

# SHERLOCK EXPENSE EVALUATION REPORT

## Larger Plans Edition - 2016

### *Volume II: Operational Metrics*



SHERLOCK COMPANY

---

August 2016

*The use of this Report and its content (including data values, survey instruments, definitions and calculation methodologies), form and layout (collectively, the Report) is governed by a non-exclusive license agreement or a mutual confidentiality agreement between Sherlock Company and its client that restricts the use of the Report to the client's internal purposes. Any distribution or reproduction, intentional or unintentional, of any materials contained herein without the express written permission of Sherlock Company is prohibited except as specified in the license or mutual confidentiality agreements. The agreement between the client and Sherlock Company does not convey any right of commercial use, nor effect any transfer of the Report or any portion thereof. This Report and its contents are also protected under one or more copyrights.*

*Copyright © 2016 Sherlock Company. All Rights Reserved. Photograph by A. Aubrey Bodine. Copyright © Jennifer B. Bodine.*

# TABLE OF CONTENTS

## **Tab 1. Introduction and Background**

Organization, conventions, applicability, and process of the Sherlock Benchmarks studies.

## **Tab 2. Operational Metrics Overview**

Summary Analysis – This section presents summary analyses of factors of costs in each functional area.

## **Tab 3. Sales and Marketing**

Includes analyses related to those functions of Rating and Underwriting, Marketing, Sales, Commissions (external) and Advertising and Promotion.

## **Tab 4. Provider Network Management and Services**

Provider Network Management and Services includes analyses of activities such as Provider Relations Services (the initial point of contact (telephonic and written) for provider inquiries), Provider Contracting, Provider Audit / Billing Validation and Other Provider Network Management and Services (including the maintenance of the provider network, orientation, on-going education, and in-services with new and existing providers).

## **Tab 5. Enrollment / Membership / Billing**

This section analyzes Enrollment / Membership / Billing. Enrollment is the processing of installation, recording and maintenance of the relationship between the plan and its members. Membership is the recording of and changes in demographic information. Billing is the process and the execution of the submission of invoices.

## **Tab 6. Customer Services**

This section analyzes Customer Services. Customer Services responds to, processes, resolves or provides information for transactions or inquiries of customers based on eligibility, contract language, benefit interpretation, medical management activities, regulatory interpretation, claims process accuracy and historical member communications used to provide and authorize service or payment.

## **Tab 7. Claim and Encounter Capture and Adjudication**

This section analyzes the Claims function. This function compares claim application and/or provider statement with policy file and other records to evaluate completeness and validity of claim, and settle claims with claimants in accordance with policy provisions and also performs COB functions.

## **Tab 8. Information Systems**

This section analyzes the Information Systems function. Information Systems extends and supports the activities of other functional areas. Its own activities are divided into costs to keep it running, costs of software and support, costs to grow the business, costs to maintain security.

## **Tab 9. Corporate Services Cluster**

This section includes metrics relating to Finance and Accounting, Corporate Services function and the subfunctions. Corporate Services subfunctions include Human Resources, Legal and Facilities.

---

## Tab 2

### Summary of Operational Metrics

This section summarizes analyses of key functional areas. If a quantifiable output is identifiable, per member per month (PMPM) costs are segmented into factors of primary demand, productivity, unit cost, cost per FTE and staffing ratios. In all cases of these functional areas, PMPM costs are segmented into staffing ratios and costs per FTE, which are divided into labor and non-labor components.

---

<b>Metric</b>	<b>Page</b>
Summary of Medians.....	<a href="#">3</a>
Sales and Marketing.....	<a href="#">5</a>
Provider Network Management & Services.....	<a href="#">6</a>
Enrollment / Membership / Billing.....	<a href="#">7</a>
Customer Services.....	<a href="#">8</a>
Claim and Encounter Capture and Adjudication.....	<a href="#">9</a>
Information Systems.....	<a href="#">10</a>
Corporate Services.....	<a href="#">11</a>
Human Resources.....	<a href="#">11</a>
Legal.....	<a href="#">12</a>
Facilities.....	<a href="#">12</a>

Tab 3

Sales and Marketing

Metric	Page	Definition	Calculation
<b>Product Mix</b>			
Percentage Point Change in Mix of Membership.....	<a href="#">19</a>		
Sum of Absolute Values of Percentage Point Changes in Product Mix.....	<a href="#">19</a>		
<b>Group and Membership Growth</b>			
<u>Sources of Membership Growth</u>			
Total Membership Growth.....	<a href="#">20</a>		
+ Membership Increase Due to Group Members.....	<a href="#">20</a>		
= Membership Increase Due to Individual Members.....	<a href="#">21</a>		
Note: Group Member Persistency Rate.....	<a href="#">21</a>		
<u>Sources of Membership Growth</u>			
Percent Change in Number of Groups.....	<a href="#">22</a>		
x Percent Change in Average Group Size.....	<a href="#">22</a>		
= Change in Group Membership.....	<a href="#">23</a>		
+ Percent Change in Number of Individual Members.....	<a href="#">23</a>		
= Growth in Total Membership.....	<a href="#">24</a>		
Note: Individual Membership Increase as Percent of Total Increase or Decrease.....	<a href="#">24</a>		
<u>Sources of Group Membership Growth</u>			
Membership Increase due to New Groups.....	<a href="#">25</a>		
+ Membership Decrease due to Lost Groups.....	<a href="#">25</a>		
+ Net Membership Growth Within Retained Groups.....	<a href="#">26</a>		
= Total Growth in Group Membership.....	<a href="#">26</a>		
Note: Group Member Persistency Rate.....	<a href="#">27</a>		
Note: Average Duration of Group Membership, Years.....	<a href="#">27</a>		
Note: Growth Within Retained Groups.....	<a href="#">28</a>		
<u>Sources of Group Growth</u>			
Percent Change due to New Groups.....	<a href="#">28</a>		
Percent Change due to Groups Lost.....	<a href="#">29</a>		
Percent Change in Groups.....	<a href="#">29</a>		
+ Note: Group Persistency Rate.....	<a href="#">30</a>		
= Note: Average Duration of Groups, Years.....	<a href="#">30</a>		

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Quote Activity</b>			
<u>All Distribution Systems</u>			
Internal and Broker Final Quotes, Per Group			
Small Group.....	<a href="#">31</a>		
Large Group.....	<a href="#">31</a>		
Total.....	<a href="#">32</a>		
Broker and Internal Quotes per 10,000 Members per Year.....	<a href="#">32</a>		
Internal and Broker Final Quotes, Percent of Total, by Segment			
Small Group.....	<a href="#">33</a>		
Large Group.....	<a href="#">33</a>		
<u>Broker Distribution System</u>			
Percent of Final Quotes that are Made by Brokers, by Segment			
Small Group.....	<a href="#">34</a>		
Large Group.....	<a href="#">34</a>		
Total.....	<a href="#">35</a>		
Broker Final Quotes, Per Broker Group			
Small Group.....	<a href="#">35</a>		
Large Group.....	<a href="#">36</a>		
Total.....	<a href="#">36</a>		
Broker Quotes per 10,000 Members Sold Through Brokers per Year.....	<a href="#">37</a>		
Close to Quote Ratio, All Broker Business.....	<a href="#">37</a>		
<u>Internal Distribution System</u>			
Percent of Final Quotes that Made by Internal Sales Reps, by Segment			
Small Group.....	<a href="#">38</a>		
Large Group.....	<a href="#">38</a>		
Total.....	<a href="#">39</a>		
Internal Final Quotes, Per Internal Group			
Small Group.....	<a href="#">39</a>		
Large Group.....	<a href="#">40</a>		
Total.....	<a href="#">40</a>		
Internal Quotes per 10,000 Internally Sold Members per Year.....	<a href="#">41</a>		
Close to Quote Ratio, All Internal Business.....	<a href="#">41</a>		
Internal Final Quotes per Sales FTE.....	<a href="#">42</a>		

