

# SHERLOCK BENCHMARKS

Medicare Plans Edition



*Volume II*  
Operational Metrics

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# SHERLOCK BENCHMARKS

## Medicare Edition - 2020

### *Volume II: Operational Metrics*



SHERLOCK COMPANY

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## Tab 2

### Summary of Operational Metrics

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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.

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*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.....	99
x	Members per FTE.....	99
=	Manual Inquiries per FTE per Year.....	99
x	Provider Relations Services Cost per Manual Inquiry.....	99
=	Provider Relations Services Cost per FTE.....	99
x	FTEs per 10,000 Members.....	99
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Total Inquiries

	Total Inquiries per Member.....	99
x	Members per FTE.....	99
=	Total Inquiries per FTE per Year.....	99
x	Provider Relations Services Cost per Total Inquiry.....	99
=	Provider Relations Services Cost per FTE.....	99
x	FTEs per 10,000 Members.....	99
=	Provider Relations Services Costs PMPM.....	99

Per Provider

Manual Inquiries

	Manual Inquiries per Provider.....	100
x	Providers per FTE.....	100
=	Manual Inquiries per FTE per Year.....	100
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=	Provider Relations Services Cost per FTE.....	100
x	FTEs per 10,000 Providers.....	100
=	Provider Relations Services Costs per Provider per Year.....	100

Total Inquiries

	Total Inquiries per Provider.....	100
	Providers per FTE.....	100
	Total Inquiries per FTE per Year.....	100
	Provider Relations Services Cost per Total Inquiry.....	100
	Provider Relations Services Cost per FTE.....	100
	FTEs per 10,000 Members.....	100
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**Provider Network Management and Services**

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**Provider Network Management and Services**

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**Provider Network Management and Services**

*Provider Contracting Metrics:*

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**Provider Network Management and Services**

*Provider Contracting Metrics (continued):*

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

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Renewed Contracts.....	<a href="#">121</a>		
Total Contracts.....	<a href="#">121</a>		
Percent of Provider Contracts with a Pay-for-Performance Arrangement			
<b>Provider Payment</b>			
New Contracts.....	<a href="#">122</a>		
Renewed Contracts.....	<a href="#">122</a>		
<b>Provider Credentialing Time.....</b>	<a href="#">123</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>			
			<a href="#">129</a>
x		Manual Member Transactions per Member.....	<a href="#">129</a>
		Members per FTE.....	<a href="#">129</a>
=		Manual Member Transactions per FTE per Year.....	<a href="#">129</a>
x		Enrollment Cost per Manual Member Transaction.....	<a href="#">129</a>
=		Costs per FTE.....	<a href="#">129</a>
x		FTEs per 10,000 Members.....	<a href="#">129</a>
=		Costs per Member per Month.....	<a href="#">129</a>
<u>Total Transactions</u>			
		Total Transactions per Member.....	<a href="#">129</a>
x		Members per FTE.....	<a href="#">129</a>
=		Total Transactions per FTE per Year.....	<a href="#">129</a>
x		Enrollment Cost per Total Transaction.....	<a href="#">129</a>
=		Costs per FTE.....	<a href="#">129</a>
x		FTEs per 10,000 Members.....	<a href="#">129</a>
=		Costs per Member per Month.....	<a href="#">129</a>
<u>Staffing vs. Non-Labor</u>			
		Enrollment Total Non-Labor Cost per Total FTE.....	<a href="#">129</a>
+		Enrollment Total Staffing Costs per Total FTE.....	<a href="#">129</a>
=		Enrollment Total Costs per Total FTE.....	<a href="#">129</a>
x		Enrollment Total FTEs per 10,000 Members.....	<a href="#">129</a>
=		Enrollment Cost per Member per Month.....	<a href="#">129</a>
		Percent of Enrollment Costs that are Staffing.....	<a href="#">129</a>
		Percent of Enrollment Costs that are Non-Labor.....	<a href="#">129</a>
		Percent of Enrollment Costs that are Outsourced.....	<a href="#">129</a>
		Percent of Enrollment Staffing that is Outsourced.....	<a href="#">129</a>
<b>Transaction Processing</b>			
<u>Group Transactions per 1,000 Members</u>			
		New Group.....	<a href="#">130</a>
		Renewal / Maintenance.....	<a href="#">130</a>
		Total Group.....	<a href="#">131</a>
<u>Group Transactions per Group</u>			
		New Group Transactions per New Group.....	<a href="#">131</a>
		Renewal/Maintenance Transactions per Renewal Group.....	<a href="#">132</a>
		Total Group.....	<a href="#">132</a>
		Note: Total Enrollment Transactions per Group per Year.....	<a href="#">133</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="#">133</a>		
Renewal/Maintenance.....	<a href="#">134</a>		
Total Group.....	<a href="#">134</a>		
<u>Member Transactions per Member</u>			
Manual			
Electronic Transactions Requiring Manual Intervention.....	<a href="#">135</a>		
All Other Manual.....	<a href="#">135</a>		
Total Manual Transactions.....	<a href="#">136</a>		
Automated			
Direct to System.....	<a href="#">136</a>		
Other.....	<a href="#">137</a>		
Total Automated Electronic.....	<a href="#">137</a>		
Total Member Transactions.....	<a href="#">138</a>		
Note: Total Enrollment Transactions per Member per Year.....	<a href="#">138</a>		
<u>Composition of Total Member Transactions</u>			
Manual			
Electronic Transactions Requiring Manual Intervention.....	<a href="#">139</a>		
All Other Manual.....	<a href="#">139</a>		
Total Manual Transactions.....	<a href="#">140</a>		
Automated			
Direct to System.....	<a href="#">140</a>		
Other.....	<a href="#">141</a>		
Total Automated Electronic.....	<a href="#">141</a>		
Total Member Transactions.....	<a href="#">142</a>		
Note: Percent of Member Transactions Submitted Electronically that Require Manual Intervention.....	<a href="#">142</a>		
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Percentage of Plans with an Automated Enrollment Portal.....	<a href="#">143</a>		
Name of Software and Vendor of Automated Enrollment Portal Used.....	<a href="#">143</a>		
<b>Average Enrollment Processing Days</b>			
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Members.....	<a href="#">144</a>		
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Groups.....	<a href="#">145</a>		
Members.....	<a href="#">145</a>		

