Everest Group Healthcare Payer Digital Services PEAK Matrix® Assessment 2023

Focus on Deloitte
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Introduction

Healthcare enterprises have made digital adoption the bedrock of their growth strategy to optimize processes, realize cost efficiencies, and enhance member experience. With the healthcare industry evolving, enterprises are leveraging digital services to unlock prominent business use cases such as social health equity and population health management and to comply with changing regulations.

To support enterprises on their digital transformation journeys, providers are forging industry-specific partnerships and acquiring relevant companies. They are also investing in Centers of Excellence (CoEs) and innovation labs to accelerate development of capabilities. This has driven the need for research and market intelligence on demand and supply trends in healthcare payer digital services. Everest Group's healthcare ITS research program addresses this market need by analyzing demand themes and service provider capabilities in healthcare payer digital services.

In this report, we present an assessment of 32 healthcare ITS providers. These service providers are mapped on the Healthcare Payer Digital Services PEAK Matrix® Assessment 2023, which is a composite index of a range of distinct metrics related to a provider's capability and market impact. We focus on payer digital services market size and growth, digital services themes for healthcare payers, assessment of the service providers on several capabilities and market success-related dimensions, and Everest Group's independent remarks on service providers.

The full report features the following 32 leading service providers on the Healthcare Payer Digital Services PEAK Matrix:

- **Leaders:** Accenture, Cognizant, Deloitte, HCLTech, Infosys, NTT DATA, Optum, TCS, and Wipro
- **Major Contenders:** Brillio, Capgemini, Concentrix, Conduent, DXC Technology, Emids, EPAM, IBM, Infinite Computer Solutions, Innova Solutions, LTIMindtree, Mphasis, Smart Data Solutions, UST, and Virtusa
- **Aspirants:** Ascendum, HTC Global Services, Quantiphi, SoftServe INC, and Vee Technologies
- **Star Performers:** CitiusTech, Persistent Systems, and Tech Mahindra

Scope of this report

Geography
Global (focus on the US)

Providers
Providers of healthcare digital services to payers

Services
Digital services

Healthcare Payer Digital Services PEAK Matrix® characteristics

Leaders

Accenture, CitiusTech, Cognizant, Deloitte, HCLTech, Infosys, NTT DATA, Optum, TCS, and Wipro

- Leaders have established themselves as front-runners to support large payer accounts in their digital transformation journeys across various areas of the payer value chain such as claims management, network management, and policy servicing
- They differentiate themselves through balanced portfolios, strong thought leadership, innovative digital solutions, and continued investments in technology and service capability development (internal IP/tools, CoEs, etc.)
- Leaders are also able to forge strategic partnerships with hyperscalers to co-innovate and develop joint Go-to-market (GTM) offerings to enhance market presence
- Enterprises prefer Leaders to be their strategic partners due to their strong healthcare experience and consulting expertise, understanding of the client's business, the ability to execute large-scale projects, and a robust partner ecosystem

Major Contenders

Brillio, Capgemini, Concentrix, Conduent, DXC Technology, Emids, EPAM, IBM, Infinite Computer Solutions, Innova Solutions, LTIMindtree, Mphasis, Persistent Systems, Smart Data Solutions, Tech Mahindra, UST, and Virtusa

- The service offerings of Major Contenders are not as well-rounded as those of Leaders and often lack comprehensive coverage of the payer value chain. Nevertheless, Major Contenders are actively working to narrow the gap with Leaders by investing in initiatives such as forming partnerships with niche vendors and establishing innovation labs to expand their services and enhance their value proposition
- Major Contenders have made cost-effectiveness and strong client responsiveness as the major pillars of their engagements with healthcare enterprises, helping them to retain a loyal base of satisfied customers for their healthcare data and analytics services
- Major Contenders' focus on being more client-centric, agile, and flexible is well acknowledged by enterprises. Clients get adequate face time with senior leadership and appreciate the responsiveness of the senior management

Aspirants

Ascendum, HTC Global Services, Quantiphi, SoftServe INC, and Vee Technologies

- It is essential for Aspirants to build a more robust technology partnership ecosystem and make investments to expand their digital capabilities and develop healthcare-focused offerings
- To strengthen their brand recall and mindshare in the payer market, Aspirants should invest in marketing initiatives supported by relevant case studies and proof points

Everest Group PEAK Matrix®
Healthcare Payer Digital Services PEAK Matrix® Assessment 2023 | Deloitte is positioned as a Leader