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Importance and Characteristics</b>			
<u>All Distribution Systems</u>			
Percent of Total Membership by Segment			
Individual.....	<a href="#">43</a>		
Small Group.....	<a href="#">43</a>		
Large Group.....	<a href="#">44</a>		
Percent of Total Groups by Segment			
Individual Contracts.....	<a href="#">44</a>		
Small Group.....	<a href="#">45</a>		
Large Group.....	<a href="#">45</a>		
Average Group Size			
Individual Contracts.....	<a href="#">46</a>		
Small Group.....	<a href="#">46</a>		
Large Group.....	<a href="#">47</a>		
Total, Including Individual.....	<a href="#">47</a>		
Note: Average Group Size This Year, Unsegmented, Excluding Individuals.....	<a href="#">48</a>		
Note: Average Size Last Year, Unsegmented, Excluding Individuals.....	<a href="#">48</a>		
<u>Broker Distribution System</u>			
Percent of Members Sold Through Brokers			
Individual.....	<a href="#">49</a>		
Small Group.....	<a href="#">49</a>		
Large Group.....	<a href="#">50</a>		
Total, Including Individual.....	<a href="#">50</a>		
Percent of Groups Sold Through Brokers			
Individual.....	<a href="#">51</a>		
Small Group.....	<a href="#">51</a>		
Large Group.....	<a href="#">52</a>		
Total, Including Individual.....	<a href="#">52</a>		
Average Size of Broker Groups			
Individual.....	<a href="#">53</a>		
Small Group.....	<a href="#">53</a>		
Large Group.....	<a href="#">54</a>		
Total, Including Individual.....	<a href="#">54</a>		
Percent of Members Sold Through Brokers that are New			
Individual.....	<a href="#">55</a>		
Small Group.....	<a href="#">55</a>		
Large Group.....	<a href="#">56</a>		
Total, Including Individual.....	<a href="#">56</a>		
Percent of Groups Sold Through Brokers that are New			
Individual.....	<a href="#">57</a>		
Small Group.....	<a href="#">57</a>		
Large Group.....	<a href="#">58</a>		
Total, Including Individual.....	<a href="#">58</a>		

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Importance and Characteristics</b>			
<u>Broker Distribution System (continued)</u>			
Average Duration of Broker Members, by Segment, in Years			
Individual.....	<a href="#">59</a>		
Small Group.....	<a href="#">59</a>		
Large Group.....	<a href="#">60</a>		
Total, Including Individual.....	<a href="#">60</a>		
Average Size of New Broker Groups			
Individual.....	<a href="#">61</a>		
Small Group.....	<a href="#">61</a>		
Large Group.....	<a href="#">62</a>		
Total, Including Individual.....	<a href="#">62</a>		
Percent of Broker Members, by Category of Group			
Individual.....	<a href="#">63</a>		
Small Group.....	<a href="#">63</a>		
Large Group.....	<a href="#">64</a>		
Total, Including Individual.....	<a href="#">64</a>		
<u>Internal Distribution System</u>			
Percent of Members Sold Internally			
Individual.....	<a href="#">65</a>		
Small Group.....	<a href="#">65</a>		
Large Group.....	<a href="#">66</a>		
Total, Including Individual.....	<a href="#">66</a>		
Percent of Groups Sold Internally			
Individual Contracts.....	<a href="#">67</a>		
Small Group.....	<a href="#">67</a>		
Large Group.....	<a href="#">68</a>		
Total, Including Individual.....	<a href="#">68</a>		
Average Size of Groups Sold Internally			
Individual Contracts.....	<a href="#">69</a>		
Small Group.....	<a href="#">69</a>		
Large Group.....	<a href="#">70</a>		
Total, Including Individual.....	<a href="#">70</a>		

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Compensation</b>			
<u>All Distribution Systems</u>			
Sales and Marketing Costs PMPM.....	<a href="#">71</a>		
Sales and Marketing Costs per Quote.....	<a href="#">71</a>		
<u>Broker Distribution System</u>			
Broker Commission Costs			
Broker Commissions per Broker Member per Month.....	<a href="#">71</a>		
Broker Commissions as a Percent of Broker Premium Equivalents.....	<a href="#">72</a>		
Broker Commissions Excluding Overrides and Bonuses as a Percent of Broker Premium Equivalents*.....	<a href="#">72</a>		
Broker Commissions Excluding Overrides and Bonuses per Broker Member per Month*.....	<a href="#">73</a>		
Broker Commissions per Broker Quote.....	<a href="#">73</a>		
Broker Overrides and Bonuses			
Broker Overrides and Bonuses per Broker Member per Month.....	<a href="#">74</a>		
Broker Overrides and Bonuses as a Percent of Total Commissions.....	<a href="#">74</a>		
<u>Internal Distribution System</u>			
Sales and Marketing Costs, Excluding Commissions, per FTE.....	<a href="#">75</a>		
Sales and Marketing FTEs per 10,000 Internally Sold Members.....	<a href="#">75</a>		
Sales and Marketing Costs, Excluding Commissions, Per Internally Sold Member Per Month.....	<a href="#">75</a>		
Internal Commissions per Member Sold by Internal Sales Rep per Month.....	<a href="#">75</a>		
Internal Commissions per Quote Made by Internal Sales Rep.....	<a href="#">75</a>		

A3725



**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Sales and Marketing Cost Summary</b>			
<u>Total Distribution System</u>			
			<a href="#">75</a>
x		Final Quotes per Sales and Marketing FTE.....	<a href="#">75</a>
		Groups per Final Quote.....	<a href="#">75</a>
=		Groups Sold Per Sales and Marketing FTE.....	<a href="#">75</a>
x		Average Group Size.....	<a href="#">75</a>
=		Group Members Sold per Total Sales FTE.....	<a href="#">75</a>
x		Sales and Marketing Costs per Total Sales FTE.....	<a href="#">75</a>
=		Sales and Marketing Costs per Group Member per Month.....	<a href="#">75</a>
<u>Internal Sales Force</u>			
		Internally Sold Groups Per Sales FTE.....	<a href="#">76</a>
x		Average Internally Sold Group Size.....	<a href="#">76</a>
=		Internally Sold Group Members per Sales FTE.....	<a href="#">76</a>
x		Sales Costs per Sales FTE.....	<a href="#">76</a>
=		Sales Costs per Internally Sold Group Member per Month.....	<a href="#">76</a>
<u>Rating and Underwriting</u>			
		Final Quotes per FTE .....	<a href="#">76</a>
x		Groups per Final Quote.....	<a href="#">76</a>
=		Groups per FTE .....	<a href="#">76</a>
x		Cost per Group.....	<a href="#">76</a>
=		Cost per FTE.....	<a href="#">76</a>
x		FTEs per 10,000 Group Members.....	<a href="#">76</a>
=		Cost per Group Member per Month.....	<a href="#">76</a>
		Acquisition Cost per New Enrollment.....	<a href="#">77</a>
<u>Staffing vs. Non-Labor</u>			
		Sales and Marketing Total Staffing Cost per Total FTE.....	<a href="#">77</a>
+		Sales and Marketing Total Non-Staffing Costs per Total FTE.....	<a href="#">77</a>
=		Sales and Marketing Total Costs per Total FTE.....	<a href="#">77</a>
x		Sales and Marketing Total FTEs per 10,000 Members.....	<a href="#">77</a>
=		Sales and Marketing Cost per Member per Month.....	<a href="#">77</a>
		Percent of Sales and Marketing Costs that are Staffing.....	<a href="#">77</a>
		Percent of Sales and Marketing Costs that are Non-Staffing.....	<a href="#">77</a>
		Percent of Sales and Marketing Costs that are Outsourced.....	<a href="#">77</a>
		Percent of Sales and Marketing Staffing that is Outsourced.....	<a href="#">77</a>

## Tab 4

### Provider Network Management and Services

Provider Network Management & Services responds to inquiries from providers, contracts with providers for care delivered to members, is the liaison for provider appeals (whose coordinating responsibility resets with customer services), credentials providers for eligibility for contracts, issues report cards to provider and audits and validates provider activity.