**Enrollment / Membership / Billing**

Metric	Page	Definition	Calculation
<b>ID Cards</b>			
Percent of Members that Received Card Before Effective Date.....	<a href="#">146</a>		
Percent of Members that Received Card Within 30 Days of Plan Receiving Paperwork.....	<a href="#">146</a>		
Number of Cards Issued per Member.....	<a href="#">147</a>		
<b>Billing</b>			
Percent of Bills Paid Before Due Date.....	<a href="#">148</a>		
Average Number of Days that Bills Were Sent Prior to Due Date.....	<a href="#">148</a>		
Total Number of Bills Sent per Member.....	<a href="#">149</a>		
<u>Percent of Bills Paid Before Due Date</u>			
Credit Card.....	<a href="#">150</a>		
ACH and Wire.....	<a href="#">150</a>		
Paper Checks.....	<a href="#">151</a>		
Cash.....	<a href="#">151</a>		
Percent of Number Invoices Paid, by Type			
<u>Paper Checks</u>			
Credit Card.....	<a href="#">152</a>		
ACH and Wire.....	<a href="#">152</a>		
Paper Checks.....	<a href="#">153</a>		
Cash.....	<a href="#">153</a>		
Percent of Dollars of Invoices Paid, by Type			
<u>Paper Checks</u>			
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ACH and Wire.....	<a href="#">154</a>		
Paper Checks.....	<a href="#">155</a>		
Cash.....	<a href="#">155</a>		
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< 21.....	<a href="#">156</a>		
21 - 29.....	<a href="#">156</a>		
30 - 34.....	<a href="#">156</a>		
35 - 39.....	<a href="#">156</a>		
40 - 44.....	<a href="#">156</a>		
< 45 (sum of above).....	<a href="#">156</a>		
45 - 49.....	<a href="#">156</a>		
50 - 54.....	<a href="#">156</a>		
55 - 59.....	<a href="#">156</a>		
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**Enrollment / Membership / Billing**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Group and Membership Characteristics Affecting Total Transactions</b>			
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Tab 6

Customer Services

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

Metric	Page	Definition	Calculation
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Manual Inquiries per Member.....	165		
x Members per FTE.....	165		
= Manual Inquiries per FTE per Year.....	165		
x Customer Service Cost per Manual Inquiry.....	165		
= Costs per FTE.....	165		
x FTEs per 10,000 Members.....	165		
= Costs per Member per Month.....	165		
<u>Staffing vs. Non-Labor</u>			
Customer Services Total Non-Labor Cost per Total FTE.....	165		
+ Customer Services Total Staffing Costs per Total FTE.....	165		
= Customer Services Total Costs per Total FTE.....	165		
x Customer Services Total FTEs per 10,000 Members.....	165		
= Customer Services Cost per Member per Month.....	165		
Percent of Customer Services Costs that are Staffing.....	165		
Percent of Customer Services Costs that are Non-Labor.....	165		
Percent of Customer Services Costs that are Outsourced.....	165		
Percent of Customer Services Staffing that is Outsourced.....	165		
<b>Inquiries</b>			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	166		
Paper/Written Inquiries.....	166		
Manual Electronic Inquiries.....	167		
Total Manual Inquiries.....	167		
Automated Calls.....	168		
Total Member Inquiries.....	168		
Customer Services Inquiries per 100 Claims.....	169		