Everest Group Healthcare Payer Digital Services PEAK Matrix® Assessment 2023[1,2]
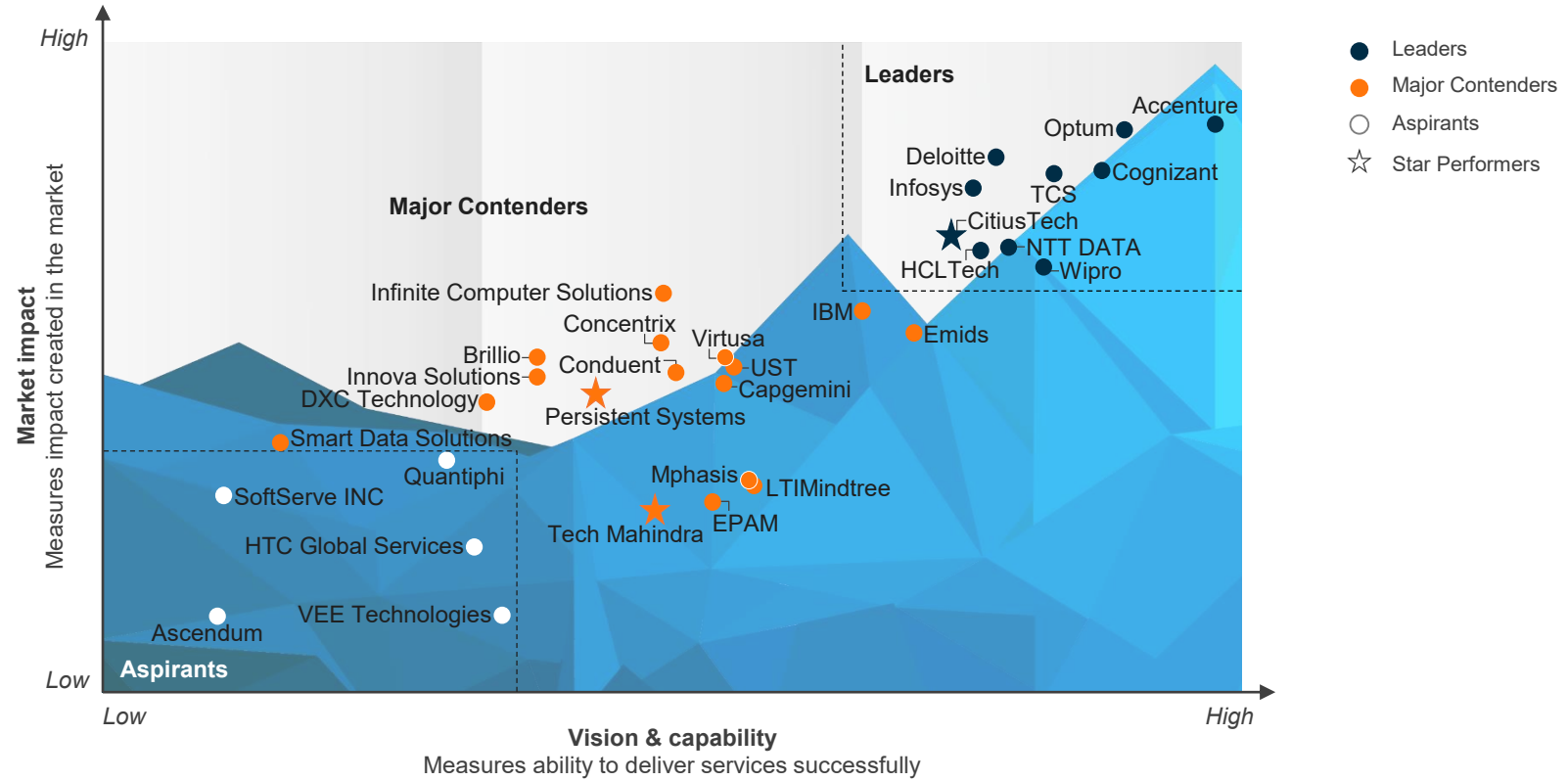
1 Assessments for Ascendum, Conduent, IBM, Optum, and VEE Technologies, excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with healthcare buyers
2 Analysis for Concentrix is based on its capabilities before its merger with Webhelp
Source: Everest Group (2023)

