

SHERLOCK BENCHMARKS

Medicaid Plans Edition



Volume II

Operational Metrics

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SHERLOCK BENCHMARKS

Medicaid Plans Edition - 2024

Volume II: Operational Metrics



SHERLOCK COMPANY

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TABLE OF CONTENTS

Tab 1. Introduction and Background

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

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 (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.

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 settles claims with claimants in accordance with policy provisions and 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 and the costs to maintain security.

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TABLE OF CONTENTS, CONTINUED

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 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.

Metric	Page
Summary of Medians.....	3
Sales and Marketing.....	5
Provider Network Management & Services.....	6
Enrollment / Membership / Billing.....	7
Customer Services.....	8
Claim and Encounter Capture and Adjudication.....	9
Information Systems.....	10
Corporate Services.....	11
Human Resources.....	11
Legal.....	12
Facilities.....	12
Risk Adjustment.....	13

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Tab 3
Sales and Marketing

Metric	Page	Definition	Calculation
Product Mix			
Percentage Point Change in Mix of Membership.....	23		
Sum of Absolute Values of Percentage Point Changes in Product Mix.....	23		
Group and Membership Growth			
<u>Sources of Membership Growth</u>			
Total Membership Growth.....	24		
= Membership Increase Due to Group Members.....	24		
+ Membership Increase Due to Individual Members.....	25		
Note: Group Member Persistency Rate.....	25		
<u>Sources of Membership Growth</u>			
Percent Change in Number of Groups.....	26		
x Percent Change in Average Group Size.....	26		
= Change in Group Membership.....	27		
+ Percent Change in Number of Individual Members.....	27		
= Growth in Total Membership.....	28		
Note: Individual Membership Increase as Percent of Total Increase or Decrease.....	28		
<u>Sources of Group Membership Growth</u>			
Membership Increase due to New Groups.....	29		
+ Membership Decrease due to Lost Groups.....	29		
+ Net Membership Growth Within Retained Groups.....	30		
= Total Growth in Group Membership.....	30		
Note: Group Member Persistency Rate.....	31		
Note: Average Duration of Group Membership, Years.....	31		
Note: Growth Within Retained Groups.....	32		
<u>Sources of Group Growth</u>			
Percent Change due to New Groups.....	32		
Percent Change due to Groups Lost.....	33		
Percent Change in Groups.....	33		
+ Note: Group Persistency Rate.....	34		
= Note: Average Duration of Groups, Years.....	34		

Sales and Marketing

Metric	Page	Definition	Calculation
Quote Activity			
<u>All Distribution Systems</u>			
Internal and Broker Final Quotes, Per Group			
Small Group.....	35		
Middle Market Group.....	35		
Large Group.....	36		
Total.....	36		
Broker and Internal Quotes per 10,000 Members per Year.....	37		
Internal and Broker Final Quotes, Percent of Total, by Segment			
Small Group.....	37		
Middle Market Group.....	38		
Large Group.....	38		
<u>Broker Distribution System</u>			
Percent of Final Quotes that are Made by Brokers, by Segment			
Small Group.....	39		
Middle Market Group.....	39		
Large Group.....	40		
Total.....	40		
Broker Final Quotes, Per Broker Group			
Small Group.....	41		
Middle Market Group.....	41		
Large Group.....	42		
Total.....	42		
Broker Quotes per 10,000 Members Sold Through Brokers per Year.....	43		
Close to Quote Ratio, All Broker Business.....	43		
<u>Internal Distribution System</u>			
Percent of Final Quotes that Made by Internal Sales Reps, by Segment			
Small Group.....	44		
Middle Market Group.....	44		
Large Group.....	45		
Total.....	45		
Internal Final Quotes, Per Internal Group			
Small Group.....	46		
Middle Market Group.....	46		
Large Group.....	47		
Total.....	47		
Internal Quotes per 10,000 Internally Sold Members per Year.....	48		
Close to Quote Ratio, All Internal Business.....	48		
Internal Final Quotes per Sales FTE.....	49		

Sales and Marketing

Metric	Page	Definition	Calculation
Importance and Characteristics			
<u>All Distribution Systems</u>			
Percent of Total Membership by Segment			
Individual.....	50		
Small Group.....	50		
Middle Market Group.....	51		
Large Group.....	51		
Percent of Total Groups by Segment			
Individual Contracts.....	52		
Small Group.....	52		
Middle Market Group.....	53		
Large Group.....	53		
Average Group Size			
Individual Contracts.....	54		
Small Group.....	54		
Middle Market Group.....	55		
Large Group.....	55		
Large and Middle Group.....	56		
Total, Including Individual.....	56		
Note: Average Group Size This Year, Unsegmented, Excluding Individuals.....	57		
Note: Average Size Last Year, Unsegmented, Excluding Individuals.....	57		
<u>Broker Distribution System</u>			
Percent of Members Sold Through Brokers			
Individual.....	58		
Small Group.....	58		
Middle Market Group.....	59		
Large Group.....	59		
Total, Including Individual.....	60		
Percent of Groups Sold Through Brokers			
Individual.....	60		
Small Group.....	61		
Middle Market Group.....	61		
Large Group.....	62		
Total, Including Individual.....	62		

