider this: More than 1,500 U.S. vendors sell physician practice management systems, according to Vinson Hudson, president of Jewson Enterprises, a Texas-based research and consulting firm who produce the POMIS report. As a result, group practices need to keep their guard up-and carefully analyze whether the time is right for them to be looking for a new practice management system.

The challenge for most physicians is selecting the right PMS application based on specific functionality by category of functionality. According to the October 2005 report from Healthcare Informatics, there are at least 260 vendors selling Practice Management Systems to small, medium, and large physician practices here in the United States. To assist the physician community, a few studies have been conducted by neutral third parties. The following pages describe the results of the studies.

1. AC Group, Inc. PMS Study – Physician Offices

During October of 2005, Mark R. Anderson from AC Group, Inc. conducted an analysis of the top eleven vendors who sell to practices. The criteria that AC Group, Inc. evaluated included:

- Accounts payable management
- Accounts receivable management
- Ad Hoc Report Writer
- Appointment scheduling
- Appointment Scheduling/Recall
- Audit trails
- Billing - Family
- Billing - Insurance
- Billing - Patient
- Billing/ accounts receivable
- Budget Forecasting/Modeling
- Call Schedules for Physicians
- Capitation Rate Setting Development
- Chart Tracking
- Claims Adjudication-Managed Care
- Clinical data repository
- Clinical encounter management
- Coding support
- Collections
- Contract Management
- Coordination of benefits
- Cost Accounting
- Data security
- Decision support tools
- EDI Claims Processing
- EDI Clearinghouse
- Electronic Claims Submission
- Electronic Posting of Remittance Advices
- Electronic claims processing
- Electronic data interchange
- Electronic remittance capabilities
- Electronic signature of reports
- Employee Policies Manual Development
- Encoding support
- Encounter tracking
- Enrollment and eligibility
- Fixed Assets
- Fully integrated quality care guidelines with compliance tracking
- General Ledger
- HMO roster management
- Hospital Information system links
- Hospital-Physician Integration
- HR Management
- Income Distribution
- Incoming/Outgoing referral tracking
- Insurance Claim Processing - Paper
- Integrated claims adjudication
- Integrated clinical and financial system
- Interface to elec. imaging processing
- Inter face to speech recognition
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• Interface to wireless/ handheld devices
• Interfaces with other systems
• Inventory/Purchasing
• Labor Utilization/Staffing
• Managed Care Reporting/Prepaid/HMO
• Marketing Analysis/Demographics
• Master patient index
• Materials Management
• Management Reporting
• Practice Analysis/Daily Audit
• MSO Reporting
• Multiple Payor Privileges
• Online eligibility
• Online lab orders/ results reporting
• Online prescribing
• Open item audit trail listing by line item
• Order entry
• Outcomes measures
• Patient demographics
• Patient education/ guidelines
• Patient flow tracking
• Patient Mix
• Patient scheduling
• Payroll
• Physician Productivity
• Prescription assistance
• Prescription tracking
• Purchase orders
• Referral Management
• Relative Value Scales
• Rules-based scheduling
• Specialty practice management system
• Spreadsheet
• Supports MPI roll-up functions
• Transcription
• Treatment authorization
• Treatment referral authorization
• Utilization and quality management
• Utilization management
• Word Processing
• Workers’ Compensation

Other:

• Coding - ICD-9, CPT-4
• Coding - SNOMED
• Other Coding Support
• Patient Education Features
• Prescription Assistance
• Report Generator

Technology:

• Encryption Technology
• Object-oriented Technology
• Smart Card Technology
• SQL-based Technology

Each of the functional areas (which included over 1,000 functional questions) was assigned a weighted point value based on perceived value to the practice. The 26 applications that were evaluated included:

1. a4 Healthcare (A4)
2. AcerMed Inc. (Acer)
3. ChartCare, inc. (CC)
4. eClinicalworks (EC)
5. EPIC Systems Corp (EPIC)
6. GE Medical – Millbrook (GE)
7. Greenway Medical Technologies (GMT)
8. Health Care Data Systems (HCDS)
9. IDX Systems Corp. (IDX)
10. Intelligent Medical Systems, Inc. (IMS)
11. McKesson (HBOC)
12. MDanywhere (MDA)
13. Medical Information Technology, Inc. (MIT)
14. Medical Manager Corp. (MMC)
15. Medisoft (MDS)
16. MicroSys, Inc (MS)
17. MISYS (Medic Computer Systems)
18. NextGen (NEXT)
19. Per-Se Technologies (PerSe)
20. PracticeOne (PO)
21. Pulse Systems, Inc. (PI)
22. Riverview Software (RS)
23. Siemens (SMS)
24. SynaMed (SM)
25. VitalWorks (VW)
26. WebMD Intergy (WEB)
Small to Medium Sized Practices:

The results of the study (Exhibit 4) showed that Greenway and NextGen was rated number one in total points followed by Medinformatix, BCA, PMSI, and Allmeds. The results were based on the responses of the vendors and do not necessary represent 3rd party certified working functionality.

Top PMS Vendor Applications
Small Practices
Total Functionality

(*) indicates that the product has not been tested yet

Based on 1,000 Functional Questions Divided Between 23 Categories
Large Multi-Specialty Clinics

The companies that traditionally sell to large multi-specialty clinics are usually different than those who sell to traditional practice practices. For the large groups with more than 50 care-givers, Epic Systems, NextGen and IDX Corporation appear to have the highest percentage of administrative and billing functionality (Exhibit 5).

* indicates that the product has not been tested yet

Based on 1,000 Functional Questions Divided Between 23 Categories
2. Microsoft/AAFP Study

Of the 3,247 physicians surveyed for the 2005 Leadership Survey conducted by AC Group, Inc. 74 percent indicated that improving operating efficiencies was their primary workplace concern. To help doctors better manage information and, in the process, deliver higher quality care, Microsoft teamed up with the American Academy of Family Physicians (AAFP) to evaluate nine practice-management software programs. "Practice management software" is the term for software developed specifically to increase efficiencies by automating billing, insurance claims, appointments and other office tasks.

The resulting software guide, announced in April of 2002 (therefore now 3 years old) at the AAFP's Annual Leadership Forum in Kansas City, Mo., offered doctors the information they need to determine what software works best for their practice. The vendors' software was subjected to intensive review in the functional, technical and financial/corporate areas. The functional evaluation determined the presence or absence of 57 key functionalities. The technical evaluation included an on-site visit by a team of technical experts from Microsoft to the vendor's premises, detailed discussions with the vendor's technical team, a close examination of the architecture of the product, its design, and the methodology for building and testing it.