Deloitte profile (page 1 of 4)
Overview

Company mission/vision statement

Deloitte envisions a healthcare landscape characterized by seamless collaboration among all stakeholders. This vision embraces a future focused on collective well-being, wherein the emphasis shifts from costly treatment of illnesses to the widespread availability of innovative disease prevention methods. This vision is underpinned by a digital transformation that leverages always-on sensors, radically interoperable data, artificial intelligence, and open, secure platforms, serving as catalysts for creativity and transformative change.
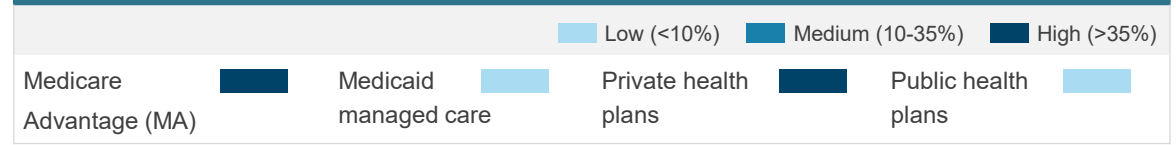
Healthcare payer digital services revenue

<US$50 million	US$50-150 million	>US$150 million
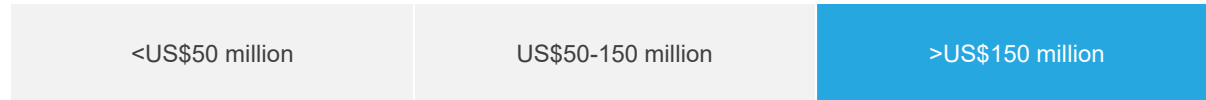
Key partnerships

- Microsoft[1]
- AWS
- Salesforce
- Google Cloud Platform
- Snowflake
- Oracle (including Oracle Health Insurance and OCI)
- NVIDIA
- Cognizant
- EPIC
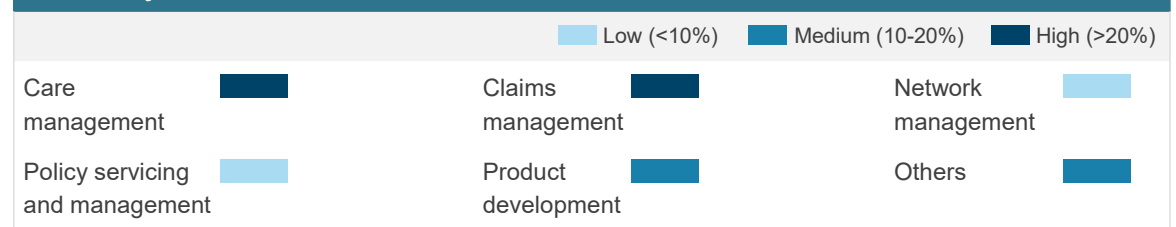- HeathEdge[1]
- Workday
- Service Now

1 Classified as Technology Services Relationship, NOT a partnership
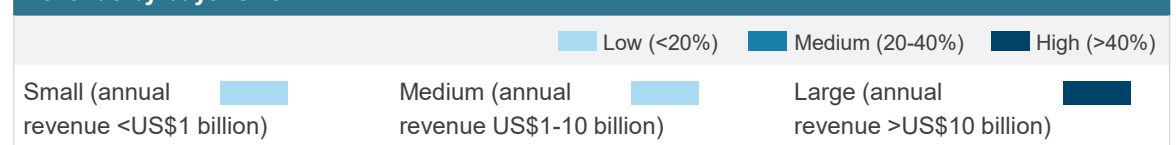2 All the revenue components add up to a total of 100%
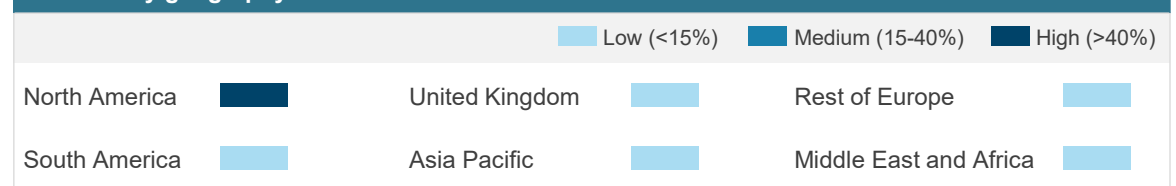
Revenue by line of business[2]

Low (<10%) Medium (10-35%) High (>35%)

Medicare Advantage (MA)	Medicaid managed care	Private health plans	Public health plans

Revenue by value chain element[2]

Low (<10%) Medium (10-20%) High (>20%)

Care management	Claims management	Network management
Policy servicing and management	Product development	Others