Sales and Marketing

Metric	Page	Definition	Calculation
Importance and Characteristics			
<u>Broker Distribution System (continued)</u>			
Average Size of Broker Groups			
Individual.....	63		
Small Group.....	63		
Middle Market Group.....	64		
Large Group.....	64		
Total, Including Individual.....	65		
Percent of Members Sold Through Brokers that are New			
Individual.....	65		
Small Group.....	66		
Middle Market Group.....	66		
Large Group.....	67		
Total, Including Individual.....	67		
Percent of Groups Sold Through Brokers that are New			
Individual.....	68		
Small Group.....	68		
Middle Market Group.....	69		
Large Group.....	69		
Total, Including Individual.....	70		
Average Duration of Broker Members, by Segment, in Years			
Individual.....	70		
Small Group.....	71		
Middle Market Group.....	71		
Large Group.....	72		
Total, Including Individual.....	72		
Average Size of New Broker Groups			
Individual.....	73		
Small Group.....	73		
Middle Market Group.....	74		
Large Group.....	74		
Total, Including Individual.....	75		
Percent of Broker Members, by Category of Group			
Individual.....	75		
Small Group.....	76		
Middle Market Group.....	76		
Large Group.....	77		
Total, Including Individual.....	77		

Sales and Marketing

Metric	Page	Definition	Calculation
Importance and Characteristics (continued)			
<u>Internal Distribution System</u>			
Percent of Members Sold Internally			
Individual.....	78		
Small Group.....	78		
Middle Market Group.....	79		
Large Group.....	79		
Total, Including Individual.....	80		
Percent of Groups Sold Internally			
Individual Contracts.....	80		
Small Group.....	81		
Middle Market Group.....	81		
Large Group.....	82		
Total, Including Individual.....	82		
Average Size of Groups Sold Internally			
Individual Contracts.....	83		
Small Group.....	83		
Middle Market Group.....	84		
Large Group.....	84		
Total, Including Individual.....	85		
Compensation			
<u>All Distribution Systems</u>			
Sales and Marketing Costs PMPM.....	85		
Sales and Marketing Costs per Quote.....	85		
<u>Broker Distribution System</u>			
Broker Commission Costs			
Broker Commissions per Broker Member per Month.....	86		
Broker Commissions as a Percent of Broker Premium Equivalents.....	86		
Broker Commissions per Broker Quote.....	87		
Broker Overrides and Bonuses			
Broker Overrides and Bonuses as a Percent of Total Commissions.....	88		

Sales and Marketing

Metric	Page	Definition	Calculation
Compensation (continued)			
<u>Internal Distribution System</u>			
		Sales and Marketing Costs, Excluding Commissions, per FTE.....	88
x		Sales and Marketing FTEs per 10,000 Internally Sold Members.....	88
=		Sales and Marketing Costs, Excluding Commissions, Per Internally Sold Member Per Month.....	88
		Internal Commissions per Member Sold by Internal Sales Rep per Month.....	88
		Internal Commissions per Quote Made by Internal Sales Rep.....	88
Sales and Marketing Cost Summary			
<u>Total Distribution System</u>			
		Final Quotes per Sales and Marketing FTE.....	89
x		Groups per Final Quote.....	89
=		Groups Sold Per Sales and Marketing FTE.....	89
x		Average Group Size.....	89
=		Group Members Sold per Total Sales FTE.....	89
x		Sales and Marketing Costs per Total Sales FTE.....	89
=		Sales and Marketing Costs per Group Member per Month.....	89
<u>Internal Sales Force</u>			
		Internally Sold Groups Per Sales FTE.....	89
x		Average Internally Sold Group Size.....	89
=		Internally Sold Group Members per Sales FTE.....	89
x		Sales Costs per Sales FTE.....	89
=		Sales Costs per Internally Sold Group Member per Month.....	89
<u>Rating and Underwriting</u>			
		Final Quotes per FTE	90
x		Groups per Final Quote.....	90
=		Groups per FTE	90
x		Cost per Group.....	90
=		Cost per FTE.....	90
x		FTEs per 10,000 Group Members.....	90
=		Cost per Group Member per Month.....	90
		Acquisition Cost per New Enrollment.....	90

Sales and Marketing

Metric	Page	Definition	Calculation
Sales and Marketing Cost Summary (continued)			
<u>Staffing vs. Non-Labor</u>			
Sales and Marketing Total Non-Labor Cost per Total FTE.....	91		
+ Sales and Marketing Total Staffing Costs per Total FTE.....	91		
= Sales and Marketing Total Costs per Total FTE.....	91		
x Sales and Marketing Total FTEs per 10,000 Members.....	91		
= Sales and Marketing Cost per Member per Month.....	91		
Percent of Sales and Marketing Costs that are Staffing.....	91		
Percent of Sales and Marketing Costs that are Non-Labor.....	91		
Percent of Sales and Marketing Costs that are Outsourced.....	91		
Percent of Sales and Marketing Staffing that is Outsourced.....	91		

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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.....	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
=	Provider Relations Services Costs PMPM.....	99

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
x	Provider Relations Services Cost per Manual Inquiry.....	100
=	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
	Provider Relations Services Costs Per Provider per Year.....	100

Provider Network Management and Services

Metric	Page	Definition	Calculation
Provider Relations Services Cost Summary (continued)			
<u>Staffing vs. Non-Labor</u>			
	100		
Provider Relations Services Total Staffing Cost per Total FTE.....			
+ Provider Relations Services Total Non-Staffing Costs per Total FTE.....	100		
= Provider Relations Services Total Costs per Total FTE.....	100		
x Provider Relations Services Total FTEs per 10,000 Members.....	100		
= Provider Relations Services Cost per Member per Month.....	100		
Percent of Provider Relations Services Costs that are Staffing.....	100		
Percent of Provider Relations Services Costs that are Non-Labor.....	100		
Percent of Provider Relations Services Costs that are Outsourced.....	100		
Percent of Provider Relations Services Staffing that is Outsourced.....	100		
Inquiries			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	101		
Paper/Written Inquiries	101		
Manual Electronic Inquiries.....	102		
Total Manual Inquiries.....	102		
Automated Calls.....	103		
Total Provider Inquiries	103		
Provider Services Inquiries per 100 Claims.....	104		
<u>Inquiries per Provider per Year, by Mode</u>			
Manual			
Manual Calls.....	105		
Paper/Written Inquiries	105		
Manual Electronic Inquiries.....	105		
Total Manual Inquiries.....	105		
Automated Calls.....	105		
Total Provider Inquiries	105		

