



# Divergent M&A IT Services 2023

Specialized Resources for M&A Drive Financial Outcomes

# DIVURGENT

## Why This First Look?

Growth in the healthcare industry is frequently accompanied by mergers and acquisitions—often between organizations with distinct technological fingerprints. To save money and improve interoperability, it is crucial for the newly united entity to consolidate software systems as soon as possible. Divurgent's M&A HIT services provide resources and guidance to make the transition as smooth as possible and ultimately drive financial savings.

## Divurgent M&A HIT Services: Specialized Resources for M&A Drive Financial Outcomes

### What Do Divurgent's M&A HIT Services Do? (clients explain)

"Divurgent helps us with some staff augmentation capabilities in terms of merger and acquisition activity. One of the things that Divurgent did was help us put together a plan around application rationalization inventory." —Director/executive

"For us, Divurgent largely provides specialized analysts, whether we have a need or want to backfill. We currently use them for a combination of support and staffing." —Director/executive

### Bottom Line

Clients of Divurgent's M&A HIT services report receiving competent resources and achieving financial savings and operational efficiencies. They highlight strong executive support and Divurgent's ability to quickly find quality resources as drivers of satisfaction. Some clients want the firm to provide more strategic guidance and develop resources who have more versatile skill sets. Respondents note that while Divurgent finds quality resources in a timely manner, it is important for clients to be specific about the exact duties the resources will need to accomplish.

**Key Competitors** (as reported by Divurgent)  
Accenture, Chartis Group, Premier, PwC

### Top Reasons Selected

Had an existing relationship with the firm, standout customer service, timeliness in providing resources

### Number of Clients Interviewed by KLAS

4 individuals from 3 unique organizations (Divurgent shared a list of 3 unique organizations; the list represents 100% of the clients that are eligible for inclusion in this study)

### Survey Respondents—by Organization Type (n=3)



## Divurgent M&A HIT Services Client Experience: An Initial Look

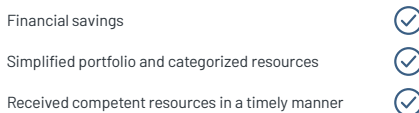
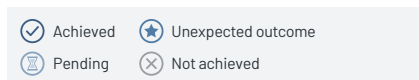
### Overall Client Satisfaction (n=4)



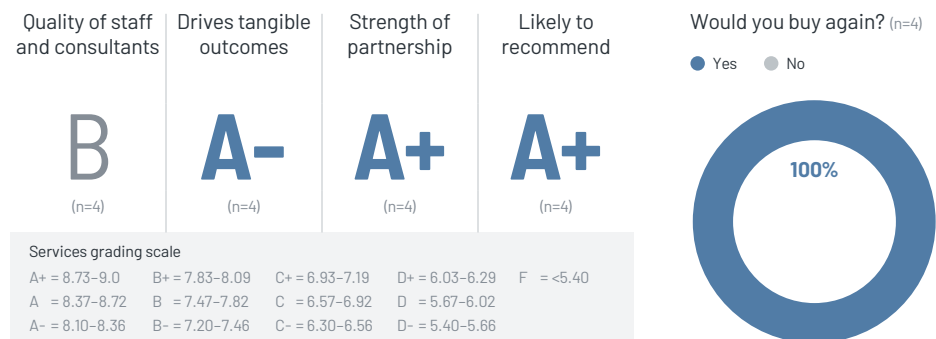
### Time to See Outcomes (n=4)



