

# SHERLOCK BENCHMARKS

*Larger Plans Edition*



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# SHERLOCK BENCHMARKS

## Larger Plans Edition - 2018

### *Volume II: Operational Metrics*



SHERLOCK COMPANY

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September 2018

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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, Provider Audit / Billing Validation and Other Provider Network Management and Services (including the maintenance of the provider network, orientation, on-going education, and in-services with new and existing providers).

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

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

## **Tab 6. Customer Services**

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

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

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

## **Tab 8. Information Systems**

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

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

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

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## INTRODUCTION AND BACKGROUND

### *Background*

This is the Operational Metrics book of Volume II of the 2018 *Sherlock Benchmarks – Larger Plans Edition*. Together, these volumes provide statistics and analysis summarizing the administrative expenses and operational metrics of 7 Blue Cross Blue Shield Plans. They are intended to facilitate comparisons for users and to assist in the management of health plan administrative expenses. They should be useful to operational and financial managers of health plans, consultants and third-party vendors. The *Sherlock Benchmarks* (or *Sherlock Expense Evaluation Report* or *SEER*) should also be valuable to Boards and persons charged with corporate finance responsibilities including strategic planners and investment bankers.

### *Organization of the Sherlock Benchmarks*

The 2018 *Sherlock Benchmarks – Larger Plans Edition* is a carefully compiled and verified summary of the surveyed operational characteristics of leading health plans. 7 Blue Cross Blue Shield Plans participated this year.

*Sherlock Benchmarks* assist in performance improvements for health plans by facilitating comparisons between plans and their universe as a whole. It quantifies health plans' relative performance and identifies sources of variance at a highly granular level. The *Sherlock Benchmarks* are unparalleled in

their breadth and are a valuable analytical tool for managers and consultants.

The *Sherlock Benchmarks* are produced in two volumes:

**Volume I: Financial Metrics** includes analyses of administrative expenses through financial ratios such as percent of revenues and per member per month. Data is divided into fourteen product lines and approximately 72 functions. Additional descriptions are found below.

**Volume II** complements Volume I by facilitating in-depth analyses of the financial metrics. It is subdivided into four documents: Operational, Staffing, Medical Management and Utilization.

Operational metrics translate performance into expense performance, and expenses are often analyzed into factors of user demand, employee productivity, unit cost, staffing ratios and cost per employee. For instance, Claim and Encounter Capture and Adjudication is analyzed into claims per member, productivity of claims processors, cost per claim and per-employee costs of claims. Every function is analyzed by factors of staffing ratios, staffing costs per FTE and non-labor costs. Numerous drivers of costs and quality are also provided. In the claims area, for example, these include



metrics of electronic submission, auto-adjudication and factors requiring manual intervention.

This document, Volume II - Operational Metrics, is divided into nine sections:

#### TAB 1. INTRODUCTION AND BACKGROUND

This section describes the organization and conventions of the *Sherlock Benchmarks*.

#### TAB 2. OPERATIONAL METRICS OVERVIEW

This section presents summary analyses of factors of costs in each functional area. These factors are, broadly, demand, unit cost, productivity, and staffing ratios. Costs are also analyzed in terms of labor and non-labor costs per FTE.

#### TAB 3. SALES AND MARKETING

This section includes analyses related to the entire group of sales and marketing activities including those functions of Rating and Underwriting, Marketing, Sales, Commissions (external) and Advertising and Promotion.

#### TAB 4. PROVIDER NETWORK MANAGEMENT AND SERVICES

Metrics of services provided by this function are found here. Provider Network Management and Services includes activities such as Provider Relations Services

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

#### TAB 5. ENROLLMENT / MEMBERSHIP / BILLING

Analyses related to these activities are found here. 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

Detailed metrics relating to customer services are included in this section. 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

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

## TAB 8. INFORMATION SYSTEMS

This section contains operational metrics of information systems. 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 Information Systems security.

## TAB 9. CORPORATE SERVICES CLUSTER

Metrics relating to Finance, Accounting, Corporate Services function and sub-functions. Corporate Services sub-functions include Human Resources, Legal and Facilities.

*Conventions Used in this Report*

In the *Sherlock Benchmarks*, we analyzed costs for the health plans as a whole, by functional area and also by product. We have employed a number of reporting conventions, which we discuss below.

1. The terms “high” and “low” mean the average of the *two* highest and *two* lowest values, respectively. The standard deviation is the measure of dispersion. To facilitate comparability of standard deviations, we have expressed standard deviation as a percent of the mean, commonly termed the coefficient of variation.
2. Statistical results are un-weighted. That is, each metric reflects equally the experience of each health plan that reports a functional area for a product, without regard to the plan’s size.
3. Statistical measures for each functional area are calculated independently. Accordingly, the statistical analysis of total expenses is not the sum of the statistical analysis of each component cost.
4. Results were carefully validated to identify, and correct if possible, reporting errors.
5. Within each firm, ratios based on the total scope of products (for instance in the Total and Comprehensive values) are intrinsically weighted by the relative importance of each product to that firm. For instance, a firm with a heavy commitment to Indemnity & PPO ASO will reflect that product’s weighting and its company-wide costs will be lower as a result.



We offer a few additional comments regarding Volume II – Operational Metrics.

1. The information is received through our contact, typically someone in the finance area, rather than directly from the operational department themselves.
2. The response rate was considerably lower in operational metrics as compared with financial metrics. Operational metrics are largely voluntary to help assure quality of responses.
3. The components may not sum to totals, for example in the case of product line breakouts. That is because response rates varied in each of the component parts and in totals.
4. Turnover metrics supplied by the respondents, as opposed to those calculated by us, are normally calculated as average for the year, as opposed to being based on year-end and total year ratios.
5. Additional discussion about *Sherlock Benchmarks* survey procedures, data analysis and presentation is found under Tab 1 of Volume I – Financial Metrics.
6. A complete description of the characteristics of the participating plans is found in Tab 10 of Volume I – Financial Metrics.

### *Questions and Comments*

We invite questions and comments on the *Sherlock Benchmarks*.

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In addition, please know that we support your use of the *Sherlock Benchmarks*. We hope that you will not hesitate to contact us if you have any questions concerning classifications, calculation methodologies and the application of the *Sherlock Benchmarks* to improve the performance of your health plan.



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

Tab 3

Sales and Marketing

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

## Sales and Marketing

Metric	Page	Definition	Calculation
<b>Quote Activity</b>			
<u>All Distribution Systems</u>			
Internal and Broker Final Quotes, Per Group			
Small Group.....	<a href="#">31</a>		
Middle Market Group.....	<a href="#">31</a>		
Large Group.....	<a href="#">32</a>		
Total.....	<a href="#">32</a>		
Broker and Internal Quotes per 10,000 Members per Year.....	<a href="#">33</a>		
Internal and Broker Final Quotes, Percent of Total, by Segment			
Small Group.....	<a href="#">33</a>		
Middle Market Group.....	<a href="#">34</a>		
Large Group.....	<a href="#">34</a>		
<u>Broker Distribution System</u>			
Percent of Final Quotes that are Made by Brokers, by Segment			
Small Group.....	<a href="#">35</a>		
Middle Market Group.....	<a href="#">35</a>		
Large Group.....	<a href="#">36</a>		
Total.....	<a href="#">36</a>		
Broker Final Quotes, Per Broker Group			
Small Group.....	<a href="#">37</a>		
Middle Market Group.....	<a href="#">37</a>		
Large Group.....	<a href="#">38</a>		
Total.....	<a href="#">38</a>		
Broker Quotes per 10,000 Members Sold Through Brokers per Year.....	<a href="#">39</a>		
Close to Quote Ratio, All Broker Business.....	<a href="#">39</a>		
<u>Internal Distribution System</u>			
Percent of Final Quotes that Made by Internal Sales Reps, by Segment			
Small Group.....	<a href="#">40</a>		
Middle Market Group.....	<a href="#">40</a>		
Large Group.....	<a href="#">41</a>		
Total.....	<a href="#">41</a>		
Internal Final Quotes, Per Internal Group			
Small Group.....	<a href="#">42</a>		
Middle Market Group.....	<a href="#">42</a>		
Large Group.....	<a href="#">43</a>		
Total.....	<a href="#">43</a>		
Internal Quotes per 10,000 Internally Sold Members per Year.....	<a href="#">44</a>		
Close to Quote Ratio, All Internal Business.....	<a href="#">44</a>		
Internal Final Quotes per Sales FTE.....	<a href="#">45</a>		