Provider Network Management and Services

Metric	Page	Definition	Calculation
Inquiries (continued)			
<u>Percent of Total Inquiries, by Mode and Product</u>			
Manual			
Manual Calls.....	106		
Paper/Written Inquiries	106		
Manual Electronic Inquiries.....	107		
Total Manual Inquiries.....	107		
Automated Calls.....	108		
Total Provider Inquiries	108		
Percent of Total Calls Received that are Manual.....	109		
<u>Product Mix of Inquiries</u>			
Manual			
Manual Calls.....	110		
Paper/Written Inquiries	110		
Manual Electronic Inquiries.....	111		
Total Manual Inquiries.....	111		
Automated Calls.....	112		
Total Provider Inquiries	112		
Provider Portal			
Percentage of Plans with a Provider Portal.....	113		
Name and Vendor of Portal Used.....	113		
Percentage of Providers with Portal Access.....	113		
Number of Portal Sessions / Logins per Provider Per Month.....	113		
Accessibility of Provider Services			
Average Speed of Answer (ASA), in Seconds.....	114		
ASA Service Level, at 30 seconds.....	114		
Abandonment Rate.....	115		
Handle Time, in Seconds.....	115		
Provider Appeals			
Percent of Adverse Decisions Overturned on Appeal.....	116		
Percent of Adverse Decisions Upheld on Appeal.....	116		
Appeals per 10,000 Members.....	117		

Provider Network Management and Services

Provider Contracting Metrics:

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

Metric	Page	Definition	Calculation
Provider Contracting Summary			
Providers per 1,000 Members.....	118		
x Members per Contracting FTE.....	118		
= Providers per Contracting FTE.....	118		
x Provider Contracting Cost per Provider.....	118		
= Provider Contracting Cost per Contracting FTE.....	118		
x Contracting FTE per 10,000 Members.....	118		
= Provider Contracting Costs PMPM.....	118		
<u>Staffing vs. Non-Labor</u>			
Provider Contracting Total Non-Labor Cost per Total FTE.....	118		
+ Provider Contracting Total Staffing Costs per Total FTE.....	118		
= Provider Contracting Total Costs per Total FTE.....	118		
x Provider Contracting Total FTEs per 10,000 Members.....	118		
= Provider Contracting Cost per Member per Month.....	118		
Percent of Provider Contracting Costs that are Staffing.....	118		
Percent of Provider Contracting Costs that are Non-Labor.....	118		
Percent of Provider Contracting Costs that are Outsourced.....	118		
Percent of Provider Contracting Staffing that is Outsourced.....	118		
Number of Providers			
<u>Providers per 1,000 Members</u>			
Primary Care Physicians.....	119		
Professional Specialists.....	119		
Facility.....	119		
Ancillary.....	119		
Total.....	119		
Percentage Change in Number of Providers from Prior Year.....	119		
Providers per Contract.....	119		
<u>Percent of Total Providers</u>			
Primary Care Physicians.....	119		
Professional Specialists.....	119		
Facility.....	119		
Ancillary.....	119		
Total.....	119		

Provider Network Management and Services

Provider Contracting Metrics (continued):

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

Metric	Page	Definition	Calculation
Number of Provider Contracts			
<u>Provider Contracts per 10,000 Members</u>			
Capitation.....	120		
Risk Sharing.....	120		
Shared Savings.....	120		
Fee-for-Service.....	120		
Total.....	120		
New Contracts Signed During Benchmarked Year, But Not Yet Effective in Benchmarked Year per 10,000 Members.....	120		
Percentage Change in Provider Contracts from Prior Year.....	120		
<u>Percentage Change in Provider Contracts from Prior Year, by Type</u>			
Capitation.....	120		
Risk Sharing.....	120		
Shared Savings.....	120		
Fee-for-Service.....	120		
Total.....	120		
<u>Percent of Provider Contracts by Type - Prior Year</u>			
Capitation.....	121		
Risk Sharing.....	121		
Shared Savings.....	121		
Fee-for-Service.....	121		
Total.....	121		
<u>Percent of Provider Contracts by Type - Benchmarked Year</u>			
Capitation.....	121		
Risk Sharing.....	121		
Shared Savings.....	121		
Fee-for-Service.....	121		
Total.....	121		
<u>Percent of Provider Contracts: New vs. Renewed</u>			
New Contracts.....	121		
Renewed Contracts.....	121		
Total Contracts.....	121		
Percent of Provider Contracts with a Pay-for-Performance Arrangement.....	121		
Provider Payment			
New Contracts.....	122		
Renewed Contracts.....	122		
Provider Credentialing Time.....	123		