### Outcomes Expected by Clients

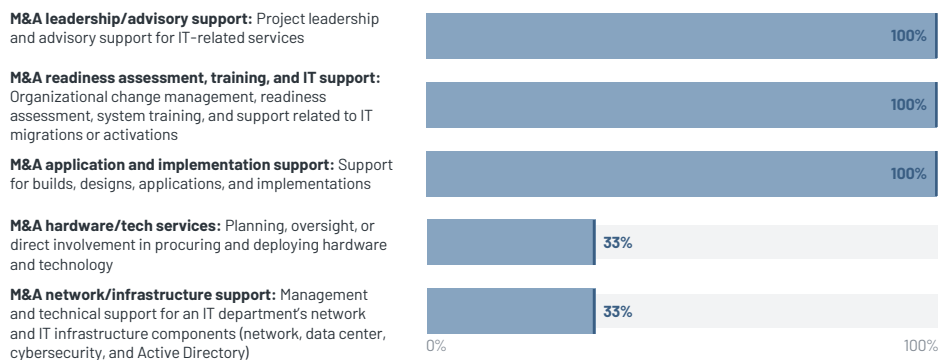


### Key Performance Indicators (1-9 scale)



### Adoption of Key Services—by Organization

Percentage of interviewed organizations using services (n=3)



## Strengths

Tangible financial outcomes



*"The biggest outcome we have seen because of Divurgent is financial savings. We have also seen operational efficiencies because we don't have to train people in multiple ways. Overall, we have identified a high dollar amount in cost savings."*  
—Director/executive

Strong relationships and customer support

*"I have not needed to escalate anything. The person we work with from Divurgent has resolved 100% of what we have needed, and that is really good. The fact that the firm has been here a while and that we continue to use them shows that there is a pretty strong partnership between our IT teams and Divurgent. Divurgent's customer service has probably been the best thing on their end. . . . They are not always asking for meetings and calls, but Divurgent is engaged enough to the point where they would be a phone call away if we needed them. That is probably my favorite thing about the firm."* —Director/executive

Quality resources are found quickly

*"When the people that Divurgent sent to us arrived, I knew right away that I had winners and I wasn't going to have to babysit them and do half the work for them. The firm already knew what needed to be done because they had done this work before in this type of environment, and I just pointed them in the right direction."* —Analyst/manager

## Opportunities

Perception that Divurgent is mainly there for finding resources



*"Divurgent is like a little country store we stop at when we just need a bag of ice. We go in and get the bag of ice, and we don't even know whether the store has a deli in the back. . . . Divurgent is somewhat of a headhunter shop. They go out and find resources that are available. The firm doesn't have an in-house program for developing talent that knows how to convert data from one organization to another. They just go out and find someone that says they have done this work before."* —Analyst/manager

Variability in strategic ability

*"Most of our resources from Divurgent are at the analyst level. They are really good at what they do, but they don't offer strategic direction. But we have a project manager leading some of our big initiatives, which I haven't had to think twice about. I gave the initiatives to that project manager, and they ran with the initiatives, and a lot of those tasks are strategic in nature. So there is a small volume of strategic things that Divurgent has experience with at our organization, but that shows me that if we needed that level of leadership, Divurgent could provide that capacity."* —Director/executive

## Points to Ponder

### What does a client need to do to be successful with this service?

#### Clients explain

- **Be specific about all requirements:** "A client working with Divurgent needs to be clear about what skill sets they require. Being very specific about the skill set is one thing, but being specific about the personality the client needs from a resource is also important. If a client needs a person that will be presenting things, then they don't want a resource that is super smart technically but would rather sit in a room and work behind a closed door." —Analyst/manager
- **Be engaged:** "Clients definitely have to manage Divurgent depending on the service that the clients get. Obviously, something like staff augmentation is a pretty straightforward process, but if a client were using Divurgent's service desk, application rationalization, or any of those kinds of things, the client would need to look at Divurgent's methodology and make sure it aligned with what the client was looking for. Most likely, the client would have to tweak some of what the firm offered." —Director/executive

#### Divurgent explains

- **Early interviewing with key stakeholders:** Understanding goals and objectives of stakeholders early in the engagement helps set the course for alignment across organizational objectives, project deliverables, and project outcomes.
- **Regular goal alignment and realignment meetings with engagement champions:** Equally as important as early objective understanding with key stakeholders is regular check-ins with overall deliverable-to-goal alignment and, where appropriate, realignment.
- **Access to systems being integrated:** Often, one of the biggest roadblocks to beginning a technology integration engagement is not having access to the right systems at the right time.
- **Organizational commitment to change:** Organizational commitment to change is something that requires early communication, planning, and culture shaping—this is something that Divurgent helps our clients guide and foster within their organizations to ensure change is adopted across the enterprise.