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Importance and Characteristics</b>			
<u>All Distribution Systems</u>			
Percent of Total Membership by Segment			
Individual.....	<a href="#">46</a>		
Small Group.....	<a href="#">46</a>		
Middle Market Group.....	<a href="#">47</a>		
Large Group.....	<a href="#">47</a>		
Percent of Total Groups by Segment			
Individual Contracts.....	<a href="#">48</a>		
Small Group.....	<a href="#">48</a>		
Middle Market Group.....	<a href="#">49</a>		
Large Group.....	<a href="#">49</a>		
Average Group Size			
Individual Contracts.....	<a href="#">50</a>		
Small Group.....	<a href="#">50</a>		
Middle Market Group.....	<a href="#">51</a>		
Large Group.....	<a href="#">51</a>		
Total, Including Individual.....	<a href="#">52</a>		
Note: Average Group Size This Year, Unsegmented, Excluding Individuals.....	<a href="#">52</a>		
Note: Average Size Last Year, Unsegmented, Excluding Individuals.....	<a href="#">53</a>		
<u>Broker Distribution System</u>			
Percent of Members Sold Through Brokers			
Individual.....	<a href="#">53</a>		
Small Group.....	<a href="#">54</a>		
Middle Market Group.....	<a href="#">54</a>		
Large Group.....	<a href="#">55</a>		
Total, Including Individual.....	<a href="#">55</a>		
Percent of Groups Sold Through Brokers			
Individual.....	<a href="#">56</a>		
Small Group.....	<a href="#">56</a>		
Middle Market Group.....	<a href="#">57</a>		
Large Group.....	<a href="#">57</a>		
Total, Including Individual.....	<a href="#">58</a>		
Average Size of Broker Groups			
Individual.....	<a href="#">58</a>		
Small Group.....	<a href="#">59</a>		
Middle Market Group.....	<a href="#">59</a>		
Large Group.....	<a href="#">60</a>		
Total, Including Individual.....	<a href="#">60</a>		

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Importance and Characteristics</b>			
<u>Broker Distribution System (continued)</u>			
Percent of Members Sold Through Brokers that are New			
Individual.....	<a href="#">61</a>		
Small Group.....	<a href="#">61</a>		
Middle Market Group.....	<a href="#">62</a>		
Large Group.....	<a href="#">62</a>		
Total, Including Individual.....	<a href="#">63</a>		
Percent of Groups Sold Through Brokers that are New			
Individual.....	<a href="#">63</a>		
Small Group.....	<a href="#">64</a>		
Middle Market Group.....	<a href="#">64</a>		
Large Group.....	<a href="#">65</a>		
Total, Including Individual.....	<a href="#">65</a>		
Average Duration of Broker Members, by Segment, in Years			
Individual.....	<a href="#">66</a>		
Small Group.....	<a href="#">66</a>		
Middle Market Group.....	<a href="#">67</a>		
Large Group.....	<a href="#">67</a>		
Total, Including Individual.....	<a href="#">68</a>		
Average Size of New Broker Groups			
Individual.....	<a href="#">68</a>		
Small Group.....	<a href="#">69</a>		
Middle Market Group.....	<a href="#">69</a>		
Large Group.....	<a href="#">70</a>		
Total, Including Individual.....	<a href="#">70</a>		
Percent of Broker Members, by Category of Group			
Individual.....	<a href="#">71</a>		
Small Group.....	<a href="#">71</a>		
Middle Market Group.....	<a href="#">72</a>		
Large Group.....	<a href="#">72</a>		
Total, Including Individual.....	<a href="#">73</a>		
<u>Internal Distribution System</u>			
Percent of Members Sold Internally			
Individual.....	<a href="#">73</a>		
Small Group.....	<a href="#">74</a>		
Middle Market Group.....	<a href="#">74</a>		
Large Group.....	<a href="#">75</a>		
Total, Including Individual.....	<a href="#">75</a>		

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Importance and Characteristics</b>			
<u>Internal Distribution System (continued)</u>			
Percent of Groups Sold Internally			
Individual Contracts.....	<a href="#">76</a>		
Small Group.....	<a href="#">76</a>		
Middle Market Group.....	<a href="#">77</a>		
Large Group.....	<a href="#">77</a>		
Total, Including Individual.....	<a href="#">78</a>		
Average Size of Groups Sold Internally			
Individual Contracts.....	<a href="#">78</a>		
Small Group.....	<a href="#">79</a>		
Middle Market Group.....	<a href="#">79</a>		
Large Group.....	<a href="#">80</a>		
Total, Including Individual.....	<a href="#">80</a>		
<b>Compensation</b>			
<u>All Distribution Systems</u>			
Sales and Marketing Costs PMPM.....	<a href="#">81</a>		
Sales and Marketing Costs per Quote.....	<a href="#">81</a>		
<u>Broker Distribution System</u>			
Broker Commission Costs			
Broker Commissions per Broker Member per Month.....	<a href="#">81</a>		
Broker Commissions as a Percent of Broker Premium Equivalents.....	<a href="#">82</a>		
Broker Commissions Excluding Overrides and Bonuses as a Percent of Broker Premium Equivalents*			
Broker Commissions Excluding Overrides and Bonuses per Broker Member per Month*.....	<a href="#">82</a>		
	<a href="#">83</a>		
Broker Commissions per Broker Quote.....			
	<a href="#">83</a>		
Broker Overrides and Bonuses			
Broker Overrides and Bonuses per Broker Member per Month.....	<a href="#">84</a>		
Broker Overrides and Bonuses as a Percent of Total Commissions.....	<a href="#">84</a>		
<u>Internal Distribution System</u>			
Sales and Marketing Costs, Excluding Commissions, per FTE.....	<a href="#">85</a>		
Sales and Marketing FTEs per 10,000 Internally Sold Members.....	<a href="#">85</a>		
Sales and Marketing Costs, Excluding Commissions, Per Internally Sold Member Per Month.....	<a href="#">85</a>		
Internal Commissions per Member Sold by Internal Sales Rep per Month.....			
	<a href="#">85</a>		
Internal Commissions per Quote Made by Internal Sales Rep.....			
	<a href="#">85</a>		



**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Sales and Marketing Cost Summary</b>			
<u>Total Distribution System</u>			
		Final Quotes per Sales and Marketing FTE.....	<a href="#">85</a>
x		Groups per Final Quote.....	<a href="#">85</a>
=		Groups Sold Per Sales and Marketing FTE.....	<a href="#">85</a>
x		Average Group Size.....	<a href="#">85</a>
=		Group Members Sold per Total Sales FTE.....	<a href="#">85</a>
x		Sales and Marketing Costs per Total Sales FTE.....	<a href="#">85</a>
=		Sales and Marketing Costs per Group Member per Month.....	<a href="#">85</a>
<u>Internal Sales Force</u>			
		Internally Sold Groups Per Sales FTE.....	<a href="#">86</a>
x		Average Internally Sold Group Size.....	<a href="#">86</a>
=		Internally Sold Group Members per Sales FTE.....	<a href="#">86</a>
x		Sales Costs per Sales FTE.....	<a href="#">86</a>
=		Sales Costs per Internally Sold Group Member per Month.....	<a href="#">86</a>
<u>Rating and Underwriting</u>			
		Final Quotes per FTE .....	<a href="#">86</a>
x		Groups per Final Quote.....	<a href="#">86</a>
=		Groups per FTE .....	<a href="#">86</a>
x		Cost per Group.....	<a href="#">86</a>
=		Cost per FTE.....	<a href="#">86</a>
x		FTEs per 10,000 Group Members.....	<a href="#">86</a>
=		Cost per Group Member per Month.....	<a href="#">86</a>
		Acquisition Cost per New Enrollment.....	<a href="#">87</a>
<u>Staffing vs. Non-Labor</u>			
		Sales and Marketing Total Non-Staffing Costs per Total FTE.....	<a href="#">87</a>
+		Sales and Marketing Total Staffing Costs per Total FTE.....	<a href="#">87</a>
=		Sales and Marketing Total Costs per Total FTE.....	<a href="#">87</a>
x		Sales and Marketing Total FTEs per 10,000 Members.....	<a href="#">87</a>
=		Sales and Marketing Cost per Member per Month.....	<a href="#">87</a>
		Percent of Sales and Marketing Costs that are Staffing.....	<a href="#">87</a>
		Percent of Sales and Marketing Costs that are Non-Staffing.....	<a href="#">87</a>
		Percent of Sales and Marketing Costs that are Outsourced.....	<a href="#">87</a>
		Percent of Sales and Marketing Staffing that is Outsourced.....	<a href="#">87</a>

## Tab 4

### Provider Network Management and Services

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

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

#### Provider Relations Service Metrics:

This sub-function responds to inquiries from providers.