**Customer Services**

Metric	Page	Definition	Calculation
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<u>Percent of Total Inquiries, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">170</a>		
Paper/Written Inquiries .....	<a href="#">170</a>		
Manual Electronic Inquiries.....	<a href="#">171</a>		
Total Manual Inquiries.....	<a href="#">171</a>		
Automated Calls.....	<a href="#">172</a>		
Total Member Inquiries .....	<a href="#">172</a>		
Percent of Total Calls Received that are Manual.....	<a href="#">173</a>		
<u>Product Mix of Inquiries</u>			
Manual			
Manual Calls.....	<a href="#">174</a>		
Paper/Written Inquiries .....	<a href="#">174</a>		
Manual Electronic Inquiries.....	<a href="#">175</a>		
Total Manual Inquiries.....	<a href="#">175</a>		
Automated Calls.....	<a href="#">176</a>		
Total Member Inquiries .....	<a href="#">176</a>		
<u>Reasons for Inquiries Per Member Per Year, by Product</u>			
Benefit Lookup.....	<a href="#">177</a>		
Eligibility.....	<a href="#">177</a>		
Claims Status.....	<a href="#">178</a>		
Provider Check.....	<a href="#">178</a>		
Billing & ID Cards.....	<a href="#">179</a>		
Complaints / Grievances.....	<a href="#">179</a>		
Financial Information.....	<a href="#">180</a>		
Other.....	<a href="#">180</a>		
Total Inquiries.....	<a href="#">181</a>		
<u>Reasons for Inquiries as a Percent of Total Inquiries</u>			
Benefit Lookup.....	<a href="#">182</a>		
Eligibility.....	<a href="#">182</a>		
Claims Status.....	<a href="#">183</a>		
Provider Check.....	<a href="#">183</a>		
Billing & ID Cards.....	<a href="#">184</a>		
Complaints / Grievances.....	<a href="#">184</a>		
Financial Information.....	<a href="#">185</a>		
Other.....	<a href="#">185</a>		
Total Inquiries.....	<a href="#">186</a>		

**Customer Services**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Member Services Outsourcing</b>			
Percent of Plans that Outsource the Handling of any Manual Inquiries.....	<a href="#">187</a>		
Percent of Plans that Outsource Manual Inquiries that Include Outsourced Manual Inquiries in Total Manual Inquiries.....	<a href="#">187</a>		
Percent of Manual Inquiries that are handled by Outsourced Vendors.....	<a href="#">187</a>		
<b>Member Portal</b>			
Number of Portal Sessions / Logins per Member with an Account per Year.....	<a href="#">188</a>		
Percent of Members with Registered Accounts.....	<a href="#">188</a>		
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Percentage of Plans with a Member Portal.....	<a href="#">188</a>		
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Percent Transfer.....	<a href="#">190</a>		
Percent Hold.....	<a href="#">191</a>		
Handle Time, in Seconds.....	<a href="#">191</a>		
<b>Quality</b>			
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Percent of Members Satisfied.....	<a href="#">192</a>		
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<b>Timeliness of Customer Services Response</b>			
Days to Resolve Inquiries.....	<a href="#">194</a>		
First Call Resolution Rate.....	<a href="#">194</a>		
<b>Member Appeals</b>			
Percent of Adverse Decisions Overturned on Appeal.....	<a href="#">195</a>		
Percent of Adverse Decisions Upheld on Appeal.....	<a href="#">195</a>		
Appeals per 10,000 Members.....	<a href="#">196</a>		

Tab 7

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
<b>Claims Cost Summary</b>			
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Suspended Claims per Member.....	201		
x Members per FTE.....	201		
= Suspended Claims Processed per FTE per Year.....	201		
x Cost per Suspended Claim.....	201		
= Costs per FTE.....	201		
x FTEs Per 10,000 Members.....	201		
= Costs per Member Per Month.....	201		
<u>Total Claims</u>			
x Claims Processed Per Member.....	201		
= Members Per FTE.....	201		
x Claims Processed Per FTE Per Year.....	201		
= Cost per Claims Processed.....	201		
x Costs Per FTE.....	201		
= FTEs Per 10,000 Members.....	201		
Costs Per Member Per Month.....	201		
<u>Staffing vs. Non-Labor</u>			
Claims Processing Total Non-Labor Cost per Total FTE.....	201		
+ Claims Processing Staffing Costs per Total FTE.....	201		
= Claims Processing Total Costs per Total FTE.....	201		
x Claims Processing Total FTEs per 10,000 Members.....	201		
= Claims Processing Cost per Member per Month.....	201		
Percent of Claims Processing Costs that are Staffing.....	201		
Percent of Claims Processing Costs that are Non-Labor.....	201		
Percent of Claims Processing Costs that are Outsourced.....	201		
Percent of Claims Processing Staffing that is Outsourced.....	201		
<b>Volume of Claims</b>			
<u>Receipts</u>			
Total Receipts Per Member Per Year.....	202		