Metric	Page	Definition	Calculation
--------	------	------------	-------------

#### Provider Relations Service Metrics:

This sub-function responds to inquiries from providers.

#### Provider Relations Services Cost Summary

##### Per Member

##### Manual Inquiries

	Manual Inquiries per Member.....	85
x	Members per FTE.....	85
=	Manual Inquiries per FTE per Year.....	85
x	Provider Relations Services Cost per Manual Inquiry.....	85
=	Provider Relations Services Cost per FTE.....	85
x	FTEs per 10,000 Members.....	85
=	Provider Relations Services Costs PMPM.....	85

##### Total Inquiries

	Total Inquiries per Member.....	85
x	Members per FTE.....	85
=	Total Inquiries per FTE per Year.....	85
x	Provider Relations Services Cost per Total Inquiry.....	85
=	Provider Relations Services Cost per FTE.....	85
x	FTEs per 10,000 Members.....	85
=	Provider Relations Services Costs PMPM.....	85

##### Per Provider

##### Manual Inquiries

	Manual Inquiries per Provider.....	86
x	Providers per FTE.....	86
=	Manual Inquiries per FTE per Year.....	86
x	Provider Relations Services Cost per Manual Inquiry.....	86
=	Provider Relations Services Cost per FTE.....	86
x	FTEs per 10,000 Providers.....	86
=	Provider Relations Services Costs per Provider per Year.....	86

##### Total Inquiries

	Total Inquiries per Provider.....	86
	Providers per FTE.....	86
	Total Inquiries per FTE per Year.....	86
	Provider Relations Services Cost per Total Inquiry.....	86
	Provider Relations Services Cost per FTE.....	86
	FTEs per 10,000 Members.....	86
	Provider Relations Services Costs per Provider per Year.....	86

## Provider Network Management and Services

Metric	Page	Definition	Calculation
<b>Provider Relations Services Cost Summary (continued)</b>			
<u>Staffing vs. Non-Labor</u>			
Provider Relations Services Total Staffing Cost per Total FTE.....	<a href="#">86</a>		
+ Provider Relations Services Total Non-Staffing Costs per Total FTE.....	<a href="#">86</a>		
= Provider Relations Services Total Costs per Total FTE.....	<a href="#">86</a>		
x Provider Relations Services Total FTEs per 10,000 Members.....	<a href="#">86</a>		
= Provider Relations Services Cost per Member per Month.....	<a href="#">86</a>		
Percent of Provider Relations Services Costs that are Staffing.....	<a href="#">86</a>		
Percent of Provider Relations Services Costs that are Non-Staffing.....	<a href="#">86</a>		
Percent of Provider Relations Services Costs that are Outsourced.....	<a href="#">86</a>		
Percent of Provider Relations Services Staffing that is Outsourced.....	<a href="#">86</a>		
<b>Inquiries</b>			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">87</a>		
Paper/Written Inquiries .....	<a href="#">87</a>		
Manual Electronic Inquiries.....	<a href="#">88</a>		
Total Manual Inquiries.....	<a href="#">88</a>		
Automated Calls.....	<a href="#">89</a>		
Total Provider Inquiries .....	<a href="#">89</a>		
Provider Services Inquiries per 100 Claims.....	<a href="#">90</a>		
<u>Inquiries per Provider per Year, by Mode</u>			
Manual			
Manual Calls.....	<a href="#">91</a>		
Paper/Written Inquiries .....	<a href="#">91</a>		
Manual Electronic Inquiries.....	<a href="#">91</a>		
Total Manual Inquiries.....	<a href="#">91</a>		
Automated Calls.....	<a href="#">91</a>		
Total Provider Inquiries .....	<a href="#">91</a>		
<u>Percent of Total Inquiries, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">92</a>		
Paper/Written Inquiries .....	<a href="#">92</a>		
Manual Electronic Inquiries.....	<a href="#">93</a>		
Total Manual Inquiries.....	<a href="#">93</a>		
Automated Calls.....	<a href="#">94</a>		
Total Provider Inquiries .....	<a href="#">94</a>		
Percent of Total Calls Received that are Manual.....	<a href="#">95</a>		

**Provider Network Management and Services**

Metric	Page	Definition	Calculation
<b>Inquiries (continued)</b>			
<u>Product Mix of Inquiries</u>			
Manual			
Manual Calls.....	<a href="#">96</a>		
Paper/Written Inquiries .....	<a href="#">96</a>		
Manual Electronic Inquiries.....	<a href="#">97</a>		
Total Manual Inquiries.....	<a href="#">97</a>		
Automated Calls.....	<a href="#">98</a>		
Total Provider Inquiries .....	<a href="#">98</a>		
<u>Reasons for Inquiries Per Member Per Year, by Product</u>			
Benefit Lookup.....	<a href="#">99</a>		
Eligibility.....	<a href="#">99</a>		
Claims Status.....	<a href="#">100</a>		
Provider Check.....	<a href="#">100</a>		
Billing.....	<a href="#">101</a>		
Other.....	<a href="#">101</a>		
Total Inquiries.....	<a href="#">102</a>		
<u>Reasons for Inquiries as a Percent of Total Inquiries</u>			
Benefit Lookup.....	<a href="#">102</a>		
Eligibility.....	<a href="#">103</a>		
Claims Status.....	<a href="#">103</a>		
Provider Check.....	<a href="#">104</a>		
Billing.....	<a href="#">104</a>		
Other.....	<a href="#">105</a>		
Total Inquiries.....	<a href="#">105</a>		
<b>Provider Portal</b>			
Number of Portal Sessions / Logins per Provider Per Month.....	<a href="#">106</a>		
Name and Vendor of Portal Used.....	<a href="#">106</a>		
<b>Accessibility of Provider Services</b>			
Average Speed of Answer (ASA), in Seconds.....	<a href="#">107</a>		
ASA Service Level, at 30 seconds.....	<a href="#">107</a>		
Abandonment Rate.....	<a href="#">108</a>		
Handle Time, in Seconds.....	<a href="#">108</a>		
<b>Provider Appeals</b>			
Percent of Appeals Overturned.....	<a href="#">109</a>		
Percent of Appeals Upheld.....	<a href="#">109</a>		
Appeals per 10,000 Members.....	<a href="#">110</a>		

## Provider Network Management and Services

### Provider Contracting Metrics:

This sub-function recruits and credentials providers such as physicians and hospitals.

Metric	Page	Definition	Calculation
<b>Provider Contracting Summary</b>			
Providers per 1,000 Members.....	<a href="#">111</a>		
x Members per Contracting FTE.....	<a href="#">111</a>		
= Providers per Contracting FTE.....	<a href="#">111</a>		
x Provider Contracting Cost per Provider.....	<a href="#">111</a>		
= Provider Contracting Cost per Contracting FTE.....	<a href="#">111</a>		
x Contracting FTE per 10,000 Members.....	<a href="#">111</a>		
= Provider Contracting Costs PMPM.....	<a href="#">111</a>		
<b>Staffing vs. Non-Labor</b>			
Provider Contracting Total Staffing Cost per Total FTE.....	<a href="#">111</a>		
+ Provider Contracting Total Non-Staffing Costs per Total FTE.....	<a href="#">111</a>		
= Provider Contracting Total Costs per Total FTE.....	<a href="#">111</a>		
x Provider Contracting Total FTEs per 10,000 Members.....	<a href="#">111</a>		
= Provider Contracting Cost per Member per Month.....	<a href="#">111</a>		
Percent of Provider Contracting Costs that are Staffing.....	<a href="#">111</a>		
Percent of Provider Contracting Costs that are Non-Staffing.....	<a href="#">111</a>		
Percent of Provider Contracting Costs that are Outsourced.....	<a href="#">111</a>		
Percent of Provider Contracting Staffing that is Outsourced.....	<a href="#">111</a>		
<b>Providers per 1,000 Members</b>			
Primary Care Physicians.....	<a href="#">112</a>		
Professional Specialists.....	<a href="#">112</a>		
Facility.....	<a href="#">112</a>		
Ancillary.....	<a href="#">112</a>		
Total.....	<a href="#">112</a>		
<b>Percent of Total Providers</b>			
Primary Care Physicians.....	<a href="#">112</a>		
Professional Specialists.....	<a href="#">112</a>		
Facility.....	<a href="#">112</a>		
Ancillary.....	<a href="#">112</a>		
Total.....	<a href="#">112</a>		
<b>Provider Credentialing Time</b>			
Initial Credentialing			
Application Received to Start of Credentialing.....	<a href="#">113</a>		
Start of Credentialing to Active Provider.....	<a href="#">113</a>		
Total Credentialing Time.....	<a href="#">113</a>		
Recredentialing			
Application Received to Start of Recredentialing.....	<a href="#">113</a>		
Start of Recredentialing to Active Provider.....	<a href="#">113</a>		
Total Recredentialing Time.....	<a href="#">113</a>		