#### Provider Relations Services Cost Summary

##### Per Member

##### Manual Inquiries

	Manual Inquiries per Member.....	96
x	Members per FTE.....	96
=	Manual Inquiries per FTE per Year.....	96
x	Provider Relations Services Cost per Manual Inquiry.....	96
=	Provider Relations Services Cost per FTE.....	96
x	FTEs per 10,000 Members.....	96
=	Provider Relations Services Costs PMPM.....	96

##### Total Inquiries

	Total Inquiries per Member.....	96
x	Members per FTE.....	96
=	Total Inquiries per FTE per Year.....	96
x	Provider Relations Services Cost per Total Inquiry.....	96
=	Provider Relations Services Cost per FTE.....	96
x	FTEs per 10,000 Members.....	96
=	Provider Relations Services Costs PMPM.....	96

##### Per Provider

##### Manual Inquiries

	Manual Inquiries per Provider.....	97
x	Providers per FTE.....	97
=	Manual Inquiries per FTE per Year.....	97
x	Provider Relations Services Cost per Manual Inquiry.....	97
=	Provider Relations Services Cost per FTE.....	97
x	FTEs per 10,000 Providers.....	97
=	Provider Relations Services Costs per Provider per Year.....	97

##### Total Inquiries

	Total Inquiries per Provider.....	97
	Providers per FTE.....	97
	Total Inquiries per FTE per Year.....	97
	Provider Relations Services Cost per Total Inquiry.....	97
	Provider Relations Services Cost per FTE.....	97
	FTEs per 10,000 Members.....	97
	Provider Relations Services Costs per Provider per Year.....	97

**Provider Network Management and Services**

Metric	Page	Definition	Calculation
<b>Provider Relations Services Cost Summary (continued)</b>			
<u>Staffing vs. Non-Labor</u>			
	97		
Provider Relations Services Total Non-Staffing Costs per Total FTE.....			
+ Provider Relations Services Total Staffing Costs per Total FTE.....	97		
= Provider Relations Services Total Costs per Total FTE.....	97		
x Provider Relations Services Total FTEs per 10,000 Members.....	97		
= Provider Relations Services Cost per Member per Month.....	97		
Percent of Provider Relations Services Costs that are Staffing.....	97		
Percent of Provider Relations Services Costs that are Non-Staffing.....	97		
Percent of Provider Relations Services Costs that are Outsourced.....	97		
Percent of Provider Relations Services Staffing that is Outsourced.....	97		
<b>Inquiries</b>			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	98		
Paper/Written Inquiries .....	98		
Manual Electronic Inquiries.....	99		
Total Manual Inquiries.....	99		
Automated Calls.....	100		
Total Provider Inquiries .....	100		
Provider Services Inquiries per 100 Claims.....	101		
<u>Inquiries per Provider per Year, by Mode</u>			
Manual			
Manual Calls.....	102		
Paper/Written Inquiries .....	102		
Manual Electronic Inquiries.....	102		
Total Manual Inquiries.....	102		
Automated Calls.....	102		
Total Provider Inquiries .....	102		
<u>Percent of Total Inquiries, by Mode and Product</u>			
Manual			
Manual Calls.....	103		
Paper/Written Inquiries .....	103		
Manual Electronic Inquiries.....	104		
Total Manual Inquiries.....	104		
Automated Calls.....	105		
Total Provider Inquiries .....	105		
Percent of Total Calls Received that are Manual.....	106		

**Provider Network Management and Services**

Metric	Page	Definition	Calculation
<b>Inquiries (continued)</b>			
<u>Product Mix of Inquiries</u>			
Manual			
Manual Calls.....	<a href="#">107</a>		
Paper/Written Inquiries .....	<a href="#">107</a>		
Manual Electronic Inquiries.....	<a href="#">108</a>		
Total Manual Inquiries.....	<a href="#">108</a>		
Automated Calls.....	<a href="#">109</a>		
Total Provider Inquiries .....	<a href="#">109</a>		
<u>Reasons for Inquiries Per Member Per Year, by Product</u>			
Benefits.....	<a href="#">110</a>		
Eligibility.....	<a href="#">110</a>		
Claims Status.....	<a href="#">111</a>		
Provider Check.....	<a href="#">111</a>		
Billing & ID Cards.....	<a href="#">112</a>		
Complaints / Grievances.....	<a href="#">112</a>		
Financial Information.....	<a href="#">113</a>		
Other.....	<a href="#">113</a>		
Total Inquiries.....	<a href="#">114</a>		
<u>Reasons for Inquiries as a Percent of Total Inquiries</u>			
Benefits.....	<a href="#">114</a>		
Eligibility.....	<a href="#">115</a>		
Claims Status.....	<a href="#">115</a>		
Provider Check.....	<a href="#">116</a>		
Billing & ID Cards.....	<a href="#">116</a>		
Complaints / Grievances.....	<a href="#">117</a>		
Financial Information.....	<a href="#">117</a>		
Other.....	<a href="#">118</a>		
Total Inquiries.....	<a href="#">118</a>		
<b>Provider Portal</b>			
Number of Portal Sessions / Logins per Provider Per Month.....	<a href="#">119</a>		
Name and Vendor of Portal Used.....	<a href="#">119</a>		
<b>Accessibility of Provider Services</b>			
Average Speed of Answer (ASA), in Seconds.....	<a href="#">120</a>		
ASA Service Level, at 30 seconds.....	<a href="#">120</a>		
Abandonment Rate.....	<a href="#">121</a>		
Handle Time, in Seconds.....	<a href="#">121</a>		
<b>Provider Appeals</b>			
Percent of Appeals Adverse Decisions Overturned.....	<a href="#">122</a>		
Percent of Appeals Adverse Decisions Upheld.....	<a href="#">122</a>		
Appeals per 10,000 Members.....	<a href="#">123</a>		

## Provider Network Management and Services

### Provider Contracting Metrics:

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

Metric	Page	Definition	Calculation
<b>Provider Contracting Summary</b>			
Providers per 1,000 Members.....	<a href="#">124</a>		
x Members per Contracting FTE.....	<a href="#">124</a>		
= Providers per Contracting FTE.....	<a href="#">124</a>		
x Provider Contracting Cost per Provider.....	<a href="#">124</a>		
= Provider Contracting Cost per Contracting FTE.....	<a href="#">124</a>		
x Contracting FTE per 10,000 Members.....	<a href="#">124</a>		
= Provider Contracting Costs PMPM.....	<a href="#">124</a>		
<b>Staffing vs. Non-Labor</b>			
Provider Contracting Total Non-Staffing Costs per Total FTE.....	<a href="#">124</a>		
+ Provider Contracting Total Staffing Costs per Total FTE.....	<a href="#">124</a>		
= Provider Contracting Total Costs per Total FTE.....	<a href="#">124</a>		
x Provider Contracting Total FTEs per 10,000 Members.....	<a href="#">124</a>		
= Provider Contracting Cost per Member per Month.....	<a href="#">124</a>		
Percent of Provider Contracting Costs that are Staffing.....	<a href="#">124</a>		
Percent of Provider Contracting Costs that are Non-Staffing.....	<a href="#">124</a>		
Percent of Provider Contracting Costs that are Outsourced.....	<a href="#">124</a>		
Percent of Provider Contracting Staffing that is Outsourced.....	<a href="#">124</a>		
<b>Number of Provider Contracts</b>			
<u>Providers Contracts per 1,000 Members</u>			
Primary Care Physicians.....	<a href="#">125</a>		
Professional Specialists.....	<a href="#">125</a>		
Facility.....	<a href="#">125</a>		
Ancillary.....	<a href="#">125</a>		
Total.....	<a href="#">125</a>		
<u>Provider Contracts per Provider</u>			
Primary Care Physicians.....	<a href="#">125</a>		
Professional Specialists.....	<a href="#">125</a>		
Facility.....	<a href="#">125</a>		
Ancillary.....	<a href="#">125</a>		
Total.....	<a href="#">125</a>		
<u>Provider Contracts by Type</u>			
Primary Care Physicians.....	<a href="#">125</a>		
Professional Specialists.....	<a href="#">125</a>		
Facility.....	<a href="#">125</a>		
Ancillary.....	<a href="#">125</a>		
Total.....	<a href="#">125</a>		
Percentage Change in Provider Contracts from Prior Year.....	<a href="#">125</a>		