**Claim and Encounter Capture and Adjudication**

Metric	Page	Definition	Calculation
<b>Volume of Claims (continued)</b>			
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Total Receipts Rejected Per Member Per Year.....	<a href="#">203</a>		
Total Rejected Receipts as a Percent of Total Receipts.....	<a href="#">203</a>		
<u>Processed Claims</u>			
Paper Claims Processed Per Member Per Year.....	<a href="#">204</a>		
Paper Claims Processed as a Percent of Total Claims.....	<a href="#">204</a>		
Electronic Claims Processed Per Member Per Year.....	<a href="#">205</a>		
Electronic Claims Processed as a Percent of Total Claims.....	<a href="#">205</a>		
Total Claims Processed Per Member Per Year.....	<a href="#">206</a>		
Total Claims Processed as a Percent of Total Receipts.....	<a href="#">206</a>		
Cost per Processed Claim.....	<a href="#">207</a>		
<u>Autoadjudicated Claims</u>			
Paper Claims Autoadjudicated Per Member Per Year.....	<a href="#">208</a>		
Paper Auto-Adjudication Rate.....	<a href="#">208</a>		
Paper Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	<a href="#">209</a>		
Electronic Claims Autoadjudicated Per Member Per Year.....	<a href="#">210</a>		
Electronic Autoadjudication Rate.....	<a href="#">210</a>		
Electronic Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	<a href="#">211</a>		
Total Claims Autoadjudicated Per Member Per Year.....	<a href="#">212</a>		
Total Claims Auto-Adjudication Rate.....	<a href="#">212</a>		
<u>Suspended Claims (Claims Requiring Manual Intervention)</u>			
Paper Claims Suspended Per Member Per Year.....	<a href="#">213</a>		
Paper Suspension Rate.....	<a href="#">213</a>		
Electronic Claims Suspended Per Member Per Year.....	<a href="#">214</a>		
Electronic Suspension Rate.....	<a href="#">214</a>		
Total Claims Suspended Per Member Per Year.....	<a href="#">215</a>		
Total Suspension Rate.....	<a href="#">215</a>		
Cost per Suspended Claim.....	<a href="#">216</a>		

## Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
<b>Volume of Claims (continued)</b>			
<u>Adjusted Claims</u>			
Total Claims Adjusted Per Member Per Year.....	<a href="#">218</a>		
Total Adjustment Rate.....	<a href="#">218</a>		
Percent of Adjusted Claims, by Type			
Plan Error.....	<a href="#">218</a>		
All Other.....	<a href="#">218</a>		
Total Number of Adjusted Claims.....	<a href="#">218</a>		
<u>Denials</u>			
Denied Claims Per Member Per Year.....	<a href="#">219</a>		
Denied Claims Rate.....	<a href="#">219</a>		
Paid Claims Per Member Per Year.....			
Paid Claims Rate.....	<a href="#">220</a>		
<u>Capitation</u>			
Encounters Paid via Capitation Per Member Per Year.....	<a href="#">221</a>		
Encounters Paid via Capitation as a Percent of Total Claims.....	<a href="#">221</a>		
Healthcare Expenses per Encounter paid via Capitation.....			
Healthcare Expenses paid via Capitation as a Percent of Total Healthcare Expenses.....	<a href="#">222</a>		
<b>Speed of Claims Processing</b>			
Average Payment Period in Days.....	<a href="#">223</a>		
Average Inventory in Days.....	<a href="#">223</a>		
Average Claims Inventory as a Percent of Total Claims Processed.....	<a href="#">224</a>		
<u>Percent of Claims Processed Within the Following Days of Receipt:</u>			
0 - 14 days.....	<a href="#">225</a>		
15 - 30 days.....	<a href="#">225</a>		
31 - 60 days.....	<a href="#">226</a>		
> 60 days.....	<a href="#">226</a>		
Total.....	<a href="#">227</a>		
<u>Timing of Claims Payment</u>			
Average Days Incurred to Receipt of Claim.....	<a href="#">228</a>		
Average Days Receipt of Claim to Payment Approved.....	<a href="#">228</a>		
Average Days Payment Approved to Payment.....	<a href="#">229</a>		
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**Claim and Encounter Capture and Adjudication**

Metric	Page	Definition	Calculation
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Interest Paid per Claim Processed.....	<a href="#">232</a>		
Interest Paid as a Percent of Total Health Benefits.....	<a href="#">232</a>		
<b>EOBs (Explanation of Benefits)</b>			
Percentage of Plans that Allow Members to Opt-Out of Paper EOBs.....	<a href="#">233</a>		
Percent of EOBs Sent Electronically.....	<a href="#">233</a>		
<b>COB and Subrogation</b>			
COB and Subrogation Recoveries Per Dollar of COB Cost.....	<a href="#">234</a>		
COB and Subrogation Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">234</a>		
Net Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">235</a>		
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Tab 8  
Information Systems