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Tab 5

Enrollment / Membership / Billing

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

Metric	Page	Definition	Calculation
Enrollment Cost Summary			
<u>Manual Transactions</u>			
		Manual Member Transactions per Member.....	129
x		Members per FTE.....	129
=		Manual Member Transactions per FTE per Year.....	129
x		Enrollment Cost per Manual Member Transaction.....	129
=		Costs per FTE.....	129
x		FTEs per 10,000 Members.....	129
=		Costs per Member per Month.....	129
<u>Total Transactions</u>			
		Total Transactions per Member.....	129
x		Members per FTE.....	129
=		Total Transactions per FTE per Year.....	129
x		Enrollment Cost per Total Transaction.....	129
=		Costs per FTE.....	129
x		FTEs per 10,000 Members.....	129
=		Costs per Member per Month.....	129
<u>Staffing vs. Non-Labor</u>			
		Enrollment Total Non-Labor Cost per Total FTE.....	129
+		Enrollment Total Staffing Costs per Total FTE.....	129
=		Enrollment Total Costs per Total FTE.....	129
x		Enrollment Total FTEs per 10,000 Members.....	129
=		Enrollment Cost per Member per Month.....	129
		Percent of Enrollment Costs that are Staffing.....	129
		Percent of Enrollment Costs that are Non-Labor.....	129
		Percent of Enrollment Costs that are Outsourced.....	129
		Percent of Enrollment Staffing that is Outsourced.....	129
Transaction Processing			
<u>Group Transactions per 1,000 Members</u>			
		New Group.....	130
		Renewal / Maintenance.....	130
		Total Group.....	131
<u>Group Transactions per Group</u>			
		New Group Transactions per New Group.....	131
		Renewal/Maintenance Transactions per Renewal Group.....	132
		Total Group.....	132
		Note: Total Enrollment Transactions per Group per Year.....	133

Enrollment / Membership / Billing

Metric	Page	Definition	Calculation
Transaction Processing (continued)			
<u>Composition of Total Group Transactions</u>			
New Group.....	133		
Renewal/Maintenance.....	134		
Total Group.....	134		
<u>Member Transactions per Member</u>			
Manual			
Electronic Transactions Requiring Manual Intervention.....	135		
All Other Manual.....	135		
Total Manual Transactions.....	136		
Automated			
Direct to System.....	136		
Received on a File.....	137		
Total Automated Electronic.....	137		
Total Member Transactions.....	138		
Note: Total Enrollment Transactions per Member per Year.....	138		
<u>Composition of Total Member Transactions</u>			
Manual			
Electronic Transactions Requiring Manual Intervention.....	139		
All Other Manual.....	139		
Total Manual Transactions.....	140		
Automated			
Direct to System.....	140		
Received on a File.....	141		
Total Automated Electronic.....	141		
Total Member Transactions.....	142		
Note: Percent of Member Transactions Submitted Electronically that Require Manual Intervention.....	142		
Enrollment Portal			
Percentage of Plans with an Automated Enrollment Portal.....	143		
Name of Software and Vendor of Automated Enrollment Portal Used.....	143		
Average Enrollment Processing Days			
Groups.....	144		
Members.....	144		
Enrollment Accuracy			
Groups.....	145		
Members.....	145		

Enrollment / Membership / Billing

Metric	Page	Definition	Calculation
ID Cards			
Percent of Members that Received Card Before Effective Date.....	146		
Percent of Members that Received Card Within 30 Days of Plan Receiving Paperwork.....	146		
Number of Cards Issued per Member.....	147		
Billing			
Percent of Bills Paid Before Due Date.....	148		
Average Number of Days that Bills Were Sent Prior to Due Date.....	148		
Total Number of Bills Sent per Member.....	149		
<u>Percent of Number Invoices Paid, by Type</u>			
Credit Card.....	150		
ACH and Wire.....	150		
Paper Checks.....	151		
Cash.....	151		
<u>Percent of Dollars of Invoices Paid, by Type</u>			
Credit Card.....	152		
ACH and Wire.....	152		
Paper Checks.....	153		
Cash.....	153		
<u>Dollars of Invoices Paid per Invoice, by Type</u>			
Credit Card.....	154		
ACH and Wire.....	154		
Paper Checks.....	155		
Cash.....	155		
Demographics			
Percent of Membership in the Following Age Categories			
< 21.....	156		
21 - 29.....	156		
30 - 34.....	156		
35 - 39.....	156		
40 - 44.....	156		
< 45 (sum of above).....	156		
45 - 49.....	156		
50 - 54.....	156		
55 - 59.....	156		
60 - 65.....	156		
> 65.....	156		
Total.....	156		
Average Age of Membership.....	158		

Enrollment / Membership / Billing

Metric	Page	Definition	Calculation
Group and Membership Characteristics Affecting Total Transactions			
Percent Change in Number of Groups.....	159		
Net Membership Growth Within Retained Groups.....	159		
Percent Change in Number of Individual Members.....	160		
Average Size of Group, Including Individuals.....	160		

Tab 6

Customer Services

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

Metric	Page	Definition	Calculation
Customer Services Cost Summary			
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		
Staffing vs. Non-Labor			
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		
Inquiries			
<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
Inquiries (continued)			
<u>Percent of Total Inquiries, by Mode and Product</u>			
Manual			
Manual Calls.....	170		
Paper/Written Inquiries	170		
Manual Electronic Inquiries.....	171		
Total Manual Inquiries.....	171		
Automated Calls.....	172		
Total Member Inquiries	172		
Percent of Total Calls Received that are Manual.....	173		
<u>Product Mix of Inquiries</u>			
Manual			
Manual Calls.....	174		
Paper/Written Inquiries	174		
Manual Electronic Inquiries.....	175		
Total Manual Inquiries.....	175		
Automated Calls.....	176		
Total Member Inquiries	176		
<u>Reasons for Inquiries Per Member Per Year, by Product</u>			
Benefit Lookup.....	177		
Eligibility.....	177		
Claims Status.....	178		
Provider Check.....	178		
Billing & ID Cards.....	179		
Complaints / Grievances.....	179		
Other.....	180		
Total Inquiries.....	180		
<u>Reasons for Inquiries as a Percent of Total Inquiries</u>			
Benefit Lookup.....	181		
Eligibility.....	181		
Claims Status.....	182		
Provider Check.....	182		
Billing & ID Cards.....	183		
Complaints / Grievances.....	183		
Other.....	184		
Total Inquiries.....	184		