**Provider Network Management and Services**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Number of Providers</b>			
<u>Providers per 1,000 Members</u>			
Primary Care Physicians.....	<a href="#">126</a>		
Professional Specialists.....	<a href="#">126</a>		
Facility.....	<a href="#">126</a>		
Ancillary.....	<a href="#">126</a>		
Total.....	<a href="#">126</a>		
<u>Provider per Contract</u>			
Primary Care Physicians.....	<a href="#">126</a>		
Professional Specialists.....	<a href="#">126</a>		
Facility.....	<a href="#">126</a>		
Ancillary.....	<a href="#">126</a>		
Total.....	<a href="#">126</a>		
<u>Total Providers by Type</u>			
Primary Care Physicians.....	<a href="#">126</a>		
Professional Specialists.....	<a href="#">126</a>		
Facility.....	<a href="#">126</a>		
Ancillary.....	<a href="#">126</a>		
Total.....	<a href="#">126</a>		
Percentage Change in Number of Providers from Prior Year.....	<a href="#">126</a>		
<b>Provider Credentialing Time</b>			
Initial Credentialing			
Application Received to Start of Credentialing.....	<a href="#">127</a>		
Start of Credentialing to Active Provider.....	<a href="#">127</a>		
Total Credentialing Time.....	<a href="#">127</a>		
Recredentialing			
Application Received to Start of Recredentialing.....	<a href="#">127</a>		
Start of Recredentialing to Active Provider.....	<a href="#">127</a>		
Total Recredentialing Time.....	<a href="#">127</a>		

**Provider Network Management and Services**

*Provider Audit / Billing Validation Metrics:*

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

<b>Metric</b>	<b>Page</b>	<b>Definition Calculation</b>
<b>Provider Audit / Billing Validation Metrics</b>		
PA/BV Costs as Percent of Health Benefit Costs.....	<a href="#">128</a>	
x Health Benefit Costs per PA/BV FTE (Millions).....	<a href="#">128</a>	
= PA/BV Costs per PA/BV FTE.....	<a href="#">128</a>	
x PA/BV FTEs per 10,000 Members.....	<a href="#">128</a>	
= PA/BV Costs PMPM.....	<a href="#">128</a>	
<b>Staffing vs. Non-Labor</b>		
PA/BV Total Non-Staffing Costs per Total FTE.....	<a href="#">128</a>	
+ PA/BV Total Staffing Costs per Total FTE.....	<a href="#">128</a>	
= PA/BV Total Costs per Total FTE.....	<a href="#">128</a>	
x PA/BV Total FTEs per 10,000 Members.....	<a href="#">128</a>	
= PA/BV Cost per Member per Month.....	<a href="#">128</a>	
Percent of Provider Audit and Billing Validation that are Staffing.....	<a href="#">128</a>	
Percent of Provider Audit and Billing Validation that are Non-Labor.....	<a href="#">128</a>	
Percent of Provider Audit and Billing Validation Costs that are Outsourced.....	<a href="#">128</a>	
Percent of Provider Audit and Billing Validation Staffing that is Outsourced.....	<a href="#">128</a>	

## Tab 5

### Enrollment / Membership / Billing

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

Metric	Page	Definition	Calculation
<b>Enrollment Cost Summary</b>			
<u>Manual Transactions</u>			
		Manual Member Transactions per Member.....	<a href="#">133</a>
x		Members per FTE.....	<a href="#">133</a>
=		Manual Member Transactions per FTE per Year.....	<a href="#">133</a>
x		Enrollment Cost per Manual Member Transaction.....	<a href="#">133</a>
=		Costs per FTE.....	<a href="#">133</a>
x		FTEs per 10,000 Members.....	<a href="#">133</a>
=		Costs per Member per Month.....	<a href="#">133</a>
<u>Total Transactions</u>			
		Total Transactions per Member.....	<a href="#">133</a>
x		Members per FTE.....	<a href="#">133</a>
=		Total Transactions per FTE per Year.....	<a href="#">133</a>
x		Enrollment Cost per Total Transaction.....	<a href="#">133</a>
=		Costs per FTE.....	<a href="#">133</a>
x		FTEs per 10,000 Members.....	<a href="#">133</a>
=		Costs per Member per Month.....	<a href="#">133</a>
<u>Staffing vs. Non-Labor</u>			
		Enrollment Total Non-Staffing Costs per Total FTE.....	<a href="#">133</a>
+		Enrollment Total Staffing Costs per Total FTE.....	<a href="#">133</a>
=		Enrollment Total Costs per Total FTE.....	<a href="#">133</a>
x		Enrollment Total FTEs per 10,000 Members.....	<a href="#">133</a>
=		Enrollment Cost per Member per Month.....	<a href="#">133</a>
		Percent of Enrollment Costs that are Staffing.....	<a href="#">133</a>
		Percent of Enrollment Costs that are Non-Staffing.....	<a href="#">133</a>
		Percent of Enrollment Costs that are Outsourced.....	<a href="#">133</a>
		Percent of Enrollment Staffing that is Outsourced.....	<a href="#">133</a>
<b>Transaction Processing</b>			
<u>Group Transactions per Member</u>			
		New Group.....	<a href="#">134</a>
		Renewal/Maintenance.....	<a href="#">134</a>
		Total Group.....	<a href="#">135</a>
<u>Group Transactions per Group</u>			
		New Group Transactions per New Group.....	<a href="#">135</a>
		Renewal/Maintenance Transactions per Renewal Group.....	<a href="#">136</a>
		Total Group.....	<a href="#">136</a>
		Note: Total Enrollment Transactions per Group per Year.....	<a href="#">137</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="#">137</a>		
Renewal/Maintenance.....	<a href="#">138</a>		
Total Group.....	<a href="#">138</a>		
<u>Member Transactions per Member</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: Total Enrollment Transactions per Member per Year.....	<a href="#">142</a>		
<u>Composition of Total Member Transactions</u>			
Manual			
Electronic Transactions Requiring Manual Intervention.....	<a href="#">143</a>		
All Other Manual.....	<a href="#">143</a>		
Total Manual Transactions.....	<a href="#">144</a>		
Automated			
Direct to System.....	<a href="#">144</a>		
Other.....	<a href="#">145</a>		
Total Automated Electronic.....	<a href="#">145</a>		
Total Member Transactions.....	<a href="#">146</a>		
Note: Percent of Member Transactions Submitted Electronically that Require Manual Intervention.....	<a href="#">146</a>		
<b>Average Enrollment Processing Days</b>			
Groups.....	<a href="#">147</a>		
Members.....	<a href="#">147</a>		
<b>Enrollment Accuracy</b>			
Groups.....	<a href="#">148</a>		
Members.....	<a href="#">148</a>		
<b>ID Cards</b>			
Percent of Members that Received Card Before Effective Date.....	<a href="#">149</a>		
Percent of Members that Received Card Within 30 Days of Plan Receiving Paperwork.....	<a href="#">149</a>		
Number of Cards Issued per Member.....	<a href="#">150</a>		