Metric	Page	Definition	Calculation
<b>Information Systems Cost Summary</b>			
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x IS Costs per Total FTE.....	<a href="#">241</a>		
= IS Costs per IS FTE.....	<a href="#">241</a>		
x IS FTEs per 10,000 Members.....	<a href="#">241</a>		
= Cost per Member per Month.....	<a href="#">241</a>		
<b>Effect of IS Allocated by Supported Functional Area</b>			
IS After Allocation as a Percent of Total IS.....	<a href="#">241</a>		
x Total IS PMPM.....	<a href="#">241</a>		
= IS Costs PMPM, After Allocation.....	<a href="#">241</a>		
x Non-IS Costs PMPM, After Allocation.....	<a href="#">241</a>		
= Total Administrative Cost PMPM.....	<a href="#">241</a>		
<b>Internal vs. Outsourced FTE Costs</b>			
Internal IS Expenses per Internal FTE.....	<a href="#">241</a>		
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<b>Staffing vs. Non-Labor</b>			
Information Systems Total Non-Labor Cost per Total FTE.....	<a href="#">242</a>		
+ Information Systems Total Staffing Costs per Total FTE.....	<a href="#">242</a>		
= Information Systems Total Costs per Total FTE.....	<a href="#">242</a>		
x Information Systems Total FTEs per 10,000 Members.....	<a href="#">242</a>		
= Information Systems Cost per Member per Month.....	<a href="#">242</a>		
Percent of Information Systems Costs that are Non-Labor.....	<a href="#">242</a>		
Percent of Information Systems Costs that are Staffing.....	<a href="#">242</a>		
Percent of Information Systems Costs that are Outsourced.....	<a href="#">242</a>		
Percent of Information Systems Staffing that is Outsourced.....	<a href="#">242</a>		
<b>Total Information Systems Costs, Natural Accounting Categories</b>			
<u>Per Member Per Month</u>			
(a) Internal Personnel, Including Travel and Training.....	<a href="#">243</a>		
(b) Consultants / Contractors.....	<a href="#">243</a>		
(c) Hardware Depreciation and Maintenance.....	<a href="#">243</a>		
(d) Software Amortization and Maintenance.....	<a href="#">243</a>		
(e) All Other, Including Office Supplies.....	<a href="#">243</a>		
Total Information Systems Expenses.....	<a href="#">243</a>		
<u>Percent of Premium Equivalents</u>			
(a) Internal Personnel, Including Travel and Training.....	<a href="#">243</a>		
(b) Consultants / Contractors.....	<a href="#">243</a>		
(c) Hardware Depreciation and Maintenance.....	<a href="#">243</a>		
(d) Software Amortization and Maintenance.....	<a href="#">243</a>		
(e) All Other, Including Office Supplies.....	<a href="#">243</a>		
Total Information Systems Expenses.....	<a href="#">243</a>		

**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.....	243		
(b) Consultants / Contractors.....	243		
(c) Hardware Depreciation and Maintenance.....	243		
(d) Software Amortization and Maintenance.....	243		
(e) All Other, Including Office Supplies.....	243		
Total Information Systems Expenses.....	243		
<b>Total Information Systems Costs, Functional Areas</b>			
<u>Per Member Per Month</u>			
11 (a) Operations and Support.....	244		
(1) Voice and Data Network.....	244		
(2) Data Center.....	244		
(3) Engineering.....	244		
(4) Desktop Services.....	244		
(5) Help Desk.....	244		
(6) Storage and Capacity Management.....	244		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	244		
(8) Other.....	244		
11 (b) Applications Maintenance.....	244		
11 (c) Applications Acquisition and Development.....	244		
(1) Project Management Office and Support (PMO).....	244		
(2) Other.....	244		
11 (d) Security Administration and Enforcement.....	244		
Total Information Systems Expenses.....	244		
<u>Percent of Premium Equivalents</u>			
11 (a) Operations and Support.....	244		
(1) Voice and Data Network.....	244		
(2) Data Center.....	244		
(3) Engineering.....	244		
(4) Desktop Services.....	244		
(5) Help Desk.....	244		
(6) Storage and Capacity Management.....	244		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	244		
(8) Other.....	244		
11 (b) Applications Maintenance.....	244		
11 (c) Applications Acquisition and Development.....	244		
(1) Project Management Office and Support (PMO).....	244		
(2) Other.....	244		
11 (d) Security Administration and Enforcement.....	244		
Total Information Systems Expenses.....	244		