Over the course of more than two years and based on the needs and requirements of family physicians, Microsoft and the AAFP evaluated the practice management software on criteria including:

- The quality of software functionality
- How well it meets the needs of family physicians
- The quality of the software’s technical architecture
- The reliability of the software
- The maker's use of industry technology standards
- Customer satisfaction
- The financial viability of each vendor.

Vendors evaluated in the guide included Compusense (now owned by A4/Allscripts), e-MDs, Greenway Medical Technologies, InfoSys, MedStar Systems, NextGen Healthcare Information Systems, Millbrook (now owned by GE Healthcare), PerfectPractice.MD and Visionary Medical Systems. Both Microsoft and the AAFP consider the report a buyer's guide rather than an endorsement of specific product.

The practice management software products of these nine vendors were subjected to intensive review in the functional, technical and financial/corporate areas. The functional evaluation determined the presence or absence
of 57 key functionalities. The technical evaluation included an on-site visit by a team of technical experts from Microsoft to the vendor's premises, detailed discussions with the vendor's technical team, a close examination of the architecture of the product, its design, and the methodology for building and testing it. The purpose of this detailed examination was to ensure that the technology is reliable, secure, and supportable, that it is capable of working with other modern technologies including the Internet, and that it fits the environment of physician offices. The financial evaluation involved detailed examination of the vendor's financial statements, accounting methods, customer base, growth projections, operating procedures, and potential future liability. The goal of this in-depth review was to measure each vendor's financial and basic operational sustainability and predictability in a challenging economic environment. Scores on each of these three areas were converted to a 0 to 100 scale. A simple average of these three scaled scores was calculated for the composite rating of each vendor.

All of the vendors offered nearly all of the key functions sought, ranging from 88% to 98%. However, there were large variances between vendors on both the technical and the financial/corporate evaluations. To provide a more comprehensive single measure to compare PMS suites, they developed a composite of the evaluations of the above characteristics by averaging the scores for the individual evaluations. Based on this composite score, four companies scored above 75 on a scale of 0 to 100: A4 (CompuSense), Greenway, GE (Millbrook), and NextGen. The AAFP urged physicians preparing to purchase a practice management software system to consider the relative importance of these three factors to their own situation and needs.

Top 9 Practice Management Systems – AAFP/Microsoft Study

According to the AAFP/Microsoft study, investing in practice management software is not the purchase of an
undifferentiated commodity, subject only to price considerations. If that were the case, we would not see the vendors investing in improvements in their product’s architecture, design and reliability. Quite to the contrary, their technical evaluations would seem to suggest that this is the arena in which customers are won or lost. But choosing a PMS vendor based solely on the product’s technical merits ignores the question of vendor sustainability in a crowded market. In the end, a careful balancing of risks and trade-offs will point the user to the right PMS vendor to meet his or her needs.

Both Microsoft and the AAFP consider the report a buyer’s guide rather than an endorsement of specific products. The results of the study can be view at:

PMS Case Study:

For the 12-provider Diagnostic Cardiology Associates (DCA), the decision to seek out a replacement system was a relatively easy one to make. According to Dean Rombach, the decision to replace our older text-base PMS, and the sequential selection and installation was very time-consuming, but well worth it. DCA chose one of the up and coming vendors, Microsys Computing, Inc. According to Dean, "Microsys provided a functionality rich product, on-time and on-schedule. For the past five years, Microsys has provided superior service and support and have routinely customized the PMS application to meet DCA’s ever changing requirements.

Selecting the right PMS application

Job No. 1 for group practice administrators is determining whether their organization needs a new physician practice management system. This decision should be made with care and expert advice. Consider this: More than 1,500 U.S. vendors sell physician practice management systems, according to Vinson Hudson, president of Jewson Enterprises, a Texas-based research and consulting firm who produce the POMIS report. As a result, group practices need to keep their guard up-and carefully analyze whether the time is right for them to be looking for a new practice management system.

One company that is getting a lot of notice lately is Youngstown, OH based, Microsys Computing, Inc. Microsys has received numerous 3rd party validations and awards during the past year. In the KLAS 2003 PMS report, an organization that measures end-user satisfaction, Microsys rated highest for overall performance indicators (60.56) and received first place ratings in:

- Helps Job Performance
- -Implementation within Budget/Cost
- -Money’s Worth
- -Proactive service
- -Product Quality Rating
- -Quality of Custom work
- -Quality of documentation
- -Quality of releases/updates
- -Worth the effort/improved productivity
- -Would buy it again

In regards to product functionality, Microsys was a finalist in the TEPR 2003 awards, and received extremely high marks on the annual POMIS report. Out of a maximum of 10, Microsys received the following rankings:

- Rated Exceptional Cost (9.35),
- Product/Services Maturity (9.40)
- Implementation (9.10)
- Customer support (9.75)
- Overall customer satisfaction (9.28)
- Technological Fit (9.55)
- Functionality (9.75)
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Over the course of more than two years and based on the needs and requirements of physicians, AC Group evaluated various practice management software solutions based on specific criteria including:

- The quality of software functionality
- How well it meets the needs of family physicians
- The quality of the software's technical architecture
- The reliability of the software
- The maker's use of industry technology standards
- Customer satisfaction
- The financial viability of each vendor.

Overall, Microsys received the highest rating (5-Stars) from AC Group, Inc. Microsys’ practice management solution was subjected to intensive review in the functional, technical and financial/corporate areas. The functional evaluation determined the presence or absence of 90 key functionalities. The technical evaluation included detailed reviews of the architecture of the product, its design, and the methodology for building and testing it. The purpose of this detailed examination was to ensure that the technology is reliable, secure, and supportable, that it is capable of working with other modern technologies including the Internet, and that it fits the environment of physician offices. The financial evaluation involved detailed examination of the vendor's financial statements, accounting methods, customer base, growth projections, operating procedures, and potential future liability. The goal of this in-depth review was to measure a vendor’s financial and basic operational sustainability and predictability in a challenging economic environment. During the process, Tom Ferkovic with SS & G Healthcare Services LLC indicated that Microsys provided a great product that allowed his group to support multi-practices from a single location. According to Tom, “Microsys provided an easy to learn and easy to use system with superior functionality and great on-going support.”