**Enrollment / Membership / Billing**

Metric	Page	Definition Calculation
<b>Billing</b>		
Percent of Bills Sent on Time.....	<a href="#">151</a>	
Total Number of Bills Sent per Member.....	<a href="#">151</a>	
<b>Demographics</b>		
Percent of Membership in the Following Age Categories		
< 21.....	<a href="#">152</a>	
21 - 29.....	<a href="#">152</a>	
30 - 34.....	<a href="#">152</a>	
35 - 39.....	<a href="#">152</a>	
40 - 44.....	<a href="#">152</a>	
< 45 (sum of above).....	<a href="#">152</a>	
45 - 49.....	<a href="#">152</a>	
50 - 54.....	<a href="#">152</a>	
55 - 59.....	<a href="#">152</a>	
60 - 65.....	<a href="#">152</a>	
> 65.....	<a href="#">152</a>	
Total.....	<a href="#">152</a>	
Average Age of Membership.....	<a href="#">154</a>	
<b>Group and Membership Characteristics Affecting Total Transactions</b>		
Percent Change in Number of Groups.....	<a href="#">154</a>	
Net Membership Growth Within Retained Groups.....	<a href="#">155</a>	
Percent Change in Number of Individual Members.....	<a href="#">155</a>	
Average Size of Group, Including Individuals.....	<a href="#">156</a>	

## Tab 6

### Customer Services

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

Metric	Page	Definition	Calculation
<b>Customer Services Cost Summary</b>			
Manual Inquiries per Member.....	<a href="#">161</a>		
x Members per FTE.....	<a href="#">161</a>		
= Manual Inquiries per FTE per Year.....	<a href="#">161</a>		
x Customer Service Cost per Manual Inquiry.....	<a href="#">161</a>		
= Costs per FTE.....	<a href="#">161</a>		
x FTEs per 10,000 Members.....	<a href="#">161</a>		
= Costs per Member per Month.....	<a href="#">161</a>		
<u>Staffing vs. Non-Labor</u>			
Customer Services Total Non-Staffing Costs per Total FTE.....	<a href="#">161</a>		
+ Customer Services Total Staffing Costs per Total FTE.....	<a href="#">161</a>		
= Customer Services Total Costs per Total FTE.....	<a href="#">161</a>		
x Customer Services Total FTEs per 10,000 Members.....	<a href="#">161</a>		
= Customer Services Cost per Member per Month.....	<a href="#">161</a>		
Percent of Customer Services Costs that are Staffing.....	<a href="#">161</a>		
Percent of Customer Services Costs that are Non-Staffing.....	<a href="#">161</a>		
Percent of Customer Services Costs that are Outsourced.....	<a href="#">161</a>		
Percent of Customer Services Staffing that is Outsourced.....	<a href="#">161</a>		
<b>Inquiries</b>			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">162</a>		
Paper/Written Inquiries.....	<a href="#">162</a>		
Manual Electronic Inquiries.....	<a href="#">163</a>		
Total Manual Inquiries.....	<a href="#">163</a>		
Automated Calls.....	<a href="#">164</a>		
Total Member Inquiries.....	<a href="#">164</a>		
Customer Services Inquiries per 100 Claims.....	<a href="#">165</a>		

**Customer Services**

Metric	Page	Definition	Calculation
<b>Inquiries (continued)</b>			
<u>Percent of Total Inquiries, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">166</a>		
Paper/Written Inquiries .....	<a href="#">166</a>		
Manual Electronic Inquiries.....	<a href="#">167</a>		
Total Manual Inquiries.....	<a href="#">167</a>		
Automated Calls.....	<a href="#">168</a>		
Total Member Inquiries .....	<a href="#">168</a>		
Percent of Total Calls Received that are Manual.....	<a href="#">169</a>		
<u>Product Mix of Inquiries</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>		
<u>Reasons for Inquiries Per Member Per Year, by Product</u>			
Benefits.....	<a href="#">173</a>		
Eligibility.....	<a href="#">173</a>		
Claims Status.....	<a href="#">174</a>		
Provider Check.....	<a href="#">174</a>		
Billing & ID Cards.....	<a href="#">175</a>		
Complaints / Grievances.....	<a href="#">175</a>		
Financial Information.....	<a href="#">176</a>		
Other.....	<a href="#">176</a>		
Total Inquiries.....	<a href="#">177</a>		
<u>Reasons for Inquiries as a Percent of Total Inquiries</u>			
Benefits.....	<a href="#">178</a>		
Eligibility.....	<a href="#">178</a>		
Claims Status.....	<a href="#">179</a>		
Provider Check.....	<a href="#">179</a>		
Billing & ID Cards.....	<a href="#">180</a>		
Complaints / Grievances.....	<a href="#">180</a>		
Financial Information.....	<a href="#">181</a>		
Other.....	<a href="#">181</a>		
Total Inquiries.....	<a href="#">182</a>		

## Customer Services

Metric	Page	Definition	Calculation
<b>Call Center</b>			
Average Speed of Answer (ASA).....	<a href="#">183</a>		
ASA Service Level, at 30 Seconds.....	<a href="#">183</a>		
Abandonment Rate.....	<a href="#">184</a>		
Handle Time in Seconds.....	<a href="#">184</a>		
Percent of Calls Blocked.....	<a href="#">185</a>		
Customer Service Inquiry Accuracy.....	<a href="#">185</a>		
Percent of Members Satisfied.....	<a href="#">186</a>		
<b>Email Response Time</b>			
Response Time - Days.....	<a href="#">186</a>		
Percent of Responses Within Two Business Days.....	<a href="#">187</a>		
<b>Timeliness of Customer Services Response</b>			
Days to Resolve Inquiries.....	<a href="#">187</a>		
Percent of Total Inquiries Resolved in Seven Days.....	<a href="#">188</a>		
First Call Resolution Rate.....	<a href="#">188</a>		
<b>Member Appeals</b>			
Percent of Appeals Adverse Decisions Overturned.....	<a href="#">189</a>		
Percent of Appeals Adverse Decisions Upheld.....	<a href="#">189</a>		
Appeals per 10,000 Members.....	<a href="#">190</a>		

Tab 7

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
<b>Claims Cost Summary</b>			
<u>Suspended Claims</u>			
		Suspended Claims per Member.....	<a href="#">195</a>
x		Members per FTE.....	<a href="#">195</a>
=		Suspended Claims Processed per FTE per Year.....	<a href="#">195</a>
x		Cost per Suspended Claim.....	<a href="#">195</a>
=		Costs per FTE.....	<a href="#">195</a>
x		FTEs Per 10,000 Members.....	<a href="#">195</a>
=		Costs per Member Per Month.....	<a href="#">195</a>
<u>Total Claims</u>			
x		Claims Processed Per Member.....	<a href="#">195</a>
=		Members Per FTE.....	<a href="#">195</a>
x		Claims Processed Per FTE Per Year.....	<a href="#">195</a>
=		Cost per Claims Processed.....	<a href="#">195</a>
x		Costs Per FTE.....	<a href="#">195</a>
=		FTEs Per 10,000 Members.....	<a href="#">195</a>
		Costs Per Member Per Month.....	<a href="#">195</a>
<u>Staffing vs. Non-Labor</u>			
		Claims Processing Total Non-Staffing Costs per Total FTE.....	<a href="#">195</a>
+		Claims Processing Total Staffing Costs per Total FTE.....	<a href="#">195</a>
=		Claims Processing Total Costs per Total FTE.....	<a href="#">195</a>
x		Claims Processing Total FTEs per 10,000 Members.....	<a href="#">195</a>
=		Claims Processing Cost per Member per Month.....	<a href="#">195</a>
		Percent of Claims Processing Costs that are Staffing.....	<a href="#">195</a>
		Percent of Claims Processing Costs that are Non-Staffing.....	<a href="#">195</a>
		Percent of Claims Processing Costs that are Outsourced.....	<a href="#">195</a>
		Percent of Claims Processing Staffing that is Outsourced.....	<a href="#">195</a>
<b>Volume of Claims</b>			
<u>Claims Received</u>			
		Total Receipts Per Member Per Year.....	<a href="#">196</a>
		Total Receipts Rejected Per Member Per Year.....	<a href="#">196</a>
		Total Rejected Receipts as a Percent of Total Receipts.....	<a href="#">197</a>