**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.....	245		
(1) Voice and Data Network.....	245		
(2) Data Center.....	245		
(3) Engineering.....	245		
(4) Desktop Services.....	245		
(5) Help Desk.....	245		
(6) Storage and Capacity Management.....	245		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	245		
(8) Other.....	245		
11 (b) Applications Maintenance.....	245		
11 (c) Applications Acquisition and Development.....	245		
(1) Project Management Office and Support (PMO).....	245		
(2) Other.....	245		
11 (d) Security Administration and Enforcement.....	245		
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<u>Utilization</u>			
Average Utilization for Processors, 24/7 Capacity.....	245		
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Online.....	246		
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Online.....	246		
Total.....	246		

**Information Systems**

Metric	Page	Definition	Calculation
<b>Internal Help Desk (continued)</b>			
Percent of Total Inquiries Requiring Escalation.....	<a href="#">246</a>		
Total FTEs per Helpdesk FTE.....	<a href="#">246</a>		
Helpdesk FTEs per 10,000 Members.....	<a href="#">246</a>		
Percentage of plans with the option for employees to generate tickets online.....	<a href="#">247</a>		
Desktop Management Software and Vendors.....	<a href="#">247</a>		
<b>Core Systems</b>			
Applications by Function.....	<a href="#">248</a>		
Number of Core Insurance Operating Systems Utilized by Plans.....	<a href="#">251</a>		
Percentage Plans Going Through System Migration:.....	<a href="#">251</a>		
<u>Availability</u>			
System Availability - 24 / 7 Average.....	<a href="#">252</a>		
Time to Resolve Critical Outage, Hours.....	<a href="#">252</a>		
Production Job Cost Summary			
Production Jobs per 1,000 Members.....	<a href="#">253</a>		
x Members per IS FTE.....	<a href="#">253</a>		
= Daily Production Jobs per IS FTE.....	<a href="#">253</a>		
x IS Cost per Production Job.....	<a href="#">253</a>		
= IS Cost per IS FTE.....	<a href="#">253</a>		
x IS FTEs per 10,000 Members.....	<a href="#">253</a>		
= IS Costs per Member per Month.....	<a href="#">253</a>		
<u>Production and Test Jobs</u>			
Daily Production Jobs per 10,000 Members.....	<a href="#">254</a>		
Yearly Claims Processed per Daily Production Job.....	<a href="#">254</a>		
Yearly Enrollment Transactions Processed per Daily Production Job.....	<a href="#">254</a>		
Yearly Member and Provider Inquiries Processed per Daily Production Job.....	<a href="#">254</a>		
Percent of Total Production Jobs Run Daily.....	<a href="#">255</a>		
Production Jobs as a Percent of Total Jobs.....	<a href="#">255</a>		
Daily Test Jobs per 10,000 members.....	<a href="#">256</a>		
Percent of Total Test Jobs Run Daily.....	<a href="#">256</a>		
Test Jobs as a Percent of Total Jobs.....	<a href="#">257</a>		

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## 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, Legal and Human Resources. This tab includes metrics of those subfunctions.

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Metric	Page	Definition	Calculation
<b>Corporate Services Function</b>			
<u>Corporate Services Function Cost Summary</u>			
Total FTEs per Corporate Services FTE.....	<a href="#">265</a>		
x Corporate Services Costs per Total FTE.....	<a href="#">265</a>		
= Cost of Corporate Services per FTE.....	<a href="#">265</a>		
x FTEs per 10,000 Members.....	<a href="#">265</a>		
= Cost per Member per Month.....	<a href="#">265</a>		
<u>Staffing vs. Non-Labor</u>			
Corporate Services Function Total Non-Labor Cost per Total FTE.....	<a href="#">265</a>		
+ Corporate Services Function Total Staffing Costs per Total FTE.....	<a href="#">265</a>		
= Corporate Services Function Total Costs per Total FTE.....	<a href="#">265</a>		
x Corporate Services Function Total FTEs per 10,000 Members.....	<a href="#">265</a>		
= Corporate Services Function Cost per Member per Month.....	<a href="#">265</a>		
Percent of Corporate Services Function Costs that are Staffing.....	<a href="#">265</a>		
Percent of Corporate Services Function Costs that are Non-Labor.....	<a href="#">265</a>		
Percent of Corporate Services Function Costs that are Outsourced.....	<a href="#">265</a>		
Percent of Corporate Services Function Staffing that is Outsourced.....	<a href="#">265</a>		