**Provider Network Management and Services**

*Provider Audit / Billing Validation Metrics:*

This sub-function recruits and credentials providers such as physicians and hospitals.

<b>Metric</b>	<b>Page</b>	<b>Definition Calculation</b>
<b>Provider Audit / Billing Validation Metrics</b>		
PA/BV Costs as Percent of Health Benefit Costs.....	<a href="#">114</a>	
x Health Benefit Costs per PA/BV FTE (Millions).....	<a href="#">114</a>	
= PA/BV Costs per PA/BV FTE.....	<a href="#">114</a>	
x PA/BV FTEs per 10,000 Members.....	<a href="#">114</a>	
= PA/BV Costs PMPM.....	<a href="#">114</a>	
<b>Staffing vs. Non-Labor</b>		
PA/BV Total Staffing Cost per Total FTE.....	<a href="#">114</a>	
+ PA/BV Total Non-Staffing Costs per Total FTE.....	<a href="#">114</a>	
= PA/BV Total Costs per Total FTE.....	<a href="#">114</a>	
x PA/BV Total FTEs per 10,000 Members.....	<a href="#">114</a>	
= PA/BV Cost per Member per Month.....	<a href="#">114</a>	
Percent of Provider Audit and Billing Validation that are Staffing.....	<a href="#">114</a>	
Percent of Provider Audit and Billing Validation that are Non-Labor.....	<a href="#">114</a>	
Percent of Provider Audit and Billing Validation Costs that are Outsourced.....	<a href="#">114</a>	
Percent of Provider Audit and Billing Validation Staffing that is Outsourced.....	<a href="#">114</a>	

Tab 5

**Enrollment / Membership / Billing**

Enrollment / Membership / Billing processes group and membership transactions, processes invoices and maintains population demographics.

Metric	Page	Definition	Calculation
<b>Enrollment Cost Summary</b>			
<u>Manual Transactions</u>			
		Manual Member Transactions per Member.....	<a href="#">119</a>
x		Members per FTE.....	<a href="#">119</a>
=		Manual Member Transactions per FTE per Year.....	<a href="#">119</a>
x		Enrollment Cost per Manual Member Transaction.....	<a href="#">119</a>
=		Costs per FTE.....	<a href="#">119</a>
x		FTEs per 10,000 Members.....	<a href="#">119</a>
=		Costs per Member per Month.....	<a href="#">119</a>
<u>Total Transactions</u>			
		Total Transactions per Member.....	<a href="#">119</a>
x		Members per FTE.....	<a href="#">119</a>
=		Total Transactions per FTE per Year.....	<a href="#">119</a>
x		Enrollment Cost per Total Transaction.....	<a href="#">119</a>
=		Costs per FTE.....	<a href="#">119</a>
x		FTEs per 10,000 Members.....	<a href="#">119</a>
=		Costs per Member per Month.....	<a href="#">119</a>
<u>Staffing vs. Non-Labor</u>			
		Enrollment Total Staffing Cost per Total FTE.....	<a href="#">119</a>
+		Enrollment Total Non-Staffing Costs per Total FTE.....	<a href="#">119</a>
=		Enrollment Total Costs per Total FTE.....	<a href="#">119</a>
x		Enrollment Total FTEs per 10,000 Members.....	<a href="#">119</a>
=		Enrollment Cost per Member per Month.....	<a href="#">119</a>
		Percent of Enrollment Costs that are Staffing.....	<a href="#">119</a>
		Percent of Enrollment Costs that are Non-Staffing.....	<a href="#">119</a>
		Percent of Enrollment Costs that are Outsourced.....	<a href="#">119</a>
		Percent of Enrollment Staffing that is Outsourced.....	<a href="#">119</a>
<b>Transaction Processing</b>			
<u>Group Transactions per Member</u>			
		New Group.....	<a href="#">120</a>
		Renewal/Maintenance.....	<a href="#">120</a>
		Total Group.....	<a href="#">121</a>
<u>Group Transactions per Group</u>			
		New Group Transactions per New Group.....	<a href="#">121</a>
		Renewal/Maintenance Transactions per Renewal Group.....	<a href="#">122</a>
		Total Group.....	<a href="#">122</a>
		Note: Total Enrollment Transactions per Group per Year.....	<a href="#">123</a>

**Enrollment / Membership / Billing**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Transaction Processing (continued)</b>			
<u>Composition of Total Group Transactions</u>			
New Group.....	<a href="#">123</a>		
Renewal/Maintenance.....	<a href="#">124</a>		
Total Group.....	<a href="#">124</a>		
<u>Member Transactions per Member</u>			
Manual			
Electronic Transactions Requiring Manual Intervention.....	<a href="#">125</a>		
All Other Manual.....	<a href="#">125</a>		
Total Manual Transactions.....	<a href="#">126</a>		
Automated			
Direct to System.....	<a href="#">126</a>		
Other.....	<a href="#">127</a>		
Total Automated Electronic.....	<a href="#">127</a>		
Total Member Transactions.....	<a href="#">128</a>		
Note: Total Enrollment Transactions per Member per Year.....	<a href="#">128</a>		
<u>Composition of Total Member Transactions</u>			
Manual			
Electronic Transactions Requiring Manual Intervention.....	<a href="#">129</a>		
All Other Manual.....	<a href="#">129</a>		
Total Manual Transactions.....	<a href="#">130</a>		
Automated			
Direct to System.....	<a href="#">130</a>		
Other.....	<a href="#">131</a>		
Total Automated Electronic.....	<a href="#">131</a>		
Total Member Transactions.....	<a href="#">132</a>		
Note: Percent of Member Transactions Submitted Electronically that Require Manual Intervention.....	<a href="#">132</a>		
<b>Average Enrollment Processing Days</b>			
Groups.....	<a href="#">133</a>		
Members.....	<a href="#">133</a>		
<b>Enrollment Accuracy</b>			
Groups.....	<a href="#">134</a>		
Members.....	<a href="#">134</a>		
<b>ID Cards</b>			
Percent of Members that Received Card Before Effective Date.....	<a href="#">135</a>		
Percent of Members that Received Card Within 30 Days of Plan Receiving Paperwork.....	<a href="#">135</a>		
Number of Cards Issued per Member.....	<a href="#">136</a>		



**Enrollment / Membership / Billing**

Metric	Page	Definition Calculation
<b>Billing</b>		
Percent of Bills Sent on Time.....	<a href="#">137</a>	
Total Number of Bills Sent per Member.....	<a href="#">137</a>	
<b>Demographics</b>		
Percent of Membership in the Following Age Categories		
< 19.....	<a href="#">138</a>	
21 - 29.....	<a href="#">138</a>	
30 - 34.....	<a href="#">138</a>	
35 - 39.....	<a href="#">138</a>	
40 - 44.....	<a href="#">138</a>	
< 45 (sum of above).....	<a href="#">138</a>	
45 - 49.....	<a href="#">138</a>	
50 - 54.....	<a href="#">138</a>	
55 - 59.....	<a href="#">138</a>	
60 - 65.....	<a href="#">138</a>	
> 65.....	<a href="#">138</a>	
Total.....	<a href="#">138</a>	
Average Age of Membership.....	<a href="#">139</a>	
<b>Group and Membership Characteristics Affecting Total Transactions</b>		
Percent Change in Number of Groups.....	<a href="#">140</a>	
Net Membership Growth Within Retained Groups.....	<a href="#">140</a>	
Percent Change in Number of Individual Members.....	<a href="#">141</a>	
Average Size of Group, Including Individuals.....	<a href="#">141</a>	

## Tab 6

### Customer Services

The Customer Services function responds to customer inquiries and coordinates appeals.