Conclusion:

Technology is only a tool and if used effectively can improve the flow of information and potentially improve the efficiency of the physician’s practice. However in reality, if “change” is not embraced, the probability of success is very low. We learned in the 1980’s that we needed to change the process of billing for services – or we would not be paid in a timely and effective manner. Therefore, the practice of medicine, from the business point of view, changed. Now with newer technologies, government regulations, and the right financial incentive, physicians will begin embracing new levels of technology that were not available just 5 years ago. But where does a physician in a small practice turn to learn about the 100’s of technology choices? The physician can spend hours searching and evaluating all of the opportunities. Or maybe in the near future, physicians will be able to look towards leaders within their own medical specialty for guidance and knowledge.
3. Jewson Enterprises

Founded in August 1973 by Vinson J. Hudson and Jewel C. Hudson, Jewson Enterprises produces an annual report on the PMS marketplace. The company provides market research, industry analyses, and competitive intelligence advice to medical practices and information technology vendors seeking advantage through market knowledge. The company also provides a national and international reputation for excellence, objectivity, and confidentiality in its research analysis, and for identifying market dynamics and strategic visions that is best suited to the development of business and technology needs.

Jewson Enterprises™ (JE) is built on the strategic use of professionals intimately knowledgeable on industry events, trends, and facts. This is reflected in its high quality market research and analyses; products/services, hassle-free customer service; and, most important, timely delivery of reliable knowledge when you need it. JE specializes in the following:

- **The POMIS Report©** - An seven-chapter subscription database on physician’s office information system solutions (ISS), industry demographics, market analyses, trends, technology utilization, and competitive analysis.

- **Ambulatory Care Setting Clinical Information Systems Report©** - ambulatory care setting clinical information systems report separated from The POMIS Report that analyzes the market for computer-based patient records systems and associated applications.

- **The Satisfaction Rating Directory of POMIS Vendors (The SRD©)** – An unbiased, primary purchasers source for medical practices who are considering first-time purchase, enhancement, or replacement of an ambulatory care setting ISS. Hundreds of vendors have been give a unique satisfaction rating based on nine essential selection criteria.

- **POMIS IQ Report** – A quarterly digest of pertinent industry dynamics. These dynamics include mini-market analysis, industry analysis, analyst’s strategic visions, and an interesting area called “Hearsay Research.”

- **Personalized Advisory Services** – A customized executive seminar-type presentation to focus corporate planning executives toward existing and emerging opportunities. We perform business/market plan evaluations, due diligence projects, customized market research, organized executive brainstorming, speaking engagements, and brokering acquisition and merger deals.

JE is hub to a successful industry competitive intelligence-gathering network of people and organizations whose intellectual assets are organized in its POMIS Knowledge Base. The flexibility of its business model delivers a
kind of market research and analysis firms without walls – a virtual industry knowledge base. JE’s POMIS Knowledge Base is a comprehensive representation of the industry’s competitive intelligence professional.

The POMIS Report has raised its bar of value.

- Presents a scenario analysis of possible futures in the industry.
- Presents an industry analysis that expands on physician organization distribution, physician organization expenditures through a 5-year forecast, technological analysis, trends and events, and a strategic group analysis in the Competitors Analysis section.
- Presents a separate volume that analyzes only the ambulatory care setting computer-based patient records (or EMR) systems marketplace.
- Presents The SRD – the most comprehensive database of POMIS vendors in the U.S.
- The POMIS Report is loaded with strategic information to help you refine your goals of market success.
- New approach to competitors’ analysis that uses strategic group analysis of POMIS vendors and a scenario analysis that uses specific methodological approaches that looks at how the future POMIS industry could look based on trends, events, and surprises. Strategies of the leading 10 firms in terms of revenue, such as Misys Healthcare Systems, IDX Systems Corporation, and Medical Manager Health Systems/WebMD, is stressed but sustainable. New companies, such as Amicore and GE Medical Systems, are challenging existing POMIS vendors with large footprints, creating competitive scares.
- Surveys indicate that clinical (e.g., physician CPOE, e-prescribing via the Internet, EMRs/CPRs, etc.) purchases will be significant between 2003 and 2005, dramatic between 2005 and 2007, and widespread after 2007. Practice management systems from new vendors and large established vendors based on Windows-based and ASP-based delivery configurations may significantly begin to enhance legacy systems.
- HIPAA enforcement will drive small and medium-sized physician organizations to seek the help of their information technology solutions vendor.
- POMIS vendor population will continue to decline within a highly competitive marketplace.
- Revenues earned by the vendor population will continue to increase at attractive double-digit compound annual growth rates.
Client & Subscriber Profile

Jewson Enterprises (JE) primarily targets POMIS vendors and physician provider organizations. Market demand during 1996 has expanded the client base of companies, executives, and strategic planners into other industries. JE’s clients are described as follows: private physicians, group practices, application software innovators, corporate acquisition seekers, investment bankers, practice management consultants, publishers, drug firms, computer manufacturers, hospitals, health care transaction processing firms, blue cross and blue shield plans, commercial insurers, etc.

The following matrix describes JE’s mix of clients & business:

<table>
<thead>
<tr>
<th>Clients</th>
<th>POMIS Report</th>
<th>POMIS IQ</th>
<th>Partnering Assistance</th>
<th>Advisory Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Software Innovators</td>
<td>√</td>
<td>√</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Blue Cross &amp; Blue Shield Plans</td>
<td>√</td>
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<td>Commercial Insurers</td>
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<td>Computer Manufacturers</td>
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</tr>
</tbody>
</table>
The POMIS Industry

The physician’s office management and medical information systems (POMIS\textsuperscript{SM}) industry consists of all ambulatory care settings, medical offices, managed care plans, and the vendors of information system solutions who serve them. The major market segments of physician’s offices are:

- Traditional Solo & 2-physicians practices
- Traditional group practices
- Hospital-based practices
- Academic medical centers
- Managed care plans
- Free-standing ambulatory care centers
- Integrated Delivery Networks

The segments of vendors of information system solutions are:

- Systems vendors – Personal computers, workstations, midranges, and mainframes
- Service organizations – Billing services and outsourcing services
- Application Service Providers – ASP or Web Services

The POMIS Report History

- The initial POMIS analysis report was called the Computerized Physician's-Office Medical Information Systems (POMIS) database and published in 1968. It was a joint venture with Creative Strategies International and Jewson Enterprises. More than 230 vendors were investigated in an undefined industry; that edition was the first of its kind to furnish in-depth information on a broad range of vendors, healthcare policy makers, and health services institutions within the medical and health care industry. Although the 1968 edition was acknowledged as a qualified success, the one serious shortcoming was that it did not provide answers to data presented.