**Corporate Services Cluster**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Human Resources</b>			
<u>Span of Control</u>			
Middle Management to Top Management.....	<a href="#">266</a>		
Managers to Middle Management.....	<a href="#">266</a>		
Supervisors to Managers.....	<a href="#">266</a>		
Staff to Supervisors.....	<a href="#">266</a>		
Total Employees to Top Management.....	<a href="#">266</a>		
Employees Other than Top Management to Top Management.....	<a href="#">266</a>		
Middle Management, Managers and Supervisors to Top.....	<a href="#">266</a>		
Staff to Middle Management, Managers and Supervisors.....	<a href="#">266</a>		
<u>EEO-1 Job Categories as a Percent of Total Employees</u>			
Managerial.....	<a href="#">266</a>		
Professional.....	<a href="#">266</a>		
Clerical.....	<a href="#">266</a>		
Technical.....	<a href="#">266</a>		
Sales Worker.....	<a href="#">266</a>		
Service Worker.....	<a href="#">266</a>		
Laborer.....	<a href="#">266</a>		
Craft Worker.....	<a href="#">266</a>		
Operatives Worker.....	<a href="#">266</a>		
Total Employees.....	<a href="#">266</a>		
<u>Span of Control- Call Centers</u>			
<i>Member Services</i>			
Line Staff to Support Employees.....	<a href="#">267</a>		
Support Employees to All Other (Supervisors and Managers).....	<a href="#">267</a>		
Total Call Center Employees to All Other (Supervisors and Managers).....	<a href="#">267</a>		
Line Staff and Support Employees to All Other (Supervisors and Managers).....	<a href="#">267</a>		
<i>Provider Services</i>			
Line Staff to Support Employees.....	<a href="#">267</a>		
Support Employees to All Other (Supervisors and Managers).....	<a href="#">267</a>		
Total Call Center Employees to All Other (Supervisors and Managers).....	<a href="#">267</a>		
Line Staff and Support Employees to All Other (Supervisors and Managers).....	<a href="#">267</a>		
<u>Call Centers Job Categories as a Percent of Total Call Center Employees</u>			
<i>Member Services</i>			
Line Staff .....	<a href="#">267</a>		
Support Employees .....	<a href="#">267</a>		
All Other (Supervisors and Managers).....	<a href="#">267</a>		
Total Call Center Employees.....	<a href="#">267</a>		
<i>Provider Services</i>			
Line Staff .....	<a href="#">267</a>		
Support Employees .....	<a href="#">267</a>		
All Other (Supervisors and Managers).....	<a href="#">267</a>		
Total Call Center Employees.....	<a href="#">267</a>		

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Human Resources (Continued)</b>			
<u>Human Resources Activities</u>			
Total Turnover.....	268		
Retention.....	268		
<u>Human Resources Cost Summary</u>			
HR Costs per Total FTE.....	268		
x Total FTEs per HR FTE.....	268		
= HR Costs per HR FTE.....	268		
x HR FTEs per 10,000 Members.....	268		
= HR Cost per Member per Month.....	268		
<u>Staffing vs. Non-Labor</u>			
Human Resources Non-Labor Costs per Human Resources FTE.....	268		
+ Human Resources Staffing Costs per Human Resources FTE.....	268		
= Human Resources Costs per Human Resources FTE.....	268		
x Human Resources FTEs per 10,000 Members.....	268		
= Cost per Member per Month.....	268		
Percent of Human Resources Costs that are Non-Labor.....	268		
Percent of Human Resources Costs that are Staffing.....	268		
Percent of Human Resources Costs that are Outsourced.....	268		
Percent of Staff that is Outsourced.....	268		
<b>Legal</b>			
<u>Normal Business Legal Costs vs. Litigation Legal Costs</u>			
PMPM			
Normal Business Legal Costs.....	269		
Litigation Legal Costs.....	269		
Total Legal Costs.....	269		
Percent of Premiums and Fees			
Normal Business Legal Costs.....	269		
Litigation Legal Costs.....	269		
Total Legal Costs.....	269		
Percent of Total Legal Costs			
Normal Business Legal Costs.....	269		
Litigation Legal Costs.....	269		
Total Legal Costs.....	269		





**Corporate Services Cluster**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Facilities (Continued)</b>			
<u>Size of Facilities</u>			
Square Feet per Total FTE			
Gross.....	<a href="#">271</a>		
Usable.....	<a href="#">271</a>		
Square Feet per On-Site FTE			
Gross.....	<a href="#">271</a>		
Usable.....	<a href="#">271</a>		
On-Site FTEs as a Percent of Total FTEs.....	<a href="#">271</a>		
Usable Square Footage by Type			
Percent Owned.....	<a href="#">271</a>		
Percent Leased.....	<a href="#">271</a>		
Usable Square Feet as a Percent of Gross Square Feet.....	<a href="#">271</a>		
Gross Square Footage by Type			
Percent Owned.....	<a href="#">271</a>		
Percent Leased.....	<a href="#">271</a>		
Total Facilities Costs per Square Foot			
Gross.....	<a href="#">271</a>		
Usable.....	<a href="#">271</a>		
<u>Facilities Costs by Type</u>			
<i>Per Member Per Month</i>			
(a) Rent.....	<a href="#">272</a>		
(b) Depreciation.....	<a href="#">272</a>		
(c) Heat, Light and Taxes.....	<a href="#">272</a>		
(d) Security.....	<a href="#">272</a>		
(e) Maintenance.....	<a href="#">272</a>		
(f) Leasehold Improvements.....	<a href="#">272</a>		
(g) All Other.....	<a href="#">272</a>		
Total.....	<a href="#">272</a>		
<i>Percent of Premiums and Equivalents</i>			
(a) Rent.....	<a href="#">272</a>		
(b) Depreciation.....	<a href="#">272</a>		
(c) Heat, Light and Taxes.....	<a href="#">272</a>		
(d) Security.....	<a href="#">272</a>		
(e) Maintenance.....	<a href="#">272</a>		
(f) Leasehold Improvements.....	<a href="#">272</a>		
(g) All Other.....	<a href="#">272</a>		
Total.....	<a href="#">272</a>		