### What is the long-term viability of the service?

Divurgent has high loyalty scores from clients and is seen as a good partner. They are known for being responsive and fair and for providing good value. Perceptions of Divurgent's strategic ability are mixed, but all interviewed clients would employ Divurgent's services again.



*"We have a lot of teams out there looking for staff and looking at different firms. Divurgent's ability and drive to be able to deliver for the customer will continue to be key. I think there is an extremely high likelihood that Divurgent will continue to be viable in this space, especially if their current leadership stays the same and they continue to focus on the customer service realm."* —Analyst/manager



*"We have a good working relationship with Divurgent, and that is why we still work with them. If the firm messes up, they own their mistake. They don't nickel-and-dime us to death. Divurgent is fair, so we are in a win-win relationship with the firm. . . . Divurgent can be a good long-term, strategic partner. Clients just need to understand what the firm's strengths and weaknesses are because clients may have to go find other partners in areas where Divurgent is weak."* —Director/executive

# Divurgent: Company Profile at a Glance

## Founders

Colin Korschak (founding partner and current CEO) & Philip Felt (founding partner and board of directors member)

## Year founded

2007

## Headquarters

Virginia Beach, VA

## Number of unique health systems worked with in the last 18 months

15

## Target client

Acquiring or dominant healthcare IT organizations in M&A

## Average project scope

12-24 months

## Market

United States with emphasis on Northeast and South Central; growing footprint in Canada

## Number of employees

250



## Healthcare Executive Interview

**Colin Korschak,**  
CEO

### Can you give a brief overview of Divurgent?

Divurgent is a solutions provider focused on what matters most to our client partners. We bridge the gap between technology and operations and focus on end-user and journey experiences, cost containment, and actionable intelligence to help organizations do more, better.

We disrupt the typical value equation by using data-infused, flexible, and scalable solutions that demonstrate and quantify value for our partners. For 15 years, we have been committed to the optimization of EHRs and IT evolution, deploying tailored solutions that help our client partners achieve improved operational effectiveness, financial performance, and quality of customer experience.

### What is Divurgent's biggest differentiator?

Our biggest differentiator is helping organizations grow together. Divurgent brings over 15 full-spectrum healthcare experiences to offer a one-stop shop for leadership, staffing, training, and go-live support.

We ensure a smooth merger and acquisition, focused on IT culture and organizational change management needs.

### How does Divurgent lead an organization through mergers and acquisitions?

Divurgent has a strong methodology to lead you through your IT M&A program and can be your single partner from start to finish. We look at the foundational and major systems and will also help you stay on track over the long haul to complete the integration as well as address culture and change management to ensure a new, functional department with a culture set for innovation, digital advancement, and good IT controls.

- Due diligence: Helping you collect and store the complete library of necessary information with data standards to sync both sides of M&A activity.
- Customized: We don't just bring best practices; we co-create with you, for you.
- Your full continuum: We can meet all your external needs with our Activate Services: Advisory, Program Leadership, Staff Augmentation, Training, Go-Live Support, and Managed Services.
- Governance: Stand up the necessary governance to ensure rapid, informed decision-making to keep your M&A on track.
- Strategic application planning: Leveraging automated network scans as well as interviews and application inventories, we can map out a plan for your ideal end state.
- Culture and change management services: Culture and change management are key success factors. We can shape your target culture and assist your staff with their change journey.