Metric	Page	Definition	Calculation
<b>Customer Services Cost Summary</b>			
Manual Inquiries per Member.....	147		
x Members per FTE.....	147		
= Manual Inquiries per FTE per Year.....	147		
x Customer Service Cost per Manual Inquiry.....	147		
= Costs per FTE.....	147		
x FTEs per 10,000 Members.....	147		
= Costs per Member per Month.....	147		
<u>Staffing vs. Non-Labor</u>			
Customer Services Total Staffing Cost per Total FTE.....	147		
+ Customer Services Total Non-Staffing Costs per Total FTE.....	147		
= Customer Services Total Costs per Total FTE.....	147		
x Customer Services Total FTEs per 10,000 Members.....	147		
= Customer Services Cost per Member per Month.....	147		
Percent of Customer Services Costs that are Staffing.....	147		
Percent of Customer Services Costs that are Non-Staffing.....	147		
Percent of Customer Services Costs that are Outsourced.....	147		
Percent of Customer Services Staffing that is Outsourced.....	147		
<b>Inquiries</b>			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	148		
Paper/Written Inquiries.....	148		
Manual Electronic Inquiries.....	149		
Total Manual Inquiries.....	149		
Automated Calls.....	150		
Total Member Inquiries.....	150		
Customer Services Inquiries per 100 Claims.....	151		

**Customer Services**

Metric	Page	Definition	Calculation
<b>Inquiries (continued)</b>			
<u>Percent of Total Inquiries, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">152</a>		
Paper/Written Inquiries .....	<a href="#">152</a>		
Manual Electronic Inquiries.....	<a href="#">153</a>		
Total Manual Inquiries.....	<a href="#">153</a>		
Automated Calls.....	<a href="#">154</a>		
Total Member Inquiries .....	<a href="#">154</a>		
Percent of Total Calls Received that are Manual.....	<a href="#">155</a>		
<u>Product Mix of Inquiries</u>			
Manual			
Manual Calls.....	<a href="#">156</a>		
Paper/Written Inquiries .....	<a href="#">156</a>		
Manual Electronic Inquiries.....	<a href="#">157</a>		
Total Manual Inquiries.....	<a href="#">157</a>		
Automated Calls.....	<a href="#">158</a>		
Total Member Inquiries .....	<a href="#">158</a>		
<u>Reasons for Inquiries Per Member Per Year, by Product</u>			
Benefit Lookup.....	<a href="#">159</a>		
Eligibility.....	<a href="#">159</a>		
Claims Status.....	<a href="#">160</a>		
Provider Check.....	<a href="#">160</a>		
Billing.....	<a href="#">161</a>		
Other.....	<a href="#">161</a>		
Total Inquiries.....	<a href="#">162</a>		
<u>Reasons for Inquiries as a Percent of Total Inquiries</u>			
Benefit Lookup.....	<a href="#">163</a>		
Eligibility.....	<a href="#">163</a>		
Claims Status.....	<a href="#">164</a>		
Provider Check.....	<a href="#">164</a>		
Billing.....	<a href="#">165</a>		
Other.....	<a href="#">165</a>		
Total Inquiries.....	<a href="#">166</a>		

**Customer Services**

Metric	Page	Definition Calculation
<b>Member Portal</b>		
Name and Vendor of Portal Used.....	<a href="#">167</a>	
<b>Call Center</b>		
Average Speed of Answer (ASA).....	<a href="#">168</a>	
ASA Service Level, at 30 Seconds.....	<a href="#">168</a>	
Abandonment Rate.....	<a href="#">169</a>	
Percent Busy.....	<a href="#">169</a>	
Handle Time in Seconds.....	<a href="#">170</a>	
Percent of Calls Blocked.....	<a href="#">170</a>	
Customer Service Inquiry Accuracy.....	<a href="#">171</a>	
Percent of Members Satisfied.....	<a href="#">171</a>	
<b>Email Response Time</b>		
Response Time - Days.....	<a href="#">172</a>	
Percent of Responses Within Two Business Days.....	<a href="#">172</a>	
<b>Timeliness of Customer Services Response</b>		
Days to Resolve Inquiries.....	<a href="#">173</a>	
Percent of Total Inquiries Resolved in Seven Days.....	<a href="#">173</a>	
First Call Resolution Rate.....	<a href="#">174</a>	
<b>Member Appeals</b>		
Percent of Appeals Overturned.....	<a href="#">175</a>	
Percent of Appeals Upheld.....	<a href="#">175</a>	
Appeals per 10,000 Members.....	<a href="#">176</a>	

Tab 7

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
<b>Claims Cost Summary</b>			
<u>Suspended Claims</u>			
	181		
x	181		
=	181		
x	181		
=	181		
x	181		
=	181		
<u>Total Claims</u>			
x	181		
=	181		
x	181		
=	181		
x	181		
=	181		
<u>Staffing vs. Non-Labor</u>			
	181		
+	181		
=	181		
x	181		
=	181		
	181		
	181		
	181		
	181		
<b>Volume of Claims</b>			
<u>Receipts</u>			
	182		
	182		
	183		
	183		
	184		

**Claim and Encounter Capture and Adjudication (continued)**

Metric	Page	Definition Calculation
<b>Volume of Claims (continued)</b>		
<u>Receipts Rejected as Incomplete</u>		
Paper Rejected Receipts Per Member Per Year.....	<a href="#">185</a>	
Paper Rejected Receipts as a Percent of Total Paper Receipts.....	<a href="#">185</a>	
Electronic Rejected Receipts Per Member Per Year.....	<a href="#">186</a>	
Electronic Rejected Receipts as a Percent of Total Electronic Receipts.....	<a href="#">186</a>	
Total Receipts Rejected Per Member Per Year.....	<a href="#">187</a>	
Total Rejected Receipts as a Percent of Total Receipts.....	<a href="#">187</a>	
<u>Processed Claims</u>		
Paper Claims Processed Per Member Per Year.....	<a href="#">188</a>	
Paper Claims Processed as a Percent of Total Claims.....	<a href="#">188</a>	
Paper Claims Processed as a Percent of Paper Receipts.....	<a href="#">189</a>	
Electronic Claims Processed Per Member Per Year.....	<a href="#">189</a>	
Electronic Claims Processed as a Percent of Total Claims.....	<a href="#">190</a>	
Electronic Claims Processed as a Percent of Electronic Receipts.....	<a href="#">190</a>	
Total Claims Processed Per Member Per Year.....	<a href="#">191</a>	
Total Claims Processed as a Percent of Total Receipts.....	<a href="#">191</a>	
Cost per Processed Claim.....	<a href="#">192</a>	
<u>Autoadjudicated Claims</u>		
Paper Claims Autoadjudicated Per Member Per Year.....	<a href="#">193</a>	
Paper Auto-Adjudication Rate.....	<a href="#">193</a>	
Paper Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	<a href="#">194</a>	
Electronic Claims Autoadjudicated Per Member Per Year.....	<a href="#">194</a>	
Electronic Autoadjudication Rate.....	<a href="#">195</a>	
Electronic Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	<a href="#">195</a>	
Total Claims Autoadjudicated Per Member Per Year.....	<a href="#">196</a>	
Total Claims Auto-Adjudication Rate.....	<a href="#">196</a>	
<u>Suspended Claims (Claims Requiring Manual Intervention)</u>		
Paper Claims Suspended Per Member Per Year.....	<a href="#">197</a>	
Paper Suspension Rate.....	<a href="#">197</a>	
Electronic Claims Suspended Per Member Per Year.....	<a href="#">198</a>	
Electronic Suspension Rate.....	<a href="#">198</a>	
Total Claims Suspended Per Member Per Year.....	<a href="#">199</a>	
Total Suspension Rate.....	<a href="#">199</a>	
Cost per Suspended Claim.....	<a href="#">200</a>	