Customer Services

Metric	Page	Definition	Calculation
Member Services Outsourcing			
Percent of Plans that Outsource the Handling of any Manual Inquiries.....	185		
Percent of Plans that Outsource Manual Inquiries that Include Outsourced Manual Inquiries.....	185		
Percent of Manual Inquiries that are handled by Outsourced Vendors.....	185		
Member Portal			
Number of Portal Sessions / Logins per Member with an Account per Year.....	186		
Percent of Members with Registered Accounts.....	186		
Name and Vendor of Portal Used.....	186		
Percentage of Plans with a Member Portal.....	186		
Call Center			
Average Speed of Answer (ASA), in Seconds.....	187		
ASA Service Level, at 30 Seconds.....	187		
Abandonment Rate.....	188		
Percent Transfer.....	188		
Percent Hold.....	189		
Handle Time, in Seconds.....	189		
Quality			
Customer Service Inquiry Accuracy.....	190		
Percent of Members Satisfied.....	190		
Net Promoter Score (NPS)® - Members.....	191		
Timeliness of Customer Services Response			
Days to Resolve Inquiries.....	192		
First Call Resolution Rate.....	192		
Member Appeals			
Percent of Adverse Decisions Overturned on Appeal.....	193		
Percent of Adverse Decisions Upheld on Appeal.....	193		
Appeals per 10,000 Members.....	194		

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Tab 7

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
Claims Cost Summary			
<u>Suspended Claims</u>			
	199		
Suspended Claims per Member.....			
x Members per FTE.....	199		
= Suspended Claims Processed per FTE per Year.....	199		
x Cost per Suspended Claim.....	199		
= Costs per FTE.....	199		
x FTEs Per 10,000 Members.....	199		
= Costs per Member Per Month.....	199		
<u>Total Claims</u>			
x Claims Processed Per Member.....	199		
= Members Per FTE.....	199		
x Claims Processed Per FTE Per Year.....	199		
= Cost per Claims Processed.....	199		
x Costs Per FTE.....	199		
= FTEs Per 10,000 Members.....	199		
Costs Per Member Per Month.....	199		
<u>Staffing vs. Non-Labor</u>			
Claims Processing Total Non-Labor Cost per Total FTE.....	199		
+ Claims Processing Staffing Costs per Total FTE.....	199		
= Claims Processing Total Costs per Total FTE.....	199		
x Claims Processing Total FTEs per 10,000 Members.....	199		
= Claims Processing Cost per Member per Month.....	199		
Percent of Claims Processing Costs that are Staffing.....	199		
Percent of Claims Processing Costs that are Non-Labor.....	199		
Percent of Claims Processing Costs that are Outsourced.....	199		
Percent of Claims Processing Staffing that is Outsourced.....	199		
Volume of Claims			
<u>Receipts</u>			
Total Receipts Per Member Per Year.....	200		

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
Volume of Claims (continued)			
<u>Receipts Rejected as Incomplete</u>			
Total Receipts Rejected Per Member Per Year.....	201		
Total Rejected Receipts as a Percent of Total Receipts.....	201		
<u>Processed Claims</u>			
Paper Claims Processed Per Member Per Year.....	202		
Paper Claims Processed as a Percent of Total Claims.....	202		
Electronic Claims Processed Per Member Per Year.....	203		
Electronic Claims Processed as a Percent of Total Claims.....	203		
Total Claims Processed Per Member Per Year.....	204		
Total Claims Processed as a Percent of Total Receipts.....	204		
Cost per Processed Claim.....	205		
Pharmacy Claims Processed Per Member Per Year.....	206		
Behavioral Health Claims Processed Per Member Per Year.....	206		
Pharmacy Cost per Pharmacy Claim Processed.....	207		
Behavioral Health Cost per Behavioral Health Claim Processed.....	207		
<u>Autoadjudicated Claims</u>			
Paper Claims Autoadjudicated Per Member Per Year.....	208		
Paper Auto-Adjudication Rate.....	208		
Paper Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	209		
Electronic Claims Autoadjudicated Per Member Per Year.....	210		
Electronic Autoadjudication Rate.....	210		
Electronic Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	211		
Total Claims Autoadjudicated Per Member Per Year.....	212		
Total Claims Auto-Adjudication Rate.....	212		
<u>Suspended Claims (Claims Requiring Manual Intervention)</u>			
Paper Claims Suspended Per Member Per Year.....	213		
Paper Suspension Rate.....	213		
Electronic Claims Suspended Per Member Per Year.....	214		
Electronic Suspension Rate.....	214		
Total Claims Suspended Per Member Per Year.....	215		
Total Suspension Rate.....	215		
Cost per Suspended Claim.....	216		

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
Volume of Claims (continued)			
<u>Adjusted Claims</u>			
Total Claims Adjusted Per Member Per Year.....	218		
Total Adjustment Rate.....	218		
Percent of Adjusted Claims, by Type			
Plan Error.....	218		
All Other.....	218		
Total Number of Adjusted Claims.....	218		
<u>Denials</u>			
Denied Claims Per Member Per Year.....	219		
Denied Claims Rate.....	219		
Paid Claims Per Member Per Year.....	220		
Paid Claims Rate.....	220		
<u>Capitation</u>			
Encounters Paid via Capitation Per Member Per Year.....	221		
Encounters Paid via Capitation as a Percent of Total Claims.....	221		
Healthcare Expenses per Encounter paid via Capitation.....	222		
Healthcare Expenses paid via Capitation as a Percent of Total Healthcare Expenses.....	222		
<u>Claims Processing Steps, Percent of Previous</u>			
Total Claims Processed, PMPY.....	223		
Denied Claims.....	223		
Total Appeals.....	224		
Overturned.....	224		
Upheld.....	225		
Speed of Claims Processing			
Average Payment Period in Days.....	225		
Average Inventory in Days.....	226		
Average Claims Inventory as a Percent of Total Claims Processed.....	226		
<u>Percent of Claims Processed Within the Following Days of Receipt:</u>			
0 - 14 days.....	227		
15 - 30 days.....	227		
31 - 60 days.....	228		
> 60 days.....	228		
Total.....	229		
<u>Timing of Claims Payment</u>			
Average Days Incurred to Receipt of Claim.....	230		
Average Days Receipt of Claim to Payment Approved.....	230		
Average Days Payment Approved to Payment.....	231		
Average Days Incurred to Payment.....	231		
Claims Turn Around Time (TAT).....	232		