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

Metric	Page	Definition Calculation
<b>Volume of Claims (continued)</b>		
<u>Processed Claims</u>		
Paper Claims Processed Per Member Per Year.....	<a href="#">198</a>	
Paper Claims Processed as a Percent of Total Claims.....	<a href="#">198</a>	
Electronic Claims Processed Per Member Per Year.....	<a href="#">199</a>	
Electronic Claims Processed as a Percent of Total Claims.....	<a href="#">199</a>	
Total Claims Processed Per Member Per Year.....	<a href="#">200</a>	
Total Claims Processed as a Percent of Total Receipts.....	<a href="#">200</a>	
Cost per Processed Claim.....	<a href="#">201</a>	
<u>Autoadjudicated Claims</u>		
Paper Claims Autoadjudicated Per Member Per Year.....	<a href="#">202</a>	
Paper Auto-Adjudication Rate.....	<a href="#">202</a>	
Paper Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	<a href="#">203</a>	
Electronic Claims Autoadjudicated Per Member Per Year.....	<a href="#">203</a>	
Electronic Autoadjudication Rate.....	<a href="#">204</a>	
Electronic Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	<a href="#">204</a>	
Total Claims Autoadjudicated Per Member Per Year.....	<a href="#">205</a>	
Total Claims Auto-Adjudication Rate.....	<a href="#">205</a>	
<u>Suspended Claims (Claims Requiring Manual Intervention)</u>		
Paper Claims Suspended Per Member Per Year.....	<a href="#">206</a>	
Paper Suspension Rate.....	<a href="#">206</a>	
Electronic Claims Suspended Per Member Per Year.....	<a href="#">207</a>	
Electronic Suspension Rate.....	<a href="#">207</a>	
Total Claims Suspended Per Member Per Year.....	<a href="#">208</a>	
Total Suspension Rate.....	<a href="#">208</a>	
Cost per Suspended Claim.....	<a href="#">209</a>	
<u>Adjusted Claims</u>		
Total Claims Adjusted Per Member Per Year.....	<a href="#">210</a>	
Total Adjustment Rate.....	<a href="#">210</a>	
<u>Denials</u>		
Denied Claims Per Member Per Year.....	<a href="#">211</a>	
Denied Claims Rate.....	<a href="#">211</a>	
Paid Claims Per Member Per Year.....	<a href="#">212</a>	
Paid Claims Rate.....	<a href="#">212</a>	

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

Metric	Page	Definition Calculation
<b>Volume of Claims (continued)</b>		
<u>Percent of Claims by Business Line</u>		
Local.....	213	
BlueCard Host.....	213	
NASCO.....	214	
FEP.....	214	
Government / Public.....	215	
Total Claims Processed.....	215	
<b>Speed of Processing</b>		
Average Payment Period in Days.....	216	
Average Inventory in Days.....	216	
Average Claims Inventory as a Percent of Total Claims Processed.....	217	
<b>Percent of Claims Processed Within the Following Days of Receipt:</b>		
0 - 14 days.....	217	
15 - 30 days.....	217	
31 - 60 days.....	217	
> 60 days.....	217	
Total.....	217	
<b>Timing of Claims Payment</b>		
Average Days Incurred to Receipt of Claim.....	218	
Average Days Receipt of Claim to Payment Approved.....	218	
Average Days Payment Approved to Payment.....	218	
Average Days Incurred to Payment.....	218	
Claims Turn Around Time (TAT).....	218	
<b>Quality</b>		
Dollar Accuracy Percent.....	218	
Frequency Accuracy Percent.....	218	
Interest Paid per Claim Processed.....	219	
Interest Paid as a Percent of Total Health Benefits.....	219	
<b>COB and Subrogation</b>		
COB and Subrogation Recoveries Per Dollar of COB Cost.....	220	
COB and Subrogation Recoveries as a Percent of Health Benefits, Plus Recoveries.....	220	
Net Recoveries as a Percent of Health Benefits, Plus Recoveries.....	221	



**Tab 8**  
**Information Systems**

Metric	Page	Definition	Calculation
<b>Information Systems Cost Summary</b>			
Total FTEs per IS FTE.....	<a href="#">227</a>		
x IS Costs per Total FTE.....	<a href="#">227</a>		
= IS Costs per IS FTE.....	<a href="#">227</a>		
x IS FTEs per 10,000 Members.....	<a href="#">227</a>		
= Cost per Member per Month.....	<a href="#">227</a>		
<b>Effect of IS Allocated by Supported Functional Area</b>			
IS After Allocation as a Percent of Total IS.....	<a href="#">227</a>		
x Total IS PMPM.....	<a href="#">227</a>		
= IS Costs PMPM, After Allocation.....	<a href="#">227</a>		
x Non-IS Costs PMPM, After Allocation.....	<a href="#">227</a>		
= Total Administrative Cost PMPM.....	<a href="#">227</a>		
<b>Internal vs. Outsourced FTE Costs</b>			
Internal IS Expenses per Internal FTE.....	<a href="#">228</a>		
Outsourced IS Expenses per Outsourced FTE.....	<a href="#">228</a>		
<b>Staffing vs. Non-Labor</b>			
Information Systems Total Non-Staffing Costs per Total FTE.....	<a href="#">228</a>		
+ Information Systems Total Staffing Costs per Total FTE.....	<a href="#">228</a>		
= Information Systems Total Costs per Total FTE.....	<a href="#">228</a>		
x Information Systems Total FTEs per 10,000 Members.....	<a href="#">228</a>		
= Information Systems Cost per Member per Month.....	<a href="#">228</a>		
Percent of Information Systems Costs that are Staffing.....	<a href="#">228</a>		
Percent of Information Systems Costs that are Non-Staffing.....	<a href="#">228</a>		
Percent of Information Systems Costs that are Outsourced.....	<a href="#">228</a>		
Percent of Information Systems Staffing that is Outsourced.....	<a href="#">228</a>		
<b>Total Information Systems Costs, Natural Accounting Categories</b>			
<u>Per Member Per Month</u>			
(a) Internal Employees, Including Travel and Training.....	<a href="#">229</a>		
(b) Outsourced Employees and Contractors.....	<a href="#">229</a>		
(c) Consultants.....	<a href="#">229</a>		
(d) Hardware Depreciation and Maintenance.....	<a href="#">229</a>		
(e) Software Amortization and Maintenance.....	<a href="#">229</a>		
(f) Other Information Systems.....	<a href="#">229</a>		
Total Information Systems Expenses.....	<a href="#">229</a>		
<u>Percent of Premium Equivalents</u>			
(a) Internal Employees, Including Travel and Training.....	<a href="#">229</a>		
(b) Outsourced Employees and Contractors.....	<a href="#">229</a>		
(c) Consultants.....	<a href="#">229</a>		
(d) Hardware Depreciation and Maintenance.....	<a href="#">229</a>		
(e) Software Amortization and Maintenance.....	<a href="#">229</a>		
(f) Other Information Systems.....	<a href="#">229</a>		
Total Information Systems Expenses.....	<a href="#">229</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 Employees, Including Travel and Training.....	229		
(b) Outsourced Employees and Contractors.....	229		
(c) Consultants.....	229		
(d) Hardware Depreciation and Maintenance.....	229		
(e) Software Amortization and Maintenance.....	229		
(f) Other Information Systems.....	229		
Total Information Systems Expenses.....	229		
<b>Total Information Systems Costs, Functional Areas</b>			
<u>Per Member Per Month</u>			
11 (a) Operations and Support.....	230		
(1) Voice and Data Network.....	230		
(2) Data Center.....	230		
(3) Engineering.....	230		
(4) Desktop Services.....	230		
(5) Help Desk.....	230		
(6) Storage and Capacity Management.....	230		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	230		
(8) Other.....	230		
11 (b) Applications Maintenance.....	230		
11 (c) Applications Acquisition and Development.....	230		
(1) Project Management Office and Support (PMO).....	230		
(2) Other.....	230		
11 (d) Security Administration and Enforcement.....	230		
Total Information Systems Expenses.....	230		
<u>Percent of Premium Equivalents</u>			
11 (a) Operations and Support.....	230		
(1) Voice and Data Network.....	230		
(2) Data Center.....	230		
(3) Engineering.....	230		
(4) Desktop Services.....	230		
(5) Help Desk.....	230		
(6) Storage and Capacity Management.....	230		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	230		
(8) Other.....	230		
11 (b) Applications Maintenance.....	230		
11 (c) Applications Acquisition and Development.....	230		
(1) Project Management Office and Support (PMO).....	230		
(2) Other.....	230		
11 (d) Security Administration and Enforcement.....	230		
Total Information Systems Expenses.....	230		