## Tab 10

### Risk Adjustment

Risk Adjustment is the analysis of clinical data in order to match government compensation with the risk factors of members. This includes adjustment for the “three Rs”: permanent risk adjustment, transitional reinsurance and transitional risk corridors.

Metric	Page	Definition	Calculation
<b>Risk Adjustment Cost Summary</b>			
Chart Reviews per 1,000 Members.....	<a href="#">275</a>		
x Members per FTE.....	<a href="#">275</a>		
= Chart Reviews per FTE per Year.....	<a href="#">275</a>		
x Cost per Chart Review.....	<a href="#">275</a>		
= Costs per FTE.....	<a href="#">275</a>		
FTEs per 10,000 Members.....	<a href="#">275</a>		
Costs per Member per Month.....	<a href="#">275</a>		
<b>Staffing vs. Non-Labor - Risk Adjustment</b>			
Risk Adjustment Non-Labor Cost per Total FTE.....	<a href="#">275</a>		
+ Risk Adjustment Total Staffing Costs per Total FTE.....	<a href="#">275</a>		
= Risk Adjustment Total Costs per Total FTE.....	<a href="#">275</a>		
x Risk Adjustment Total FTEs per 10,000 Members.....	<a href="#">275</a>		
= Risk Adjustment Cost per Member per Month.....	<a href="#">275</a>		
Percent of Risk Adjustment Costs that are Staffing.....	<a href="#">275</a>		
Percent of Risk Adjustment Costs that are Non-Labor.....	<a href="#">275</a>		
Percent of Risk Adjustment Costs that are Outsourced.....	<a href="#">275</a>		
Percent of Risk Adjustment Staffing that is Outsourced.....	<a href="#">275</a>		
<b>Number of Chart Reviews</b>			
Per 1,000 Members			
Internal.....	<a href="#">276</a>		
Outsourced.....	<a href="#">276</a>		
Total.....	<a href="#">277</a>		
Percent of Charts Subject to Multiple Passes			
Internal.....	<a href="#">277</a>		
Outsourced.....	<a href="#">278</a>		
Total.....	<a href="#">278</a>		
Percent of Charts Reviews: Internal vs. Outsourced			
Internal.....	<a href="#">279</a>		
Outsourced.....	<a href="#">279</a>		
Total.....	<a href="#">280</a>		
Internal Charts Reviewed per Risk Adjustment FTE Reviewing Charts.....	<a href="#">280</a>		

**Risk Adjustment**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Risk Adjustment Staffing</b>			
Risk Adjustment Staffing FTEs per 10,000 Members			
Employees Reviewing Charts.....	<a href="#">281</a>		
Other Risk Adjustment Employees.....	<a href="#">281</a>		
Total.....	<a href="#">282</a>		
Percent of Risk Adjustment Staffing			
Employees Reviewing Charts.....	<a href="#">282</a>		
Other Risk Adjustment Employees.....	<a href="#">283</a>		
Total.....	<a href="#">283</a>		
<b>Revenue Yields and Returns</b>			
Risk Score Improvement Percentage			
Internal.....	<a href="#">284</a>		
Outsourced.....	<a href="#">284</a>		
<b>Dollar Reimbursement Yield</b>			
PMPY			
Internal.....	<a href="#">285</a>		
Outsourced.....	<a href="#">285</a>		
Total.....	<a href="#">286</a>		
Per Chart Review			
Internal.....	<a href="#">286</a>		
Outsourced.....	<a href="#">287</a>		
Total.....	<a href="#">287</a>		
As a Percent of Health Care Costs			
Internal.....	<a href="#">288</a>		
Outsourced.....	<a href="#">288</a>		
Total.....	<a href="#">289</a>		
Vendors used by participants for outsourced risk-adjustment services.....	<a href="#">289</a>		

# **SHERLOCK BENCHMARKS**

*Medicare Plans Edition - 2020*

**Volume II – Operational Metrics**