- By 1985, Jewson Enterprises™’ POMIS\textsuperscript{SM} Report was well established. It analyzed facts and numbers that could be used by corporate product development decision-makers. It included discussions by marketing experts, whose professional commentaries address issues that corporate management needed in order to understand how to be successful in their targeted market segments.

- This report included survey results of more than 600 vendors and more than 2,000 medical offices. Information in that study provided value to both the POMIS vendor and medical provider.

- In 1990 and 1991, Jewson Enterprises published the POMIS U.S. Analysis Report from its POMIS\textsuperscript{TM} Knowledge Base. It was designed to assist marketing organizations with growth and penetration into the industry. The report answers three basic questions: (1) What is the size and growth of the market; (2) What is the growth rate of the market in installations and revenues; (3) What are the potential bases by which defined markets might be segmented; and (4) What is the structure of the competitive environment?

- The 1992 base year report, called The POMIS U.S. ANALYSIS REPORT PACKAGE, described strategies and visions on how vendors are selling information systems solutions as a cost-effective way to lower costs and increase revenues. It described what types of medical offices are likely to acquire, enhance, or replace systems; what types of support and services they are likely to buy; where market growth is likely to occur by 1997; how much of each market segment is currently computerized; where expansion possibilities are likely to occur; and how healthcare legislation and reimbursement issues are likely to effect each market segment.
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The SRD©

Included is The Satisfaction Rating Directory of POMIS Vendors (The SRD). The SRD is the unbiased, primary purchaser’s source for medical practices that are considering a first-time purchase, enhancement, or replacement of a medical office ISS. It is a database of U.S. physician practice information system vendors and software publishers. The database has several tables that can be used and is used for analysis.

The SRD features numerous vendors who have withstood an independent Satisfaction Rating process and scored on (1) nine essential selection criteria, (2) an overall satisfaction rating, (3) an overall expectation score, and (4) a satisfaction-to-expectation ratio. Each vendor's profile is presented with the following data elements:

POMIS VENDOR PROFILE AND SATISFACTIONS RATINGS – PUBLISHED REPORT PROFILES DATA ELEMENTS

- Company Name
- Parent Name
- Address1
- Address2
- City, State
- Postal Code
- Voice Number
- Toll-free Number
- Fax Number
- E-Mail
- Website
- Ownership
- Year Entered Business
- Geographical Coverage
- Revenue Range
- Number of Employees
- Number of Sales and Service Offices
- Number of Total Customer Accounts
- Number of Physicians With Customers
- Distribution Channels:
  - Direct Sales
  - Value-Added Resellers
  - Sales Representatives
  - Telemarketing
  - Dealers
  - Distributors
  - Mail Order
  - International Sales
- Products/Services Delivery Types:
  - Computer Systems
  - Billing Services
  - Outsourcing Services
  - Application Service Providers
- Information Technology Solutions Offered:
  - Practice Management Systems
  - Managed Care Information Systems
  - CPR/EMR/HER Systems
  - Other Systems
- Company Management Team
- Satisfaction Rating Summary:
  - Overall Customer Satisfaction Rating
  - Expectation Score
  - Satisfaction-to-Expectation Score
  - Application Implementation
  - Breadth of Products/Services
  - Cost
  - Customer Support
  - Functionality
  - Product/Service Maturity
  - Regional Presence
  - Technological Fit
  - Vendor Stability
  - Technology Platforms For Solutions
  - General Description of Pricing/Costs
  - Type of Customers Targeted

Vendor General Write-up
- Overall Description
- Alliances
- Implementation Description
- Differentiation Comments
- Analyst Comments

Products & Applications Descriptions
- Company Name
- Product/Service Name
- Major Category
- Method of Delivery
- Product/Service Description
Physician Practice Database

This database contains more than 11,000 physician organizations from 3-physicians practices and greater. JE uses this database to perform satisfaction ratings on a random basis. The value of this database lies in its potential for business. Few have a database that has qualified contacts. Here is its format:

<table>
<thead>
<tr>
<th>Field Name</th>
<th>Data Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>practice_tag</td>
<td>AutoNumber</td>
<td>Medical Office Satisfaction Rating Respondent Identifier</td>
</tr>
<tr>
<td>practice_name</td>
<td>Text</td>
<td>Medical office practice name</td>
</tr>
<tr>
<td>contact_name</td>
<td>Text</td>
<td>Name of contact and other executives (e.g., CEO, CIO, Administrator, etc.)</td>
</tr>
<tr>
<td>address1</td>
<td>Text</td>
<td>Address1 of Medical Office</td>
</tr>
<tr>
<td>address2</td>
<td>Text</td>
<td>Address2 of Medical Office</td>
</tr>
<tr>
<td>city</td>
<td>Text</td>
<td>City of Medical Office</td>
</tr>
<tr>
<td>state</td>
<td>Text</td>
<td>State of Medical Office</td>
</tr>
<tr>
<td>postal_code</td>
<td>Text</td>
<td>Zip code of medical office</td>
</tr>
<tr>
<td>voice</td>
<td>Text</td>
<td>Telephone Number of Medical Office</td>
</tr>
<tr>
<td>fax</td>
<td>Text</td>
<td>Fax Number of Medical Office</td>
</tr>
<tr>
<td>tollfree</td>
<td>Text</td>
<td>Tollfree Number of Medical Office</td>
</tr>
<tr>
<td>email</td>
<td>Text</td>
<td>E_Mail of Medical Office</td>
</tr>
<tr>
<td>web_address</td>
<td>Text</td>
<td>Website address of medical office practice</td>
</tr>
<tr>
<td>practice_type</td>
<td>Text</td>
<td>Type of medical office practice</td>
</tr>
<tr>
<td>specialties</td>
<td>Text</td>
<td>Type of specialties within practice</td>
</tr>
<tr>
<td>physician_size</td>
<td>Number</td>
<td>Number of physicians in practice</td>
</tr>
<tr>
<td>extender_size</td>
<td>Number</td>
<td>Number of physician extenders (e.g., NPs, PAs) in practice</td>
</tr>
<tr>
<td>MCPlives_covered</td>
<td>Number</td>
<td>Number of patient lives covered under managed care plan contract</td>
</tr>
<tr>
<td>pomis_name</td>
<td>Text</td>
<td>Name of Vendor’s System and/or Solution</td>
</tr>
<tr>
<td>pomis_vendor</td>
<td>Text</td>
<td>Name of vendor</td>
</tr>
<tr>
<td>contract_start</td>
<td>Text</td>
<td>Month and/or year that practice contracted for system/solution</td>
</tr>
<tr>
<td>financial_apps</td>
<td>Yes/No</td>
<td>Financial applications in vendor's system/solution</td>
</tr>
<tr>
<td>administrative_apps</td>
<td>Yes/No</td>
<td>Administrative applications in vendor’s system/solution</td>
</tr>
<tr>
<td>managed_care_apps</td>
<td>Yes/No</td>
<td>Managed care plan applications in vendor's system/solution</td>
</tr>
<tr>
<td>medical_apps</td>
<td>Yes/No</td>
<td>Medical and clinical applications in vendor's system/solution</td>
</tr>
<tr>
<td>EDI_connectivity</td>
<td>Yes/No</td>
<td>EDI and communications applications</td>
</tr>
<tr>
<td>amc</td>
<td>Yes/No</td>
<td>Is the practice affiliated with an academic medical center?</td>
</tr>
<tr>
<td>ed</td>
<td>Yes/No</td>
<td>Is the practice an emergency department?</td>
</tr>
<tr>
<td>od</td>
<td>Yes/No</td>
<td>Is the practice an outpatient department?</td>
</tr>
<tr>
<td>HMO</td>
<td>Yes/No</td>
<td>Is the practice a Health Maintenance Organization?</td>
</tr>
<tr>
<td>IPA-HMO</td>
<td>Yes/No</td>
<td>Is the practice an IPA-HMO</td>
</tr>
<tr>
<td>PPO</td>
<td>Yes/No</td>
<td>Is the practice a PPO?</td>
</tr>
<tr>
<td>ppmc</td>
<td>Yes/No</td>
<td>Is the practice a physician practice management company?</td>
</tr>
<tr>
<td>application_detail</td>
<td>Memo</td>
<td>Any detail descriptions of the applications from the vendor</td>
</tr>
<tr>
<td>sites</td>
<td>Number</td>
<td>Number of remote sites</td>
</tr>
<tr>
<td>comments</td>
<td>Memo</td>
<td>Additional information to characterize practice</td>
</tr>
</tbody>
</table>
Competitive Intelligence A Strategic Imperative