## Information Systems

Metric	Page	Definition	Calculation
<b>Total Information Systems Costs, Functional Areas (continued)</b>			
<u>Percent of Total Information Systems Costs</u>			
11 (a) Operations and Support.....	<a href="#">231</a>		
(1) Voice and Data Network.....	<a href="#">231</a>		
(2) Data Center.....	<a href="#">231</a>		
(3) Engineering.....	<a href="#">231</a>		
(4) Desktop Services.....	<a href="#">231</a>		
(5) Help Desk.....	<a href="#">231</a>		
(6) Storage and Capacity Management.....	<a href="#">231</a>		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	<a href="#">231</a>		
(8) Other.....	<a href="#">231</a>		
11 (b) Applications Maintenance.....	<a href="#">231</a>		
11 (c) Applications Acquisition and Development.....	<a href="#">231</a>		
(1) Project Management Office and Support (PMO).....	<a href="#">231</a>		
(2) Other.....	<a href="#">231</a>		
11 (d) Security Administration and Enforcement.....	<a href="#">231</a>		
Total Information Systems Expenses.....	<a href="#">231</a>		
<b>Capabilities of Hardware</b>			
<u>Utilization</u>			
Average Utilization for Processors, 24/7 Capacity.....	<a href="#">232</a>		
Average Utilization for Processors, Prime Shift.....	<a href="#">232</a>		
Peak Utilization for Processors, Prime Shift.....	<a href="#">232</a>		
<u>Data Center Storage Capacity</u>			
Total Terabytes.....	<a href="#">232</a>		
Terabytes per 10,000 Members.....	<a href="#">232</a>		
<b>Internal Help Desk</b>			
Average Speed to Answer, Seconds.....	<a href="#">232</a>		
Call Abandonment Rate.....	<a href="#">232</a>		
Average Handle Time, Seconds.....	<a href="#">232</a>		
First Call Resolution Rate.....	<a href="#">232</a>		
Satisfaction, Scale of 1 to 10.....	<a href="#">232</a>		
Number of Calls per Helpdesk FTE per Year.....	<a href="#">232</a>		
Number of Calls per Total FTE per Year.....	<a href="#">232</a>		
Number of Calls as a Percent of All Inquiries (Calls plus Online).....	<a href="#">232</a>		
Total FTEs per Helpdesk FTE.....	<a href="#">232</a>		
Helpdesk FTEs per 10,000 Members.....	<a href="#">232</a>		
Number of Tickets Opened Online per Helpdesk FTE per Year.....	<a href="#">232</a>		
Number of Tickets Opened Online per Total FTE per Year.....	<a href="#">232</a>		
Number of Tickets Opened Online as a Percent of All Inquiries (Calls plus Online).....	<a href="#">232</a>		
Desktop Management Software and Vendors.....	<a href="#">232</a>		

**Information Systems**

Metric	Page	Definition	Calculation
<b>Core Systems</b>			
<u>Availability</u>			
System Availability - 24 / 7 Average.....	<a href="#">234</a>		
Time to Resolve Critical Outage, Hours.....	<a href="#">234</a>		
<b>Production Job Cost Summary</b>			
Production Jobs per 1,000 Members.....	<a href="#">235</a>		
x Members per IS FTE.....	<a href="#">235</a>		
= Daily Production Jobs per IS FTE.....	<a href="#">235</a>		
x IS Cost per Production Job.....	<a href="#">235</a>		
= IS Cost per IS FTE.....	<a href="#">235</a>		
x IS FTEs per 10,000 Members.....	<a href="#">235</a>		
= IS Costs per Member per Month.....	<a href="#">235</a>		
<u>Production and Test Jobs</u>			
Daily Production Jobs per 10,000 Members.....	<a href="#">236</a>		
Yearly Claims Processed per Daily Production Job.....	<a href="#">236</a>		
Yearly Enrollment Transactions Processed per Daily Production Job.....	<a href="#">236</a>		
Yearly Member and Provider Inquiries Processed per Daily Production Job.....	<a href="#">236</a>		
Percent of Total Production Jobs Run Daily.....	<a href="#">236</a>		
Production Jobs as a Percent of Total Jobs.....	<a href="#">236</a>		
Daily Test Jobs per 10,000 members.....	<a href="#">236</a>		
Percent of Total Test Jobs Run Daily.....	<a href="#">236</a>		
Test Jobs as a Percent of Total Jobs.....	<a href="#">236</a>		

## Tab 9

### Corporate Services Cluster

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

Metric	Page	Definition	Calculation
<b>Corporate Services Function</b>			
<u>Corporate Services Cost Summary</u>			
		Total FTEs per Corporate Service FTEs.....	<a href="#">245</a>
x		Corporate Services Costs per Total FTE.....	<a href="#">245</a>
=		Cost of Corporate Services per FTE.....	<a href="#">245</a>
x		Corporate Services FTEs per 10,000 Members.....	<a href="#">245</a>
=		Corporate Services Cost per Member per Month.....	<a href="#">245</a>
<u>Staffing vs. Non-Labor</u>			
		Corporate Services Function Total Non-Labor Cost per Total FTE.....	<a href="#">245</a>
+		Corporate Services Function Total Staffing Costs per Total FTE.....	<a href="#">245</a>
=		Corporate Services Function Total Costs per Total FTE.....	<a href="#">245</a>
x		Corporate Services Function Total FTEs per 10,000 Members.....	<a href="#">245</a>
=		Corporate Services Function Cost per Member per Month.....	<a href="#">245</a>
		Percent of Corporate Services Function Costs that are Staffing.....	<a href="#">245</a>
		Percent of Corporate Services Function Costs that are Non-Labor.....	<a href="#">245</a>
		Percent of Corporate Services Function Costs that are Outsourced.....	<a href="#">245</a>
		Percent of Corporate Services Function Staffing that is Outsourced.....	<a href="#">245</a>
<b>Human Resources</b>			
<u>Span of Control</u>			
		Middle Management to Top Management.....	<a href="#">246</a>
		Managers to Middle Management.....	<a href="#">246</a>
		Supervisors to Managers.....	<a href="#">246</a>
		Staff to Supervisors.....	<a href="#">246</a>
		Total Employees to Top Management.....	<a href="#">246</a>
		Employees Other than Top Management to Top Management.....	<a href="#">246</a>
		Middle Management, Managers and Supervisors to Top.....	<a href="#">246</a>
		Staff to Middle Management, Managers and Supervisors.....	<a href="#">246</a>