**Claim and Encounter Capture and Adjudication (continued)**

Metric	Page	Definition Calculation
<b>Volume of Claims (continued)</b>		
<u>Adjusted Claims</u>		
Total Claims Adjusted Per Member Per Year.....	<a href="#">201</a>	
Total Adjustment Rate.....	<a href="#">201</a>	
<u>Denials</u>		
Denied Claims Per Member Per Year.....	<a href="#">202</a>	
Denied Claims Rate.....	<a href="#">202</a>	
Paid Claims Per Member Per Year.....	<a href="#">203</a>	
Paid Claims Rate.....	<a href="#">203</a>	
<u>Percent of Claims by Business Line</u>		
Local.....	<a href="#">204</a>	
BlueCard Host.....	<a href="#">204</a>	
NASCO.....	<a href="#">205</a>	
FEP.....	<a href="#">205</a>	
Government / Public.....	<a href="#">206</a>	
Total Claims Processed.....	<a href="#">206</a>	
<b>Speed of Processing</b>		
Average Payment Period in Days.....	<a href="#">207</a>	
Average Inventory in Days.....	<a href="#">207</a>	
Average Claims Inventory as a Percent of Total Claims Processed.....	<a href="#">208</a>	
<b>Percent of Claims Processed Within the Following Days of Receipt:</b>		
0 - 14 days.....	<a href="#">208</a>	
15 - 30 days		
31 - 60 days		
> 60 days		
Total		
<b>Timing of Claims Payment</b>		
Average Days Incurred to Receipt of Claim.....	<a href="#">209</a>	
Average Days Receipt of Claim to Payment Approved		
Average Days Payment Approved to Payment		
Average Days Incurred to Payment		
Claims Turn Around Time (TAT)		

**Claim and Encounter Capture and Adjudication (continued)**

Metric	Page	Definition Calculation
<b>Quality</b>		
Dollar Accuracy Percent.....	<a href="#">209</a>	
Frequency Accuracy Percent.....	<a href="#">209</a>	
Interest Paid per Claim Processed.....	<a href="#">210</a>	
Interest Paid as a Percent of Total Health Benefits.....	<a href="#">210</a>	
<b>COB and Subrogation</b>		
COB and Subrogation Recoveries Per Dollar of COB Cost.....	<a href="#">211</a>	
COB and Subrogation Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">211</a>	
Net Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">212</a>	



Tab 8  
Information Systems

Metric	Page	Definition	Calculation
<b>Information Systems Cost Summary</b>			
Total FTEs per IS FTE.....	217		
x IS Costs per Total FTE.....	217		
= IS Costs per IS FTE.....	217		
x IS FTEs per 10,000 Members.....	217		
= Cost per Member per Month.....	217		
<b>Effect of IS Allocated by Supported Functional Area</b>			
IS After Allocation as a Percent of Total IS.....	217		
x Total IS PMPM.....	217		
= IS Costs PMPM, After Allocation.....	217		
x Non-IS Costs PMPM, After Allocation.....	217		
= Total Administrative Cost PMPM.....	217		
<b>Internal vs. Outsourced FTE Costs</b>			
Internal IS Expenses per Internal FTE.....	218		
Outsourced IS Expenses per Outsourced FTE.....	218		
<b>Staffing vs. Non-Labor</b>			
Information Systems Total Staffing Cost per Total FTE.....	218		
+ Information Systems Total Non-Staffing Costs per Total FTE.....	218		
= Information Systems Total Costs per Total FTE.....	218		
x Information Systems Total FTEs per 10,000 Members.....	218		
= Information Systems Cost per Member per Month.....	218		
Percent of Information Systems Costs that are Staffing.....	218		
Percent of Information Systems Costs that are Non-Staffing.....	218		
Percent of Information Systems Costs that are Outsourced.....	218		
Percent of Information Systems Staffing that is Outsourced.....	218		
<b>Total Information Systems Costs, Natural Accounting Categories</b>			
<u>Per Member Per Month</u>			
(a) Internal Personnel, Including Travel and Training.....	219		
(b) Consultants / Contractors.....	219		
(c) Hardware Depreciation and Maintenance.....	219		
(d) Software Amortization and Maintenance.....	219		
(e) All Other, Including Office Supplies.....	219		
Total Information Systems Expenses.....	219		
<u>Percent of Premium Equivalents</u>			
(a) Internal Personnel, Including Travel and Training.....	219		
(b) Consultants / Contractors.....	219		
(c) Hardware Depreciation and Maintenance.....	219		
(d) Software Amortization and Maintenance.....	219		
(e) All Other, Including Office Supplies.....	219		
Total Information Systems Expenses.....	219		

**Information Systems**

Metric	Page	Definition	Calculation
<b>Total Information Systems Costs, Natural Accounting Categories (continued)</b>			
<u>Percent of Total Information Systems Costs</u>			
(a) Internal Personnel, Including Travel and Training.....	<a href="#">219</a>		
(b) Consultants / Contractors.....	<a href="#">219</a>		
(c) Hardware Depreciation and Maintenance.....	<a href="#">219</a>		
(d) Software Amortization and Maintenance.....	<a href="#">219</a>		
(e) All Other, Including Office Supplies.....	<a href="#">219</a>		
Total Information Systems Expenses.....	<a href="#">219</a>		
<b>Total Information Systems Costs, Functional Areas</b>			
<u>Per Member Per Month</u>			
11 (a) Operations and Support.....	<a href="#">220</a>		
(1) Voice and Data Network.....	<a href="#">220</a>		
(2) Data Center.....	<a href="#">220</a>		
(3) Engineering.....	<a href="#">220</a>		
(4) Desktop Services.....	<a href="#">220</a>		
(5) Help Desk.....	<a href="#">220</a>		
(6) Storage and Capacity Management.....	<a href="#">220</a>		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	<a href="#">220</a>		
(8) Other.....	<a href="#">220</a>		
11 (b) Applications Maintenance.....	<a href="#">220</a>		
11 (c) Applications Acquisition and Development.....	<a href="#">220</a>		
(1) Project Management Office and Support (PMO).....	<a href="#">220</a>		
(2) Other.....	<a href="#">220</a>		
11 (d) Security Administration and Enforcement.....	<a href="#">220</a>		
Total Information Systems Expenses.....	<a href="#">220</a>		
<u>Percent of Premium Equivalents</u>			
11 (a) Operations and Support.....	<a href="#">220</a>		
(1) Voice and Data Network.....	<a href="#">220</a>		
(2) Data Center.....	<a href="#">220</a>		
(3) Engineering.....	<a href="#">220</a>		
(4) Desktop Services.....	<a href="#">220</a>		
(5) Help Desk.....	<a href="#">220</a>		
(6) Storage and Capacity Management.....	<a href="#">220</a>		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	<a href="#">220</a>		
(8) Other.....	<a href="#">220</a>		
11 (b) Applications Maintenance.....	<a href="#">220</a>		
11 (c) Applications Acquisition and Development.....	<a href="#">220</a>		
(1) Project Management Office and Support (PMO).....	<a href="#">220</a>		
(2) Other.....	<a href="#">220</a>		
11 (d) Security Administration and Enforcement.....	<a href="#">220</a>		
Total Information Systems Expenses.....	<a href="#">220</a>		