Revenue by buyer size[2]

Low (<20%) Medium (20-40%) High (>40%)

Small (annual revenue <US$1 billion)	Medium (annual revenue US$1-10 billion)	Large (annual revenue >US$10 billion)

Revenue by geography[2]

Low (<15%) Medium (15-40%) High (>40%)

North America	United Kingdom	Rest of Europe
South America	Asia Pacific	Middle East and Africa

Deloitte profile (page 2 of 4)
Key offerings

Proprietary solutions (representative list)	
Solution name	**Details**
Payer Sales Central	A Salesforce-/Vlocity-based asset targeted to streamline pre-sales, sales, implementation case, and open enrollment business processes for payers group business. The mission statement for the asset is to remove silos among key user groups (sales representatives, brokers, product managers, underwriters, implementation case manager, members, and employer groups) by bringing them on a unified AI-/ML-driven platform to increase effectiveness across the sales cycle.
ConvergeHEALTH™ CareClarity: Digital Front Door	It is a digital front door that ensures continuous connectivity between patients and their care teams throughout the healthcare journey. It achieves this by enhancing the member experience through various stages such as acquisition, onboarding, care navigation, and management. The capabilities offered by this digital interface include a personalized plan shopping experience, individualized onboarding, digital health assessments, support for adhering to care plans, comparison of medication costs based on prescribed regimens, helping patients find in-network doctors, estimating out-of-pocket expenses, and facilitating online payments. Additionally, this tool can be used to remotely assess a patient's needs in their own home, schedule services digitally, and streamline the admission process.
HealthChoice™	It is a turnkey health benefit exchange platform that can be simply established and adjusted to meet the demands of the state. HealthChoiceTM is an AWS-powered solution that can be installed fast, efficiently, and securely. Deloitte has over 1,000 subject matter and implementation specialists dedicated to healthcare innovation marketplace for benefit exchange.
TrueServe™	It is an enabler for omnichannel contact center transformations and industry-specific accelerators to drive hyper-personalized, emotional, and sentiment- and context-aware customer service. The features include voice and digital chatbots with conversational AI and sentiment analysis, Computer Telephony Integration (CTI), guided service (next-best action), co-browsing, and customer and agent portals.
ConvergeHEALTH MyRateFinder	It is a cloud-based tool that combines world-class domain expertise with unique healthcare analytics to collect, normalize, and convert price transparency data, providing an empirical narrative that informs and supports the business plan.
ConvergeHEALTH Revenue Intellect™	It is a cloud-based, guided-analytics tool meant to assist healthcare providers in identifying and driving revenue cycle performance improvements. Its primary goal is to identify and capitalize on actionable possibilities to recoup and avoid income leakage.
Pallium	It is an AI-/ML-based model that may be used to monitor program integrity and identify fraud, waste, and abuse in order to identify claims-based savings for healthcare payors. It employs supervised and unsupervised learning to train models to recognize patterns, categorize data, and estimate future actions.
ConvergeHEALTH Connect platform	It is a set of industry-specific solutions based on the Salesforce Health Cloud. Its products are aimed at strengthening healthcare connections along the care continuum by providing personalized experiences at scale.
HX TrustID	It is a data-driven solution based on over 200,000 survey responses from customers and employees across almost 500 organizations, in-depth focus groups, talks with trust-bound executives, and case studies of trust gained or lost.
Data in motion	It is a platform that assists in increasing visibility of progress, prioritizing tasks based on the severity of the patient's illness, and tailoring treatment options with greater specificity. Patients remain on track and in command of their health. Clinical trials will have access to accurate data.