During the pre-1990s when POMIS markets were expanding, many vendors could sustain sales growth merely by maintaining constant market share. But the 1990s are different, as will be the next millennium. Many major market segments are declining in number but increasing in the size of individual revenue opportunities.

Vendors today are eagerly eyeing each other’s sales volume and customer accounts to insure their survival. It’s a jungle out there. “It’s a wonder how you keep from going under.” Therefore, the vendor that does not anticipate and effectively plan for increasingly tough competition will become legitimate prey in the medical practice marketplace.

To thwart your competition, market trends indicate that you should develop a strategic competitive intelligence system that uses available information about industry dynamics and competitors to allow you to exploit marketplace weaknesses.

There is nothing sinister with vendors engaged in competitive intelligence. Vendors who implemented a system are not doing anything immoral or illegal. Instead, they are exercising their right to obtain and analyze market information that is publicly available but varying in known sources.

This is not industrial espionage, which JE abhors. Espionage seeks to obtain private, confidential, and/or proprietary information that is not freely available to all; frequently it employs illegal methods to achieve its ends. But the tools of competitive business intelligence consist largely of extracting information from a variety of published, or third party data sources.

To be successful, an intelligence system must have senior management commitment as facilitators. They should delegate one person (item 1 below) with full responsibility for the system. That person could be a marketing or corporate planning executive whose responsibilities could be described in Exhibit 3-2.

The explanation of Exhibit 2 is as follows:

1. The competitive intelligence professional (CIP) is fully responsible for the system. This responsibility will be shared with a Director who assumes operational responsibility.

2. Definition of information requirements – Definition of information requirements could be complex for anyone or company just getting started. JE has been doing it for nearly 30 years. Therefore, this description is organized to show what steps JE performs. Here are the key steps:
   a. Identify current and potential POMIS vendors. JE has cultivated several reliable sources. But contact with state and local medical societies and associations is a good starting point. When contacting vendors, ask them who their competition is. Lastly, telephone books in large libraries indicate small vendors.
   b. What analysis offers value to current and prospective clients? JE gets its clients to discuss their concerns and needs. This information is used format The POMIS Report, as well as our research focus.
   c. Define POMIS industry broadly in terms of major market segments rather than by products.
   d. Define vendors that make alternative solutions to traditional POMIS, or even emerging industries, such as banking, pharmaceutical, etc.
   e. Pay attention to the POMIS industry within 2-3 years of the base year. For instance, 2000-2002 indicates reduced profitability and increased competition causing many companies to seek more attractive opportunities.
   f. Analyze POMIS industry to include vendors of systems and component applications, as well as partners of vendors. Look at internal agreements and/or contracts, competitive product performance (e.g., quality, specifications and delivery methods), R&D (including patients filed,
new product development, research focus), channels of distribution, sales and marketing regions, sales force analysis, marketing, finance, and personnel.

g. Contact knowledgeable executives in charge of planning areas to identify current and potential competitors. Focus on the POMIS 100 vendors (the top ten vendors in revenues) to address the following questions.

- What do they want to know about competitors?
- What business are you in?
- Who are the industry peripheral suppliers and partners?
- What do they supply and the extent of goodwill between suppliers and competitors?
- What are the competitive product and service performance (e.g., quality specifications, application implementation)?
- What is the size of R&D (e.g., patients filed, new product development, research focus)?
- What is the state of system integration program (e.g., efficiency of operation)?
- What distribution channel is used (e.g., method, number of offices)?
- What are the estimated sales and profits by MSA, by system lines, etc.?
- What sales force has they (e.g., how many, salary levels, level of expertise, morale, geographic placement)?
- What is their marketing level (e.g., number of individuals, media strategy and execution, pricing policy, trade terms and relationships, promotion, historical strategy evolution)?
- What is the financial support (e.g., reputation, extent of leverage, ratio analysis, profitability performance, cash flow)?
- Who are its personnel (e.g., psychological and performance profiles of key personnel)?

3. Data Search – Primary data is obtained from questionnaires/interviews with vendors and physician organizations. Other data search sources are libraries, SEC, Newspapers, computer databases, specialists, network, and competitors’ products and services descriptions. Current questionnaires are shown in Appendices A and B.

4. Sources Databases – Within the POMIS DATABASE in Microsoft Access format, the following sources are used:

a. Table - IDS/N Sources – A source of integrated delivery systems and networks.

b. Table – Internet Sources – A source of Internet sources for the POMIS industry.

c. Table – PUBLICATIONS – A database of publications that JE uses for information in The POMIS Report.

d. Table – Rating Contact – A database of physician organizations that JE uses for surveying ratings and general needs assessments.