# Report Information

## Divergent Performance Overview

All standard services performance indicators

Loyalty		
Likely to recommend (1-9 scale)	(n=4)	<b>A+</b>
Overall satisfaction (1-9 scale)	(n=4)	<b>A</b>
Would you buy again (percent of respondents who answered yes)	(n=4)	<b>100%</b>

Operations		
Engagement execution (1-9 scale)	(n=4)	<b>A</b>

Relationship		
Executive involvement (1-9 scale)	(n=4)	<b>A+</b>
Strength of partnership (1-9 scale)	(n=4)	<b>A+</b>

Services		
Quality of staff/consultants (1-9 scale)	(n=4)	<b>B</b>
Strategic expertise (1-9 scale)	(n=4)	<b>B</b>

Value		
Avoids charging for every little thing (percent of respondents who answered yes)	(n=4)	<b>100%</b>
Drives tangible outcomes (1-9 scale)	(n=4)	<b>A-</b>
Exceeds expectations (percent of respondents who answered yes)	(n=4)	<b>75%</b>
Money's worth (1-9 scale)	(n=4)	<b>B+</b>

Services grading scale				
A+ = 8.73-9.0	B+ = 7.83-8.09	C+ = 6.93-7.19	D+ = 6.03-6.29	F = <5.40
A = 8.37-8.72	B = 7.47-7.82	C = 6.57-6.92	D = 5.67-6.02	
A- = 8.10-8.36	B- = 7.20-7.46	C- = 6.30-6.56	D- = 5.40-5.66	

## Reader Responsibility

KLAS data and reports are a compilation of research gathered from websites, healthcare industry reports, interviews with healthcare, payer, and employer organization executives and managers, and interviews with vendor and consultant organizations. Data gathered from these sources includes strong opinions (which should not be interpreted as actual facts) reflecting the emotion of exceptional success and, at times, failure. The information is intended solely as a catalyst for a more meaningful and effective investigation on your organization's part and is not intended, nor should it be used, to replace your organization's due diligence.

KLAS data and reports represent the combined candid opinions of actual people from healthcare, payer, and employer organizations regarding how their vendors, products, and/or services perform against their organization's objectives and expectations. The findings presented are not meant to be conclusive data for an entire client base. Significant variables—including a respondent's role within their organization as well as the organization's type (rural, teaching, specialty, etc.), size, objectives, depth/breadth of software use, software version, and system infrastructure/network—impact opinions and preclude an exact apples-to-apples comparison or a finely tuned statistical analysis.

KLAS makes significant effort to identify all organizations within a vendor's customer base so that KLAS scores are based on a representative random sample. However, since not all vendors share complete customer lists and some customers decline to participate, KLAS cannot claim a random representative sample for each solution. Therefore, while KLAS scores should be interpreted as KLAS' best effort to quantify the customer experience for each solution measured, they may contain both quantifiable and unidentifiable variation.

We encourage our clients, friends, and partners using KLAS research data to take into account these variables as they include KLAS data with their own due diligence. For frequently asked questions about KLAS methodology, please refer to [klasresearch.com/faq](https://klasresearch.com/faq).

## Copyright Infringement Warning

This report and its contents are copyright-protected works and are intended solely for your organization. Any other organization, consultant, investment company, or vendor enabling or obtaining unauthorized access to this report will be liable for all damages associated with copyright infringement, which may include the full price of the report and/or attorney fees. For information regarding your specific obligations, please refer to [klasresearch.com/data-use-policy](https://klasresearch.com/data-use-policy).

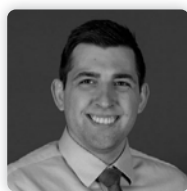
## Note

Performance scores may change significantly when additional organizations are interviewed, especially when the existing sample size is limited, as in an emerging market with a small number of live clients.



**LEAD AUTHOR**  
**Trent Davis**

[trent.davis@KLASresearch.com](mailto:trent.davis@KLASresearch.com)



**CO-AUTHOR**  
**Mason Thorpe**

[mason.thorpe@KLASresearch.com](mailto:mason.thorpe@KLASresearch.com)



**PROJECT MANAGER**  
**Mary Bentley**



## Our Mission

Improving the world's healthcare through collaboration, insights, and transparency.

365 S. Garden Grove Lane, Suite 300  
Pleasant Grove, UT 84062

Ph: (800) 920-4109

For more information about KLAS, please visit our website:  
[www.KLASresearch.com](https://www.KLASresearch.com)

Cover image: © peopleimages.com / Adobe Stock