Deloitte profile (page 3 of 4)
Recent developments

Key events (representative list)			
Development	**Type**	**Year**	**Details**
Optimal Design Co.	Acquisition	2023	Deloitte acquired substantially all of the assets of Optimal Design Co., a Product Engineering Services (PES) firm specializing in the innovation and development of smart linked goods and internet of things devices. Optimal Design's multi-disciplinary PES talent and Deloitte's cutting-edge skills work together to help customers unlock creativity and achieve their digital transformation goals.
The innovation lab	Innovation	2023	Deloitte created the innovation lab to produce rapid prototypes and real-world experiences that enable the team learn, brainstorm, and design for the future.
Innovation management platform	Platform	2022	Deloitte developed an innovation management platform that provides an organized and secure collaboration area for idea development and innovation progress. Innovation management software facilitates the digital administration of organizational innovation, beginning with the generation of user-generated ideas and progressing through various levels of evaluation to the selection of top ideas for implementation.
The global IT innovation network	Innovation	2022	Deloitte established the global IT innovation network, which brings together technology specialists from Deloitte Global and member firms throughout the world to deliver programs that assist to sense, focus, facilitate, and promote cross-border innovation.
SFL Scientific	Acquisition	2022	Deloitte acquired SFL Scientific, an AI strategy and data science consultancy firm. The acquisition demonstrates Deloitte's commitment to investing in the capabilities that public and private sector clients require to change their organizations for future success.
CloudQuest, Inc.	Acquisition	2021	Deloitte acquired CloudQuest, Inc., a cloud-native and product engineering company, to enhance its cloud capabilities.
Deloitte AI Academy	Innovation	2021	Deloitte launched the Deloitte AI Academy, which serves as Deloitte's engine for bridging the market's AI skills gap by teaching its way to AI talent growth. The Academy provides AI training programs to all Deloitte professionals, regardless of business, level, or technical knowledge.

Deloitte profile (page 4 of 4)
Everest Group assessment – Leader

Measure of capability: ◔ Low ● High

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

Strengths

- Deloitte offers comprehensive solutions/IP across the payer value chain, with a strong focus on care management and claims management; for instance, it has ConvergeHEALTH™ CareClarity: Digital Front Door to improve member experience by navigating patients through the care journey such as easing onboarding and billing

- It has strong healthcare consulting capabilities to complement its strong digital and engineering capabilities that acts a key differentiator when compared to its peers

- Deloitte has a strong partnership ecosystem that spans across hyperscalers (AWS, GCP, Azure), HealthTech firms (EPIC), and industry-agnostic technology firms (Oracle, NVIDIA) to augment its horizontal and vertical capabilities

- Clients cite technical and domain expertise of both offshore and onshore resources, along with talent management, as its key areas of strength

Limitations

- Deloitte should enhance its marketing efforts to better position itself as an end-to-end digital transformation service provider with digital capabilities and solutions including technology enablers, partnership ecosystem, and alliances in the payer space to enhance its value proposition to clients

- It should look to increase engagement with small and midsize payers through innovative engagement models to increase market presence and drive growth

- Despite offering innovative pricing models (such as outcome-based and risk-sharing models), Deloitte is perceived as a premium-priced player; it should look to renew its market perception around price competitiveness

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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
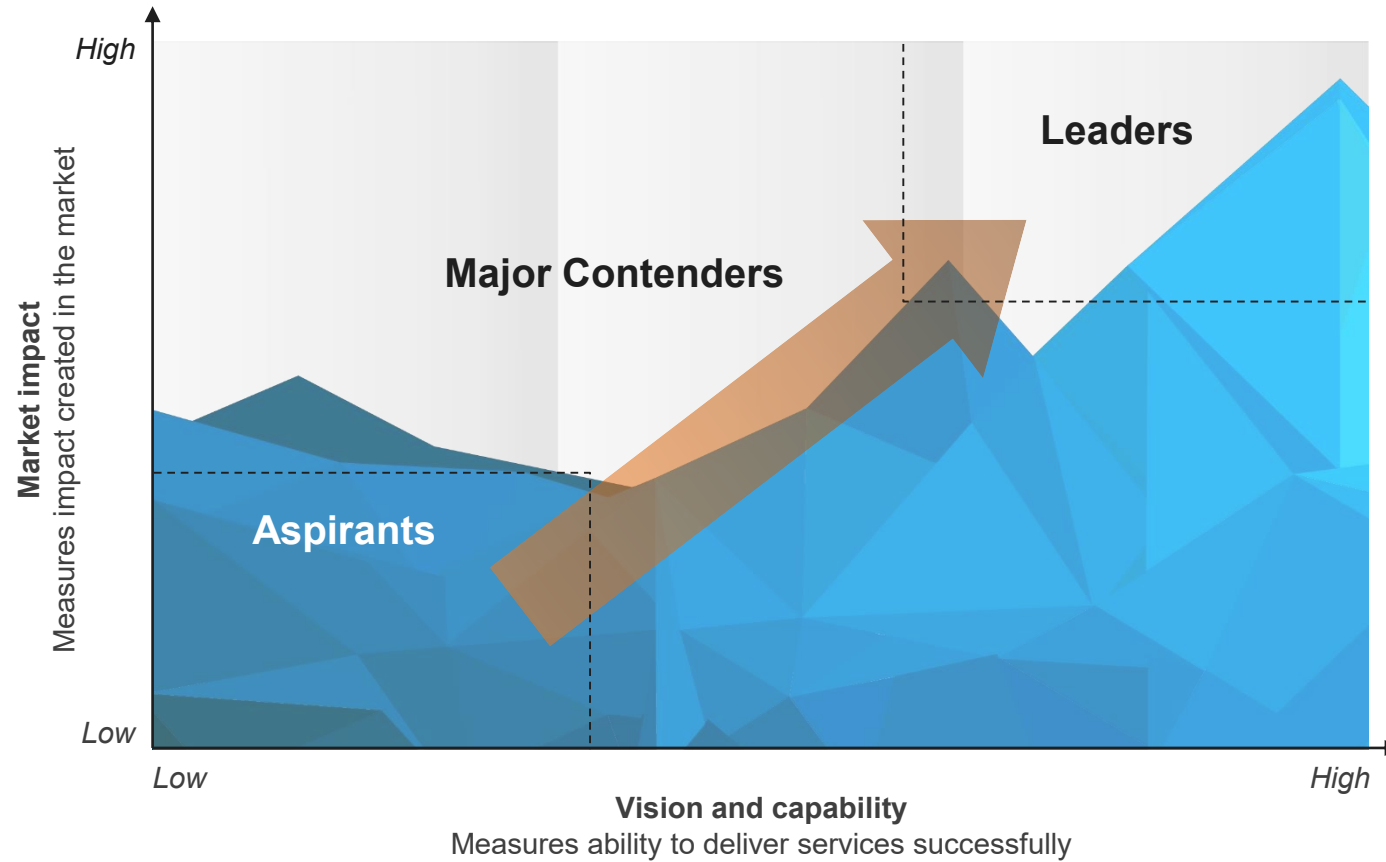
Services PEAK Matrix® evaluation dimensions