5. Data Acquisition – A great deal of useful information is readily available, even though some requires persistent digging. Various disjointed data/information is obtained from competitors, press releases, investment analyses, competing vendors, consultants, customers of competitors, information databases, and trade associations. Competitive information is available from three sources:

a. What competitors say about them?
b. What third parties say about competitors?
c. What individuals within organizations have observed.

6. Data Organization – Organize data acquired into categories based on markets or functional areas. Discard information that is unrelated to need.

7. Information Generation – Preparation for rapid response

8. Tactical Response – Anticipate through query experience what information should be ready for rapid response.

9. Catalog Information – Index information by functional areas. Circulate among clients for review. Their comments will provide the basis to help responding rapidly to competitive information requests.

10. Response to Query – Determine appropriate method to response to query.

11. Competitive Strategy Analysis – Assess competitive weaknesses and make informed estimates of their strategic decisions. Make a strategic review annually. Differentiate between the objectives and strategies of corporate parents and individual business units.
12. Business Planning Reports – Prepare planning reports for dissemination to appropriate parties.
15. Modification from Early Warning Systems – Review the impact of strategies relative to trends, events, and early warning signs.

Exhibit 2. POMIS Strategic Competitive Information System

The POMIS Report
The SRD
The ACS Clinical Report
Chapter 3
AC Group’s 2006 Annual Report
Computer Systems for the Physician’s Office
Level 1 - Practice Management Systems

Jewson Enterprises’ Business and Analyst’s Code of Ethics

Since Mr. Hudson and Jewson Enterprises™ maintain insider knowledge of several organizations through hundreds of non-disclosure agreements, the owners have stipulated the following code of ethics based on Mr. Hudson’s membership in the Society of Professional Intelligence Professionals.

- To continually strive to increase the recognition and respect of the profession.
- To comply with all applicable laws, domestic and international.
- To accurately disclose all relevant information, including one’s identity and organization, prior to all interviews.
- To fully respect all requests for confidentiality of information.
- To avoid conflicts of interest in fulfilling one’s duties.
- To provide honest and realistic recommendations and conclusions in the execution of one’s duties.
- To promote this code of ethics within one’s company, with third-party contractors and within the entire profession.
- To faithfully adhere to and abide by one’s company policies, objectives, and guidelines.

More information can be obtained by contacting Vince Hudson at:

6425 South IH-35, Suite 105-177 ♦ Austin, TX  78744
Message Center: 650-368-6570
Direct Voice: 512-445-5050, Ext 505
E-mail: vjhudson@worldnet.att.net
Chapter 3
AC Group’s 2006 Annual Report
Computer Systems for the Physician’s Office
Level 1 – Practice Management Systems

4. Listing of Practice Management System Vendors:

Code:  P = Purchase, L = Lease (ASP), B = Both (Purchase or Lease)

A4 Health Systems • HealthMatics PM (P, L, B)  
Cary, N.C. • (888) 672-3282 • www.a4healthsystems.com

AcerMed Inc. • MERRIT System (P, L, B)  
Irvine, Calif. • (800) 841-0008 • www.acermed.com

Advanced Data Systems • MedicsElite (P, B)  
Maywood, N.J. • (800) 899-4237 • www.adsc.com

American HealthNet Inc. • Multiple products (P, L, B)  
Omaha, Neb. • (800) 745-4712 • www.americanhealthnet.com

American Medical Software • Practice Management PLUS System (P, B)  
Edwardsville, Ill. • (800) 423-8836 • www.americanmedical.com

Amicore • Amicore (B)  
Andover, Mass. • (978) 691-3400 • www.amicore.com

athenahealth • athenaNet (L)  
Waltham, Mass. • (781) 642-8800 • www.athenahealth.com

Avisena Inc. • Avisena Platform for Providers  
Miami • (305) 446-8599 • www.avisena.com

Axolotl Corp. • Elysium Physician Practice Solutions (L)  
Mountain View, Calif. • (888) 296-5685 • www.axolotl.com

Berdy Medical Systems Inc. • SmartClinic (L)  
Saddle Brook, N.J. • (800) 662-3739 • www.BerdyMedical.com

C & S Research Corp. • ProVision (P)  
King of Prussia, Pa. • (800) 545-8460 • www.csrc.com

CACTUS Software • Visual CACTUS  
Prairie Village, Kan. • (800) 776-2305 • www.visualcactus.com

CAPCOM Inc. • McKesson Practice Point Manager (P, L, B)  
Haddonfield, N.J. • (856) 428-0878 • www.capcomnet.com

CereSoft Inc. • EOBAgent (P, L)  
Silver Spring, Md. • (301) 445-8413 • www.ceresoft.com

Cerner Corp. • PowerChart Office (B)  
Kansas City, Mo. • (816) 221-1024 • www.cerner.com
4. **Listing of Practice Management System Vendors (Continued)**

CHARTCARE Inc. • TotalCare (P, L, B)
Lakewood, Wash. • (800) 438-1277 • www.chartcare.com

Clinic Pro Software • Clinic Pro Software (P)
Sedona, Ariz. • (866) 333-2776 • www.clinicpro.com

ComChart Medical Software • ComChart EMR (B)
Lowell, Mass. • (978) 441-3939 • www.comchart.com

Companion Technologies • MegaWest Practice Management Suite (P, L, B)
Columbia, S.C. • (800) 999-0788 • www.companiontechnologies.com

Complete Medical Systems Inc. • Winmed Professional (P, B)
Baton Rouge, La. • (800) 256-2803 • www.doctornetwork.com

CPSI • CPSI System (B)
Mobile, Ala. • (800) 711-2774 • www.cpsinet.com

CPU Medical Management Systems Inc. • MED/FM (P, L, B)
San Diego • (888) 224-4278 • www.cpumms.com

CureMD • CureMD (P, L, B)
New York • (877) 362-9549 • www.curemd.com

Dairyland Healthcare Solutions • DHS PPM System (P, L, B)
Glenwood, Minn. • (800) 323-6987 • www.dhsnet.com

DataTel Solutions Inc. • M.O.M.S. Medical Office Management System (B)
San Antonio • (210) 558-3733 • www.datatel-solutions.com

DeltaWare Systems Inc. • ICore Health (P, L, B)
Charlottetown, Prince Edward Island • (877) 201-6771 • www.deltaware.com