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
Quality of Claims Processing			
Dollar Accuracy Percent.....	233		
Frequency Accuracy Percent.....	233		
Interest Paid per Claim Processed.....	234		
Interest Paid as a Percent of Total Health Benefits.....	234		
EOBs (Explanation of Benefits)			
Percentage of Plans that Allow Members to Opt-Out of Paper EOBs.....	235		
Percent of EOBs Sent Electronically.....	235		
Total EOBs Sent Per Member Per Year.....	236		
Total EOBs Sent per Claim Processed.....	236		
COB and Subrogation			
COB and Subrogation Recoveries Per Dollar of COB Cost.....	237		
COB and Subrogation Recoveries as a Percent of Health Benefits, Plus Recoveries.....	237		
Net Recoveries as a Percent of Health Benefits, Plus Recoveries.....	238		
Primary COB Approach.....	238		
Pay-Then-Pursue.....	238		
Pursue-Then-Pay.....	238		

Tab 8
Information Systems

Metric	Page	Definition	Calculation
Information Systems Cost Summary			
Total FTEs per IS FTE.....	243		
x IS Costs per Total FTE.....	243		
= IS Costs per IS FTE.....	243		
x IS FTEs per 10,000 Members.....	243		
= Cost per Member per Month.....	243		
Effect of IS Allocated by Supported Functional Area			
IS After Allocation as a Percent of Total IS.....	243		
x Total IS PMPM.....	243		
= IS Costs PMPM, After Allocation.....	243		
x Non-IS Costs PMPM, After Allocation.....	243		
= Total Administrative Cost PMPM.....	243		
Internal vs. Outsourced FTE Costs			
Internal IS Expenses per Internal FTE.....	243		
Outsourced IS Expenses per Outsourced FTE.....	243		
Staffing vs. Non-Labor			
Information Systems Total Non-Labor Cost per Total FTE.....	244		
+ Information Systems Total Staffing Costs per Total FTE.....	244		
= Information Systems Total Costs per Total FTE.....	244		
x Information Systems Total FTEs per 10,000 Members.....	244		
= Information Systems Cost per Member per Month.....	244		
Percent of Information Systems Costs that are Non-Labor.....	244		
Percent of Information Systems Costs that are Staffing.....	244		
Percent of Information Systems Costs that are Outsourced.....	244		
Percent of Information Systems Staffing that is Outsourced.....	244		
Total Information Systems Costs, Natural Accounting Categories			
<u>Per Member Per Month</u>			
(a) Internal Personnel, Including Travel and Training.....	245		
(b) Outsourced Employees and Contractors.....	245		
(c) Consultants.....	245		
(d) Hardware Depreciation and Maintenance.....	245		
(e) Software Amortization and Maintenance.....	245		
(f) All Other, Including Office Supplies.....	245		
Total Information Systems Expenses.....	245		
<u>Percent of Premium Equivalents</u>			
(a) Internal Personnel, Including Travel and Training.....	245		
(b) Outsourced Employees and Contractors.....	245		
(c) Consultants.....	245		
(d) Hardware Depreciation and Maintenance.....	245		
(e) Software Amortization and Maintenance.....	245		
(f) All Other, Including Office Supplies.....	245		
Total Information Systems Expenses.....	245		

Information Systems

Metric	Page	Definition	Calculation
Total Information Systems Costs, Natural Accounting Categories (continued)			
<u>Percent of Total Information Systems Costs</u>			
(a) Internal Personnel, Including Travel and Training.....	245		
(b) Outsourced Employees and Contractors.....	245		
(c) Consultants.....	245		
(d) Hardware Depreciation and Maintenance.....	245		
(e) Software Amortization and Maintenance.....	245		
(f) All Other, Including Office Supplies.....	245		
Total Information Systems Expenses.....	245		
Capabilities of Hardware			
<u>Utilization</u>			
Average Utilization for Processors, 24/7 Capacity.....	246		
Average Utilization for Processors, Prime Shift.....	246		
Peak Utilization for Processors, Prime Shift.....	246		
<u>Data Center Storage Capacity</u>			
Total Terabytes.....	246		
Terabytes per 10,000 Members.....	246		
Internal Help Desk			
Average Speed to Answer, Seconds.....	247		
Call Abandonment Rate.....	247		
Average Handle Time, Seconds.....	247		
First Call Resolution Rate.....	247		
Satisfaction, Scale of 1 to 10.....	247		
<u>Inquiries per Helpdesk FTE per Year, by Type</u>			
Phone.....	247		
Online	247		
Total	247		
<u>Inquiries per Total FTE per Year, by Type</u>			
Phone.....	247		
Online	247		
Total	247		
<u>Percent of Total Helpdesk Inquiries, by Type</u>			
Phone.....	247		
Online	247		
Total	247		