**Information Systems**

Metric	Page	Definition Calculation
<b>Total Information Systems Costs, Functional Areas (continued)</b>		
<u>Percent of Total Information Systems Costs</u>		
11 (a) Operations and Support.....	<a href="#">221</a>	
(1) Voice and Data Network.....	<a href="#">221</a>	
(2) Data Center.....	<a href="#">221</a>	
(3) Engineering.....	<a href="#">221</a>	
(4) Desktop Services.....	<a href="#">221</a>	
(5) Help Desk.....	<a href="#">221</a>	
(6) Storage and Capacity Management.....	<a href="#">221</a>	
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	<a href="#">221</a>	
(8) Other.....	<a href="#">221</a>	
11 (b) Applications Maintenance.....	<a href="#">221</a>	
11 (c) Applications Acquisition and Development.....	<a href="#">221</a>	
(1) Project Management Office and Support (PMO).....	<a href="#">221</a>	
(2) Other.....	<a href="#">221</a>	
11 (d) Security Administration and Enforcement.....	<a href="#">221</a>	
Total Information Systems Expenses.....	<a href="#">221</a>	
<b>Capabilities of Hardware</b>		
<u>Utilization</u>		
Average Utilization for Processors, 24/7 Capacity.....	<a href="#">222</a>	
Average Utilization for Processors, Prime Shift.....	<a href="#">222</a>	
Peak Utilization for Processors, Prime Shift.....	<a href="#">222</a>	
<u>Data Center Storage Capacity</u>		
Total Terabytes.....	<a href="#">222</a>	
Terabytes per 10,000 Members.....	<a href="#">222</a>	
<b>Internal Help Desk</b>		
Average Speed to Answer, Seconds.....	<a href="#">222</a>	
Call Abandonment Rate.....	<a href="#">222</a>	
Average Handle Time, Seconds.....	<a href="#">222</a>	
First Call Resolution Rate.....	<a href="#">222</a>	
Satisfaction, Scale of 1 to 10.....	<a href="#">222</a>	
Number of Calls per Helpdesk FTE per Year.....	<a href="#">222</a>	
Number of Calls per Total FTE per Year.....	<a href="#">222</a>	
Number of Calls as a Percent of All Inquiries (Calls plus Online).....	<a href="#">222</a>	
Total FTEs per Helpdesk FTE.....	<a href="#">222</a>	
Number of Tickets Opened Online per Helpdesk FTE per Year.....	<a href="#">222</a>	
Number of Tickets Opened Online per Total FTE per Year.....	<a href="#">222</a>	
Number of Tickets Opened Online as a Percent of All Inquiries (Calls plus Online).....	<a href="#">222</a>	
Desktop Management Software and Vendors.....	<a href="#">222</a>	

**Information Systems**

Metric	Page	Definition	Calculation
<b>Core Systems</b>			
<u>Availability</u>			
System Availability - 24 / 7 Average.....	<a href="#">224</a>		
Time to Resolve Critical Outage, Hours.....	<a href="#">224</a>		
<b>Production Job Cost Summary</b>			
Production Jobs per 1,000 Members.....	<a href="#">225</a>		
x Members per IS FTE.....	<a href="#">225</a>		
= Daily Production Jobs per IS FTE.....	<a href="#">225</a>		
x IS Cost per Production Job.....	<a href="#">225</a>		
= IS Cost per IS FTE.....	<a href="#">225</a>		
x IS FTEs per 10,000 Members.....	<a href="#">225</a>		
= IS Costs per Member per Month.....	<a href="#">225</a>		
<u>Production and Test Jobs</u>			
Daily Production Jobs per 10,000 Members.....	<a href="#">226</a>		
Yearly Claims Processed per Daily Production Job.....	<a href="#">226</a>		
Yearly Enrollment Transactions Processed per Daily Production Job.....	<a href="#">226</a>		
Yearly Member and Provider Inquiries Processed per Daily Production Job.....	<a href="#">226</a>		
Percent of Total Production Jobs Run Daily.....	<a href="#">226</a>		
Production Jobs as a Percent of Total Jobs.....	<a href="#">226</a>		
Daily Test Jobs per 10,000 members.....	<a href="#">226</a>		
Percent of Total Test Jobs Run Daily.....	<a href="#">226</a>		
Test Jobs as a Percent of Total Jobs.....	<a href="#">226</a>		

## Tab 9

### Corporate Services Cluster

The Corporate Services Cluster is comprised of the functions of Finance and Accounting, Actuarial, Corporate Executive and Governance and the Corporate Services function. The Corporate Services function includes subfunctions like Facilities, Mailroom, Legal and Human Resources. This tab includes metrics of these subfunctions plus those of Finance and Accounting.

Metric	Page	Definition	Calculation
<b>Corporate Services Function</b>			
<u>Corporate Services Cost Summary</u>			
		Total FTEs per Corporate Service FTEs.....	<a href="#">233</a>
x		Corporate Services Costs per Total FTE.....	<a href="#">233</a>
=		Cost of Corporate Services per FTE.....	<a href="#">233</a>
x		Corporate Services FTEs per 10,000 Members.....	<a href="#">233</a>
=		Corporate Services Cost per Member per Month.....	<a href="#">233</a>
<u>Staffing vs. Non-Labor</u>			
		Corporate Services Function Total Non-Labor Cost per Total FTE.....	<a href="#">233</a>
+		Corporate Services Function Total Staffing Costs per Total FTE.....	<a href="#">233</a>
=		Corporate Services Function Total Costs per Total FTE.....	<a href="#">233</a>
x		Corporate Services Function Total FTEs per 10,000 Members.....	<a href="#">233</a>
=		Corporate Services Function Cost per Member per Month.....	<a href="#">233</a>
		Percent of Corporate Services Function Costs that are Staffing.....	<a href="#">233</a>
		Percent of Corporate Services Function Costs that are Non-Labor.....	<a href="#">233</a>
		Percent of Corporate Services Function Costs that are Outsourced.....	<a href="#">233</a>
		Percent of Corporate Services Function Staffing that is Outsourced.....	<a href="#">233</a>
<b>Human Resources</b>			
<u>Span of Control</u>			
		Middle Management to Top Management.....	<a href="#">234</a>
		Managers to Middle Management.....	<a href="#">234</a>
		Supervisors to Managers.....	<a href="#">234</a>
		Staff to Supervisors.....	<a href="#">234</a>
		Total Employees to Top Management.....	<a href="#">234</a>
		Employees Other than Top Management to Top Management.....	<a href="#">234</a>
		Middle Management, Managers and Supervisors to Top.....	<a href="#">234</a>
		Staff to Middle Management, Managers and Supervisors.....	<a href="#">234</a>

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
--------	------	------------	-------------

**Human Resources, continued**

EEO-1 Job Categories as a Percent of Total Employees

Managerial.....	<a href="#">234</a>		
Professional.....	<a href="#">234</a>		
Clerical.....	<a href="#">234</a>		
Technical.....	<a href="#">234</a>		
Sales Worker.....	<a href="#">234</a>		
Service Worker.....	<a href="#">234</a>		
Laborer.....	<a href="#">234</a>		
Craft Worker.....	<a href="#">234</a>		
Operatives Worker.....	<a href="#">234</a>		
Total Employees.....	<a href="#">234</a>		

Turnover

Recruitment Costs and Frequencies

Hires per 1,000 FTEs.....	<a href="#">235</a>		
External Hires / 1,000 FTEs.....	<a href="#">235</a>		
Internal Hires/1,000 FTEs.....	<a href="#">235</a>		
External Hires Percent Total Hires.....	<a href="#">235</a>		
Internal Hires Percent Total Hires.....	<a href="#">235</a>		
Average Cost per Hire.....	<a href="#">235</a>		
Cost per External Hire.....	<a href="#">235</a>		
Cost per Internal Hire.....	<a href="#">235</a>		
Days to Fill, External Hires.....	<a href="#">235</a>		
Days to Fill, Internal Hires.....	<a href="#">235</a>		