Doc-tor.com L.L.C. • Doc-tor.com (L)
Oakland, N.J. • (877) 505-1888 • www.Doc-tor.com

Doctor-Driven Systems Inc. • MD Hawkeye (B)
Newton, Mass. • (617) 332-3126 • www.doctor-driven.net

DrFirst.com Inc. • NextGen PMIS (P, L, B)
Rockville, Md. • (888) 271-9898 • www.drfirst.com

E*HealthLine.com Inc. • Integrated Practice Management System (P, L, B)
Sacramento, Calif. • (916) 924-8092 • www.ehealthline.com
4. **Listing of Practice Management System Vendors (Continued)**

- e-MDs • topsBill (P, L, B)
  Cedar Park, Texas • (888) 344-9836 • www.e-MDs.com

- Electronic Healthcare Systems • CareRevolution (P, L, B)
  Birmingham, Ala. • (888) 879-7302 • www.ehsmed.com

- ElectronicClaim • ElectronicClaim Practice Management 2000 (P)
  Mequon, Wis. • (888) 240-9985 • www.electronicclaim.com

- Epic Systems Corp. • Epic Practice Management Suite (B)
  Madison, Wis. • (608) 271-9000 • www.epicsystems.com

- Experior Corp. • Medical Management System (P, L, B)
  Fort Wayne, Ind. • (800) 595-2020 • www.experior.com

- FemTrack by NC Consulting Inc. • FemTrack (P, B)
  Chicago • (888) 462-4025 • www.femtrack.com

- Greenway Medical Technologies • PrimeSuite (P, L)
  Carrollton, Ga. • (770) 836-3100 • www.greenwaymedical.com

- Health Care Data Systems, An FMT Company • ENTITY (P)
  Syracuse, N.Y. • (800) 950-7111 • www.hcds.com

- Health Care Software Inc. (HCS) • INTERACTANT (P)
  Farmingdale, N.J. • (800) 524-1038 • www.hcsinteractant.com

- Health Data Services • MedLedger (L)
  Charlottesville, Va. • (800) 800-4021 • www.healthdataservices.com

- HealthCentrics • HealthCentrics 3.0 (B)
  Atlanta • (866) 609-5070 • www.healthcentrics.com

- HealthCo Information Systems Inc. • Millbrook Practice Manager (P, L, B)
  Tualitin, Ore. • (888) 740-7734 • www.healthcois.com

- IDX Systems Corp. • Multiple products (P, L, B)
  Burlington, Vt. • (802) 862-1022 • www.idx.com

- iLIANT Corp. • The Medical Manager (L)
  Tampa, Fla. • (813) 855-6880 • www.iliant.com

- IMPAC Medical Systems Inc. • Multi-ACCESS (P)
  Mountain View, Calif. • (888) 464-6722 • www.impac.com

- Innovated Medical Corp. • The Patient Advocate (P)
  South Bend, Ind. • (800) 956-8072 • www.InnovatedMedical.com
4. Listing of Practice Management System Vendors (Continued)

Insight Mgmt Systems Inc. • OmniTrack-Preventive Care and Disease Management
Encino, Calif. • (800) 643-0123 • www.insightmed.com

Intelligent Medical Systems Inc. • SmartDoctor (P, L, B)
Alpine, Texas • (800) 747-4154 • www.smartdoctor.com

Internexsys Corp. • Medical InfoManager (P)
Walpole, Mass. • (508) 668-7800 • www.internexsys.com

Keane Inc. • Keane Practice Management (P, L)
Melville, N.Y. • (800) 699-6773 • www.keane.com/hsd

Matrix Management Solutions • NextGen EPM (P, L, B)
Uniontown, Ohio • (330) 899-1275 • www.matrixmso.com

McKesson Information Solutions • Multiple products (P, L, B)
Alpharetta, Ga. • (800) 981-8601 • www.infosolutions.mckesson.com

MD/Win Corp. • Millbrook Practice Manager 2002 (P, L, B)
Raleigh, N.C. • (800) 849-2750 • www.mdwincorp.com

MDanywhere Technologies Inc. • MDAPRACTICE (P, L, B)
Baltimore • (877) 632-4488 • www.mdanywhere.com

MDinteractive • MDinteractive (P, L, B)
Brookline, Mass. • (617) 233-6854 • www.mdinteractive.com

MDTechnologies Inc. • MedTopia (L)
Baton Rouge, La. • (800) 290-1657 • www.mdtechnologies.com

MedAptus Inc. • In Hand Suite (P, L, B)
Boston • (617) 523-1221 • www.MedAptus.com

MedcomSoft • MedcomSoft Record (P, L)
Toronto • (416) 443-8788 • www.medcomsoft.com

Medical Central Online • Medical Practice Central & Local (L)
Highland Park, Ill. • (847) 266-9404 • www.medicalcentral.com

Medical Information Technology Inc. • Physician Practice Management (P)
Westwood, Mass. • (781) 821-3000 • www.meditech.com

Medical Manager Health Systems • The Medical Manager (P)
Tampa, Fla. • (800) 222-7701 • www.medicalmanager.com

Medifax-EDI Inc. • MedWare (P)
Nashville, Tenn. • (800) 819-5563 • www.medifax.com
4. **Listing of Practice Management System Vendors (Continued)**