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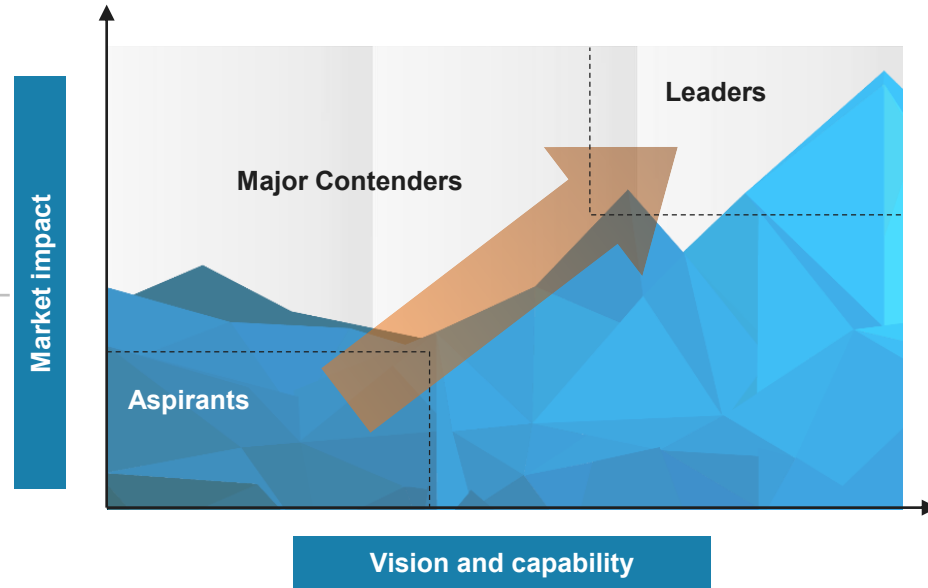
Measures ability to deliver services successfully.
This is captured through four subdimensions

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

Market impact (y-axis)

Year 1

Year 0

Vision and capability (x-axis)

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 takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results 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 the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?
A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?
- Enterprise participants receive summary of key findings from the PEAK Matrix assessment
- For providers
  – The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
  – In addition, it helps the provider/vendor organization gain brand visibility through being in included in our research reports

What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?
- Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:
  – Issue a press release declaring positioning; see our citation policies
  – Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
  – Use PEAK Matrix badges for 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 Everest Group; please contact your CD or contact us

Does the PEAK Matrix evaluation criteria change over a period of time?
PEAK Matrix assessments are designed to serve enterprises' current and future needs. 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 and to serve enterprises' future expectations.

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With you on the journey

Everest Group is a leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance. Find further details and in-depth content at **www.everestgrp.com**.

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