Employee Separations

Total Separations per 1,000 FTEs.....	<a href="#">235</a>		
Voluntary Separations per 1,000 FTEs.....	<a href="#">235</a>		
Involuntary Separations per 1,000 FTEs.....	<a href="#">235</a>		
Retirements per 1,000 FTEs.....	<a href="#">235</a>		
Other Separations per 1,000 FTEs.....	<a href="#">235</a>		
Voluntary Separations Percent of Total.....	<a href="#">235</a>		
Involuntary Separations Percent of Total.....	<a href="#">235</a>		
Retirements Percent of Total.....	<a href="#">235</a>		
Other Separations Percent of Total.....	<a href="#">235</a>		
Total Turnover.....	<a href="#">235</a>		
Retention.....	<a href="#">235</a>		

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Human Resources, continued</b>			
<u>Work Time and Reasons for Missed Days</u>			
Percent			
Days Worked as a Percent of Work Days.....	236		
Missed Days as a Percent of Work Days.....	236		
FMLA Days as a Percent of Missed Days.....	236		
Short Term Disability as a Percent of Missed Days.....	236		
Workers Comp Days as a Percent of Missed Days.....	236		
Other Days Missed as a Percent of Missed Days.....	236		
Total Missed Days as a Percent of Missed Days.....	236		
Per FTE			
Days Available to Work per FTE.....	236		
Days Worked per FTE.....	236		
FMLA days per FTE.....	236		
Short Term Disability Days per FTE.....	236		
Workers Comp days per FTE.....	236		
Other days Missed per FTE.....	236		
Total Days Missed per FTE.....	236		
<u>Human Resources Cost Summary</u>			
HR Costs per Total FTE.....	237		
x Total FTEs per HR FTE.....	237		
= HR Costs per HR FTE.....	237		
x HR FTEs per 10,000 Members.....	237		
= HR Cost per Member per Month.....	237		
<u>Staffing vs. Non-Labor</u>			
Human Resources Non-Labor Costs per Human Resources FTE.....	237		
+ Human Resources Staffing Costs per Human Resources FTE.....	237		
= Human Resources Costs per Human Resources FTE.....	237		
x Human Resources FTEs per 10,000 Members.....	237		
= Cost per Member per Month.....	237		
Percent of Human Resources Costs that are Non-Labor.....	237		
Percent of Human Resources Costs that are Staffing.....	237		
Percent of Human Resources Costs that are Outsourced.....	237		
Percent of Staff that is Outsourced.....	237		

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Human Resources, continued</b>			
<u>Employee Tenure</u>			
Percent of Employees With Less Than One Year of Tenure.....	<a href="#">238</a>		
Percent of Employees With One to Five Years of Tenure.....	<a href="#">240</a>		
Percent of Employees With Six to Ten Years of Tenure.....	<a href="#">242</a>		
Percent of Employees With More Than Ten Years of Tenure.....	<a href="#">244</a>		
Average Employee Duration in Years.....	<a href="#">246</a>		
<b>Legal</b>			
<u>Normal Business Legal Costs vs. Litigation Legal Costs</u>			
PMPM			
Normal Business Legal Costs.....	<a href="#">248</a>		
Litigation Legal Costs.....	<a href="#">248</a>		
Total Legal costs.....	<a href="#">248</a>		
Percent of Total Legal Costs			
Normal Business Legal Costs.....	<a href="#">248</a>		
Litigation Legal Costs.....	<a href="#">248</a>		
Total Legal costs.....	<a href="#">248</a>		
<u>Staffing vs. Non-Labor</u>			
Legal Non-Labor Cost per Legal FTE.....	<a href="#">248</a>		
+ Legal Staffing Costs per Legal FTE.....	<a href="#">248</a>		
= Legal Costs per Legal FTE.....	<a href="#">248</a>		
x Legal FTEs per 10,000 Members.....	<a href="#">248</a>		
= Cost per Member per Month.....	<a href="#">248</a>		
Percent of Legal Costs that are Non-Labor.....	<a href="#">248</a>		
Percent of Legal Costs that are Staffing.....	<a href="#">248</a>		
Percent of Legal Costs that are Outsourced.....	<a href="#">248</a>		
Percent of Legal Staff that is Outsourced.....	<a href="#">248</a>		



**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Facilities</b>			
<u>Facilities Cost Summary</u>			
			<a href="#">249</a>
x		Facilities Costs per Total FTE.....	<a href="#">249</a>
=		Total FTEs per Facilities FTE.....	<a href="#">249</a>
x		Facilities Costs per Facilities FTE.....	<a href="#">249</a>
=		Facilities FTEs per 10,000 Members.....	<a href="#">249</a>
x		Facilities Costs per Member per Month.....	<a href="#">249</a>
		Facilities FTEs per Total FTEs.....	<a href="#">249</a>
x		Total Usable Square Feet per Facilities FTEs.....	<a href="#">249</a>
=		Total Usable Square Feet per Total FTEs.....	<a href="#">249</a>
x		Facilities Cost per Total Usable Square Feet.....	<a href="#">249</a>
=		Facilities Costs per Total FTEs.....	<a href="#">249</a>
x		Total FTEs per 10,000 Members.....	<a href="#">249</a>
=		Facilities cost per Member per Month.....	<a href="#">249</a>
<u>Staffing vs. Non-Labor</u>			
		Total Staffing Cost per Total FTE.....	<a href="#">249</a>
+		Total Non-Staffing Costs per Total FTE.....	<a href="#">249</a>
=		Total Costs per Total FTE.....	<a href="#">249</a>
x		Total FTEs per 10,000 Members.....	<a href="#">249</a>
=		Cost per Member per Month.....	<a href="#">249</a>
		Percent of Facilities Costs that are Staffing.....	<a href="#">249</a>
		Percent of Facilities Costs that are Non-Labor.....	<a href="#">249</a>
		Percent of Facilities Costs that are Outsourced.....	<a href="#">249</a>
		Percent of Facilities Staff that is Outsourced.....	<a href="#">249</a>
<u>Square Footage of Facilities</u>			
		Usable Square Feet as a Percent of Percent of Gross.....	<a href="#">250</a>
x		Gross Square Feet / FTE.....	<a href="#">250</a>
=		Usable Square Feet / FTE.....	<a href="#">250</a>
		Usable Square Footage	
		Percent Owned.....	<a href="#">250</a>
		Percent Leased.....	<a href="#">250</a>
		Facilities Cost per Square Foot.....	<a href="#">250</a>
		Gross Square Footage	
		Percent Owned.....	<a href="#">250</a>
		Percent Leased.....	<a href="#">250</a>
		Facilities Cost per Square Foot.....	<a href="#">250</a>

**Corporate Services Cluster**

Metric	Page	Definition Calculation
<b>Facilities, continued</b>		
<u>Facilities Costs by Type</u>		
<i>Per Member Per Month</i>		
Total.....	250	
(a) Rent.....	250	
(b) Depreciation.....	250	
(c) Heat, Light and Taxes.....	250	
(d) Security.....	250	
(e) Maintenance.....	250	
(f) Leasehold Improvements.....	250	
(g) All Other.....	250	
<i>Percent of Premiums and Equivalents</i>		
Total.....	250	
(a) Rent.....	250	
(b) Depreciation.....	250	
(c) Heat, Light and Taxes.....	250	
(d) Security.....	250	
(e) Maintenance.....	250	
(f) Leasehold Improvements.....	250	
(g) All Other.....	250	
<i>Per Total FTE per Year</i>		
Total.....	250	
(a) Rent.....	250	
(b) Depreciation.....	250	
(c) Heat, Light and Taxes.....	250	
(d) Security.....	250	
(e) Maintenance.....	250	
(f) Leasehold Improvements.....	250	
(g) All Other.....	250	
<b>Printing and Mailroom</b>		
<u>Mail Volume</u>		
Incoming Mail Volume per Member.....	251	
Outgoing Mail Volume per Member.....	251	
Total Mail Volume per Member.....	251	