Information Systems

Metric	Page	Definition	Calculation
Internal Help Desk (continued)			
Percent of Total Inquiries Requiring Escalation.....	247		
Total FTEs per Helpdesk FTE.....	247		
Helpdesk FTEs per 10,000 Members.....	247		
Percentage of plans with the option for employees to generate tickets online.....	248		
Desktop Management Software and Vendors.....	248		
Core Systems			
Number of Core Operating Systems used by plan.....	249		
Percentage of plans currently in the process of a migration between Core Systems.....	249		
<u>Availability</u>			
System Availability - 24 / 7 Average.....	250		
Time to Resolve Critical Outage, Hours.....	250		
Production Job Cost Summary			
Production Jobs per 1,000 Members.....	251		
x Members per IS FTE.....	251		
= Daily Production Jobs per IS FTE.....	251		
x IS Cost per Production Job.....	251		
= IS Cost per IS FTE.....	251		
x IS FTEs per 10,000 Members.....	251		
= IS Costs per Member per Month.....	251		
<u>Production and Test Jobs</u>			
Daily Production Jobs per 10,000 Members.....	252		
Yearly Claims Processed per Daily Production Job.....	252		
Yearly Enrollment Transactions Processed per Daily Production Job.....	252		
Yearly Member and Provider Inquiries Processed per Daily Production Job.....	252		
Percent of Total Production Jobs Run Daily.....	253		
Production Jobs as a Percent of Total Jobs.....	253		
Daily Test Jobs per 10,000 members.....	254		
Percent of Total Test Jobs Run Daily.....	254		
Test Jobs as a Percent of Total Jobs.....	255		

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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.

Metric	Page	Definition	Calculation
Corporate Services Function			
<u>Corporate Services Function Cost Summary</u>			
Total FTEs per Corporate Services FTE.....	263		
x Corporate Services Costs per Total FTE.....	263		
= Cost of Corporate Services per FTE.....	263		
x FTEs per 10,000 Members.....	263		
= Cost per Member per Month.....	263		
<u>Staffing vs. Non-Labor</u>			
Corporate Services Function Total Non-Labor Cost per Total FTE.....	263		
+ Corporate Services Function Total Staffing Costs per Total FTE.....	263		
= Corporate Services Function Total Costs per Total FTE.....	263		
x Corporate Services Function Total FTEs per 10,000 Members.....	263		
= Corporate Services Function Cost per Member per Month.....	263		
Percent of Corporate Services Function Costs that are Staffing.....	263		
Percent of Corporate Services Function Costs that are Non-Labor.....	263		
Percent of Corporate Services Function Costs that are Outsourced.....	263		
Percent of Corporate Services Function Staffing that is Outsourced.....	263		

Corporate Services Cluster

Metric	Page	Definition	Calculation
Human Resources			
<u>Span of Control</u>			
Middle Management to Top Management.....	264		
Managers to Middle Management.....	264		
Supervisors to Managers.....	264		
Staff to Supervisors.....	264		
Total Employees to Top Management.....	264		
Employees Other than Top Management to Top Management.....	264		
Middle Management, Managers and Supervisors to Top.....	264		
Staff to Middle Management, Managers and Supervisors.....	264		
<u>EEO-1 Job Categories as a Percent of Total Employees</u>			
Managerial.....	264		
Professional.....	264		
Clerical.....	264		
Technical.....	264		
Sales Worker.....	264		
Service Worker.....	264		
Laborer.....	264		
Craft Worker.....	264		
Operatives Worker.....	264		
Total Employees.....	264		
<u>Human Resources Activities</u>			
Total Turnover.....	265		
Retention.....	265		
<u>Human Resources Cost Summary</u>			
HR Costs per Total FTE.....	265		
x Total FTEs per HR FTE.....	265		
= HR Costs per HR FTE.....	265		
x HR FTEs per 10,000 Members.....	265		
= HR Cost per Member per Month.....	265		
<u>Staffing vs. Non-Labor</u>			
Human Resources Non-Labor Costs per Human Resources FTE.....	265		
+ Human Resources Staffing Costs per Human Resources FTE.....	265		
= Human Resources Costs per Human Resources FTE.....	265		
x Human Resources FTEs per 10,000 Members.....	265		
= Cost per Member per Month.....	265		
Percent of Human Resources Costs that are Non-Labor.....	265		
Percent of Human Resources Costs that are Staffing.....	265		
Percent of Human Resources Costs that are Outsourced.....	265		
Percent of Staff that is Outsourced.....	265		

Corporate Services Cluster

Metric	Page	Definition	Calculation
Legal			
<u>Normal Business Legal Costs vs. Litigation Legal Costs</u>			
PMPM			
Normal Business Legal Costs.....	266		
Litigation Legal Costs.....	266		
Total Legal Costs.....	266		
Percent of Premiums and Fees			
Normal Business Legal Costs.....	266		
Litigation Legal Costs.....	266		
Total Legal Costs.....	266		
Percent of Total Legal Costs			
Normal Business Legal Costs.....	266		
Litigation Legal Costs.....	266		
Total Legal Costs.....	266		
<u>Staffing vs. Non-Labor</u>			
Legal Non-Labor Cost per Legal FTE.....	266		
+ Legal Staffing Costs per Legal FTE.....	266		
= Legal Costs per Legal FTE.....	266		
x Legal FTEs per 10,000 Members.....	266		
= Cost per Member per Month.....	266		
Percent of Legal Costs that are Non-Labor.....	266		
Percent of Legal Costs that are Staffing.....	266		
Percent of Legal Costs that are Outsourced.....	266		
Percent of Staff that is Outsourced.....	266		

