

SHERLOCK BENCHMARKS

Larger Edition



Volume II
Operational Metrics

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SHERLOCK BENCHMARKS

Larger Edition - 2023

Volume II: Operational Metrics



SHERLOCK COMPANY

August 2023

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Tab 2. Operational Metrics Overview

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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 (including Provider Configuration), 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.

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Tab 10. Risk Adjustment

This section includes metrics relating to 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.

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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.

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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.

Metric	Page	Definition	Calculation
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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.....	87
x	Members per FTE.....	87
=	Manual Inquiries per FTE per Year.....	87
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=	Provider Relations Services Cost per FTE.....	87
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Provider Network Management and Services

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	169		
x	169		
=	169		
x	169		
=	169		
x	169		
=	169		
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x	169		
=	169		
x	169		
=	169		
x	169		
=	169		
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	169		
+	169		
x	169		
=	169		
=	169		
	169		
	169		
	169		
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15 - 30 days.....	194		
31 - 60 days.....	194		
> 60 days.....	194		
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(3) Engineering.....	204		
(4) Desktop Services.....	204		
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(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	204		
(8) Other.....	204		
11 (b) Applications Maintenance.....	204		
11 (c) Applications Acquisition and Development.....	204		
(1) Project Management Office and Support (PMO).....	204		
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Tab 9

Corporate Services Cluster

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9. Customer Services.....	240		
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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.

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Chart Reviews per 1,000 Members.....	245		
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