<table>
<thead>
<tr>
<th>Vendor Name</th>
<th>Product(s)</th>
<th>Location</th>
<th>Phone Number</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>HealthCare Data Inc.</td>
<td>Health Probe Professional (P, L, B)</td>
<td>Morgantown, Ind.</td>
<td>(765) 342-9947</td>
<td><a href="http://www.healthprobe.com">www.healthprobe.com</a></td>
</tr>
<tr>
<td>MicroFour Inc.</td>
<td>PracticeStudio (P, L, B)</td>
<td>Amarillo, Texas</td>
<td>(800) 235-1856</td>
<td><a href="http://www.micro4.com">www.micro4.com</a></td>
</tr>
<tr>
<td>Microsys Computing Inc.</td>
<td>MicroMD (P, L, B)</td>
<td>Youngstown, Ohio</td>
<td>(800) 624-8832</td>
<td><a href="http://www.micromd.net">www.micromd.net</a></td>
</tr>
<tr>
<td>Millbrook Corp.</td>
<td>Millbrook Practice Manager (P, L, B)</td>
<td>Carrollton, Texas</td>
<td>(800) 645-0985</td>
<td><a href="http://www.millbrook.com">www.millbrook.com</a></td>
</tr>
<tr>
<td>MMC Inc.</td>
<td>SECUR Practice System (P, L, B)</td>
<td>St. Louis</td>
<td>(800) 729-6627</td>
<td><a href="http://www.mmcis1.com">www.mmcis1.com</a></td>
</tr>
<tr>
<td>NDCHealth</td>
<td>Multiple products (P)</td>
<td>Atlanta</td>
<td>(800) 778-6711</td>
<td><a href="http://www.ndchealth.com">www.ndchealth.com</a></td>
</tr>
<tr>
<td>NOVASOFT SANIDAD</td>
<td>Multiple products (B)</td>
<td>Rincon de la Victoria (malaga), Spain</td>
<td>+34 951 066 500</td>
<td><a href="http://www.gruponovasoft.com">www.gruponovasoft.com</a></td>
</tr>
<tr>
<td>OpTx Corp.</td>
<td>optxTOOLS (P)</td>
<td>Englewood, Colo.</td>
<td>(303) 623-7700</td>
<td><a href="http://www.healthierpractices.com">www.healthierpractices.com</a></td>
</tr>
<tr>
<td>PDM Productive Data Management Inc.</td>
<td>Patient Information Management Solution (P)</td>
<td>Los Angeles</td>
<td>(323) 725-2904</td>
<td><a href="http://www.pdmsoftware.com">www.pdmsoftware.com</a></td>
</tr>
<tr>
<td>PenRad</td>
<td>MAMMOGRAPHY INFORMATION SYSTEM (MIS) (P)</td>
<td>Plymouth, Minn.</td>
<td>(763) 475-3388</td>
<td><a href="http://www.penrad.com">www.penrad.com</a></td>
</tr>
<tr>
<td>Per-Se Technologies</td>
<td>MedAxxis (P, L, B)</td>
<td>Atlanta</td>
<td>(877) 737-3773</td>
<td><a href="http://www.per-se.com">www.per-se.com</a></td>
</tr>
<tr>
<td>PerfectPractice MD</td>
<td>PracticeManager.MD (P, L, B)</td>
<td>Sandy, Utah</td>
<td>(800) 825-0224</td>
<td><a href="http://www.perfectpractice.md">www.perfectpractice.md</a></td>
</tr>
</tbody>
</table>

4. Listing of Practice Management System Vendors (Continued)

Physician Micro Systems Inc. • Practice Partner (P, L, B)
Seattle • (800) 770-7674 • www.pmsi.com

Physician’s Computer Company (PCC) • Partner (P, L, B)
Winooski, Vt. • (800) 722-7708 • www.pcc.com

Point and Click Solutions Inc. • OpenSuite (P)
Burlington, Mass. • (781) 272-9800 • www.pointandclicksolutions.com

PracticeOne • PracticeOne Business Manager (P, L, B)
Vienna, Va. • (888) 294-0012 • www.practiceone.com

Precisely Write Corp. • DictationNet (L)
Brooklyn, Mich. • (800) 630-0076 • www.preciselywritecorp.com

Prodata Systems Inc. • Webselect ES (L)
Bothell, Wash. • (866) 487-8346 • www.prodata.com

PSIMED • PSIMED Medical Management System (P, L, B)
Santa Ana, Calif. • (714) 979-7653 • www.psimed-ambs.com

Pulse Systems Inc. • PulsePro Practice Management System (P, L, B)
Wichita, Kan. • (800) 444-0882 • www.pulseinc.com

QRS Inc. Healthcare Solutions • PARADIGM (P, L, B)
Knoxville, Tenn. • (800) 251-3188 • www.qrsparadigm.com

QuadaX Inc. • HARP Healthcare Accounts Receivable Processor (P, L, B)
Cleveland • (800) 929-3775 • www.quadax.com

Quick Notes Inc. • Multiple products (P, L, B)
Cooper City, Fla. • (800) 899-2468 • www.qnotes.com

RIS Logic Inc. • RIS Logic CS (P)
Solon, Ohio • (866) 747-5644 • www.rislogic.com

Riverview Software • PARADIGM (P, L, B)
Kittanning, Pa. • (724) 545-1317 • www.riverview-software.com

Scheye Group Ltd., The • Practice Value Enhancer
Chicago • (773) 989-9315

SECUREHEALTH • SECUREHEALTH PMS (P, L, B)
Burlington, Vt. • (802) 658-3860 • www.securehealth.cc

Soft-Aid Inc. • Multiple products (P, L, B)
Miami • (877) 763-8243 • www.soft-aid.com
4. Listing of Practice Management System Vendors (Continued)

Source Medical Solutions Inc. • Multiple products (B)
Birmingham, Ala. • (877) 687-2300 • www.sourcemed.net

SpectraSoft Inc. • AppointmentsPRO (P)
Tempe, Ariz. • (800) 889-0450 • www.ssoft.com

STI Computer Services Inc. • Perfect Care for Windows (P)
Norristown, Pa. • (800) 487-9135 • www.sticomputer.com

SynergyWare Data Management Systems • SYNERGYWARE DATA MANAGEMENT SYSTEM
Philadelphia • (215) 284-1600 • www.synergyware.net

Third Millennium Healthcare Systems Inc. • i.suite (L)
Decatur, Ga. • (404) 687-2830 • www.tmhsi.com

Trellis Health Partners • Vera Practice Control (P)
Schaumburg, Ill. • (877) 778-8372 • www.trellishealth.com

Tricare Medical Resources Inc. • CompuMedic (P, L, B)
Tyler, Texas • (903) 592-0562 • www.tricare.com

TriZetto Group, The • Multiple products (L)
Newport Beach, Calif. • (949) 719-2200 • www.trizetto.com

Universal Medical Records • Virtual Medical Navigator (L)
Cortlandt Manor, N.Y. • (914) 737-7499 • www.universalmedicalrecord.com

VantageMed • Multiple products (P, L, B)
Rancho Cordova, Calif. • (877) 879-8633 • www.vantagemed.com

Virtual Clinician Inc. • Virtual Clinician Product Suite (L)
Chicago • (312) 829-1779 • www.virtualclinician.com

VitalWorks • VitalWorks Practice Manager Products (B)
Ridgefield, Conn. • (800) 278-0037 • www.vitalworks.com

WELLINX • WELLINX (P, L)
St. Louis • (866) 935-5269 • www.wellinx.com

Westland Medical Systems Inc. • e-Medsys (P, L, B)
Calabasas, Calif. • (877) 636-3797 • www.westlandmedical.com

Zybex Inc. • CyberMed (P, L, B)
San Diego • (800) 266-6334 • www.zybex.com