Corporate Services Cluster

Metric	Page	Definition	Calculation
Facilities			
<u>Facilities Cost Summary</u>			
			267
x		Facilities Costs per Total FTE.....	267
		Total FTEs per Facilities FTE.....	267
=		Facilities Cost per Facilities FTE.....	267
x		Facilities FTEs per 10,000 Members.....	267
=		Facilities Cost per Member per Month.....	267
		Facilities FTEs per Total FTE.....	267
x		Total Usable Square Feet per Facilities FTE.....	267
=		Total Usable Square Feet per Total FTE.....	267
x		Facilities Cost per Total Usable Square Foot.....	267
=		Facilities Costs per Total FTE.....	267
x		Total FTEs per 10,000 Members.....	267
=		Facilities cost per Member per Month.....	267
<u>Facilities Cost Summary - On-Site or Internal FTEs Only</u>			
		Facilities Costs per Total FTE.....	267
x		Total FTEs per Facilities FTE.....	267
=		Facilities Cost per Facilities FTE.....	267
x		Facilities FTEs per 10,000 Members.....	267
=		Facilities Cost per Member per Month.....	267
		Facilities FTEs per Total FTE.....	267
x		Total Usable Square Feet per Facilities FTE.....	267
=		Total Usable Square Feet per Total FTE.....	267
x		Facilities Cost per Total Usable Square Foot.....	267
=		Facilities Costs per Total FTE.....	267
x		Total FTEs per 10,000 Members.....	267
=		Facilities cost per Member per Month.....	267
<u>Staffing vs. Non-Labor</u>			
		Total Staffing Cost per Total FTE.....	268
+		Total Non-Staffing Costs per Total FTE.....	268
=		Total Costs per Total FTE.....	268
x		Total FTEs per 10,000 Members.....	268
=		Cost per Member per Month.....	268
		Percent of Facilities Costs that are Staffing.....	268
		Percent of Facilities Costs that are Non-Labor.....	268
		Percent of Facilities Costs that are Outsourced.....	268
		Percent of Facilities Staff that is Outsourced.....	268

Corporate Services Cluster

Metric	Page	Definition	Calculation
Facilities (Continued)			
<u>Size of Facilities</u>			
Square Feet per Total FTE			
Gross.....	268		
Usable.....	268		
Square Feet per On-Site FTE			
Gross.....	268		
Usable.....	268		
On-Site FTEs as a Percent of Total FTEs.....	268		
Usable Square Footage by Type			
Percent Owned.....	268		
Percent Leased.....	268		
Usable Square Feet as a Percent of Gross Square Feet.....	268		
Gross Square Footage by Type			
Percent Owned.....	268		
Percent Leased.....	268		
Total Facilities Costs per Square Foot			
Gross.....	268		
Usable.....	268		
<u>Facilities Costs by Type</u>			
<i>Per Member Per Month</i>			
(a) Rent.....	269		
(b) Depreciation.....	269		
(c) Heat, Light and Taxes.....	269		
(d) Security.....	269		
(e) Maintenance.....	269		
(f) Leasehold Improvements.....	269		
(g) All Other.....	269		
Total.....	269		
<i>Percent of Total</i>			
(a) Rent.....	269		
(b) Depreciation.....	269		
(c) Heat, Light and Taxes.....	269		
(d) Security.....	269		
(e) Maintenance.....	269		
(f) Leasehold Improvements.....	269		
(g) All Other.....	269		
Total.....	269		
Statutory Reporting			
Number of Entities Requiring Statutory Reports.....	269		

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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.

Metric	Page	Definition	Calculation
Risk Adjustment Cost Summary			
Chart Reviews per 1,000 Members.....	273		
x Members per FTE.....	273		
= Chart Reviews per FTE per Year.....	273		
x Cost per Chart Review.....	273		
= Costs per FTE.....	273		
FTEs per 10,000 Members.....	273		
Costs per Member per Month.....	273		
Staffing vs. Non-Labor - Risk Adjustment			
Risk Adjustment Non-Labor Cost per Total FTE.....	273		
+ Risk Adjustment Total Staffing Costs per Total FTE.....	273		
= Risk Adjustment Total Costs per Total FTE.....	273		
x Risk Adjustment Total FTEs per 10,000 Members.....	273		
= Risk Adjustment Cost per Member per Month.....	273		
Percent of Risk Adjustment Costs that are Staffing.....	273		
Percent of Risk Adjustment Costs that are Non-Labor.....	273		
Percent of Risk Adjustment Costs that are Outsourced.....	273		
Percent of Risk Adjustment Staffing that is Outsourced.....	273		
Number of Chart Reviews			
Per 1,000 Members			
Internal.....	274		
Outsourced.....	274		
Total.....	275		
Percent of Charts Subject to Multiple Passes			
Internal.....	275		
Outsourced.....	276		
Total.....	276		
Percent of Charts Reviews: Internal vs. Outsourced			
Internal.....	277		
Outsourced.....	277		
Total.....	278		
Internal Charts Reviewed per Risk Adjustment FTE Reviewing Charts.....	278		

Risk Adjustment

Metric	Page	Definition	Calculation
Risk Adjustment Staffing			
Risk Adjustment Staffing FTEs per 10,000 Members			
Employees Reviewing Charts.....	279		
Other Risk Adjustment Employees.....	279		
Total.....	280		
Percent of Risk Adjustment Staffing			
Employees Reviewing Charts.....	280		
Other Risk Adjustment Employees.....	281		
Total.....	281		
Revenue Yields and Returns			
Risk Score Improvement Percentage			
Internal.....	282		
Outsourced.....	282		
Average Risk Score.....	283		
Dollar Reimbursement Yield			
PMPY			
Internal.....	284		
Outsourced.....	284		
Total.....	285		
Per Chart Review			
Internal.....	285		
Outsourced.....	286		
Total.....	286		
As a Percent of Health Care Costs			
Internal.....	287		
Outsourced.....	287		
Total.....	288		
Vendors used by participants for outsourced risk-adjustment services.....	288		

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Volume II – Operational Metrics