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Human Resources, continued</b>			
<u>EEO-1 Job Categories as a Percent of Total Employees</u>			
Managerial.....	<a href="#">246</a>		
Professional.....	<a href="#">246</a>		
Clerical.....	<a href="#">246</a>		
Technical.....	<a href="#">246</a>		
Sales Worker.....	<a href="#">246</a>		
Service Worker.....	<a href="#">246</a>		
Laborer.....	<a href="#">246</a>		
Craft Worker.....	<a href="#">246</a>		
Operatives Worker.....	<a href="#">246</a>		
Total Employees.....	<a href="#">246</a>		
<u>Turnover</u>			
Recruitment Costs and Frequencies			
Hires per 1,000 FTEs.....	<a href="#">247</a>		
External Hires / 1,000 FTEs.....	<a href="#">247</a>		
Internal Hires/1,000 FTEs.....	<a href="#">247</a>		
External Hires Percent Total Hires.....	<a href="#">247</a>		
Internal Hires Percent Total Hires.....	<a href="#">247</a>		
Average Cost per Hire.....	<a href="#">247</a>		
Cost per External Hire.....	<a href="#">247</a>		
Cost per Internal Hire.....	<a href="#">247</a>		
Days to Fill, External Hires.....	<a href="#">247</a>		
Days to Fill, Internal Hires.....	<a href="#">247</a>		
Employee Separations			
Total Separations per 1,000 FTEs.....	<a href="#">247</a>		
Voluntary Separations per 1,000 FTEs.....	<a href="#">247</a>		
Involuntary Separations per 1,000 FTEs.....	<a href="#">247</a>		
Retirements per 1,000 FTEs.....	<a href="#">247</a>		
Other Separations per 1,000 FTEs.....	<a href="#">247</a>		
Voluntary Separations Percent of Total.....	<a href="#">247</a>		
Involuntary Separations Percent of Total.....	<a href="#">247</a>		
Retirements Percent of Total.....	<a href="#">247</a>		
Other Separations Percent of Total.....	<a href="#">247</a>		
Total Turnover.....	<a href="#">247</a>		
Retention.....	<a href="#">247</a>		

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Human Resources, continued</b>			
<u>Work Time and Reasons for Missed Days</u>			
Percent			
Days Worked as a Percent of Work Days.....	248		
Missed Days as a Percent of Work Days.....	248		
FMLA Days as a Percent of Missed Days.....	248		
Short Term Disability as a Percent of Missed Days.....	248		
Workers Comp Days as a Percent of Missed Days.....	248		
Other Days Missed as a Percent of Missed Days.....	248		
Total Missed Days as a Percent of Missed Days.....	248		
Per FTE			
Days Available to Work per FTE.....	248		
Days Worked per FTE.....	248		
FMLA days per FTE.....	248		
Short Term Disability Days per FTE.....	248		
Workers Comp days per FTE.....	248		
Other days Missed per FTE.....	248		
Total Days Missed per FTE.....	248		
<u>PTO</u>			
PTO Days Based on Years of Employment			
1 year.....	249		
3 years.....	249		
5 years.....	249		
10 years.....	249		
15 years.....	249		
20 years.....	249		
25 years.....	249		
Total.....	249		
Percent of Employees Based on Years of Employment			
1 year.....	249		
3 years.....	249		
5 years.....	249		
10 years.....	249		
15 years.....	249		
20 years.....	249		
25 years.....	249		
Total.....	249		
Does your plan offer a PTO system?.....	249		

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Human Resources, continued</b>			
<u>Teleworking</u>			
Percent of FTEs			
That Always Work at Home.....	250		
That "Hotel".....	250		
Eligible to Telework.....	250		
Eligible to Telework that Always Work from Home.....	250		
Eligible to Telework that "Hotel".....	250		
<u>Human Resources Cost Summary</u>			
HR Costs per Total FTE.....	251		
x Total FTEs per HR FTE.....	251		
= HR Costs per HR FTE.....	251		
x HR FTEs per 10,000 Members.....	251		
= HR Cost per Member per Month.....	251		
<u>Staffing vs. Non-Labor</u>			
Human Resources Non-Labor Costs per Human Resources FTE.....	251		
+ Human Resources Staffing Costs per Human Resources FTE.....	251		
= Human Resources Costs per Human Resources FTE.....	251		
x Human Resources FTEs per 10,000 Members.....	251		
= Cost per Member per Month.....	251		
Percent of Human Resources Costs that are Non-Labor.....	251		
Percent of Human Resources Costs that are Staffing.....	251		
Percent of Human Resources Costs that are Outsourced.....	251		
Percent of Staff that is Outsourced.....	251		
<u>Employee Tenure</u>			
Percent of Employees With Less Than One Year of Tenure.....	252		
Percent of Employees With One to Five Years of Tenure.....	254		
Percent of Employees With Six to Ten Years of Tenure.....	256		
Percent of Employees With More Than Ten Years of Tenure.....	258		
Average Employee Duration in Years.....	260		



**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Legal</b>			
<u>Staffing vs. Non-Labor</u>			
		Legal Non-Labor Cost per Legal FTE.....	<a href="#">262</a>
+		Legal Staffing Costs per Legal FTE.....	<a href="#">262</a>
=		Legal Costs per Legal FTE.....	<a href="#">262</a>
x		Legal FTEs per 10,000 Members.....	<a href="#">262</a>
=		Cost per Member per Month.....	<a href="#">262</a>
		Percent of Legal Costs that are Non-Labor.....	<a href="#">262</a>
		Percent of Legal Costs that are Staffing.....	<a href="#">262</a>
		Percent of Legal Costs that are Outsourced.....	<a href="#">262</a>
		Percent of Legal Staff that is Outsourced.....	<a href="#">262</a>
<b>Facilities</b>			
<u>Facilities Cost Summary</u>			
		Facilities Costs per Total FTE.....	<a href="#">263</a>
x		Total FTEs per Facilities FTE.....	<a href="#">263</a>
=		Facilities Costs per Facilities FTE.....	<a href="#">263</a>
x		Facilities FTEs per 10,000 Members.....	<a href="#">263</a>
=		Facilities Costs per Member per Month.....	<a href="#">263</a>
		Facilities FTEs per Total FTEs.....	<a href="#">263</a>
x		Total Usable Square Feet per Facilities FTEs.....	<a href="#">263</a>
=		Total Usable Square Feet per Total FTEs.....	<a href="#">263</a>
x		Facilities Cost per Total Usable Square Feet.....	<a href="#">263</a>
=		Facilities Costs per Total FTEs.....	<a href="#">263</a>
x		Total FTEs per 10,000 Members.....	<a href="#">263</a>
=		Facilities cost per Member per Month.....	<a href="#">263</a>
<u>Staffing vs. Non-Labor</u>			
		Total Non-Staffing Costs per Total FTE.....	<a href="#">263</a>
+		Total Staffing Costs per Total FTE.....	<a href="#">263</a>
=		Total Costs per Total FTE.....	<a href="#">263</a>
x		Total FTEs per 10,000 Members.....	<a href="#">263</a>
=		Cost per Member per Month.....	<a href="#">263</a>
		Percent of Facilities Costs that are Staffing.....	<a href="#">263</a>
		Percent of Facilities Costs that are Non-Labor.....	<a href="#">263</a>
		Percent of Facilities Costs that are Outsourced.....	<a href="#">263</a>
		Percent of Facilities Staff that is Outsourced.....	<a href="#">263</a>

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Facilities, continued</b>			
<u>Square Footage of Facilities</u>			
Square Feet per Total FTE.....	264		
Gross.....	264		
Usable.....	264		
Square Feet per On-Site FTE			
Gross.....	264		
Usable.....	264		
Usable Square Footage by Type			
Percent Owned.....	264		
Percent Leased.....	264		
Usable Square Feet as a Percent of Gross Square Feet.....	264		
Gross Square Footage by Type			
Percent Owned.....	264		
Percent Leased.....	264		
Total Facilities Costs per Square Foot			
Gross.....	264		
Usable.....	264		
<u>Facilities Costs by Type</u>			
<i>Per Member Per Month</i>			
Total.....	264		
(a) Rent.....	264		
(b) Depreciation.....	264		
(c) Heat, Light and Taxes.....	264		
(d) Security.....	264		
(e) Maintenance.....	264		
(f) Leasehold Improvements.....	264		
(g) All Other.....	264		
<i>Percent of Premiums and Equivalent</i>			
Total.....	264		
(a) Rent.....	264		
(b) Depreciation.....	264		
(c) Heat, Light and Taxes.....	264		
(d) Security.....	264		
(e) Maintenance.....	264		
(f) Leasehold Improvements.....	264		
(g) All Other.....	264		

## Corporate Services Cluster

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Metric	Page	Definition	Calculation
<b>Printing and Mailroom</b>			
<u>Mail Volume</u>			
Incoming Mail Volume per Member.....	<a href="#">265</a>		
Outgoing Mail Volume per Member.....	<a href="#">265</a>		
Total Mail Volume per Member.....	<a href="#">265</a>		

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