

SHERLOCK BENCHMARKS

Blue Cross Blue Shield Edition



Volume II
Operational Metrics

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SHERLOCK BENCHMARKS

Blue Cross Blue Shield Edition - 2020

Volume II: Operational Metrics



SHERLOCK COMPANY

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Tab 2

Summary of Operational Metrics

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

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Provider Relations Service Metrics:

This sub-function responds to inquiries from providers.

Provider Relations Services Cost Summary

Per Member

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=	Provider Relations Services Cost per FTE.....	96
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x	Members per FTE.....	96
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Provider Network Management and Services

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

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

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= Costs per FTE.....	161		
x FTEs per 10,000 Members.....	161		
= Costs per Member per Month.....	161		
<u>Staffing vs. Non-Labor</u>			
Customer Services Total Non-Staffing Costs per Total FTE.....	161		
+ Customer Services Total Staffing Costs per Total FTE.....	161		
= Customer Services Total Costs per Total FTE.....	161		
x Customer Services Total FTEs per 10,000 Members.....	161		
= Customer Services Cost per Member per Month.....	161		
Percent of Customer Services Costs that are Staffing.....	161		
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<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	162		
Paper/Written Inquiries.....	162		
Manual Electronic Inquiries.....	163		
Total Manual Inquiries.....	163		
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Customer Services

Metric	Page	Definition	Calculation
Inquiries (continued)			
<u>Percent of Total Inquiries, 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		
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=		Members per FTE.....	197
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=		Cost per Suspended Claim.....	197
x		Costs per FTE.....	197
=		FTEs Per 10,000 Members.....	197
x		Costs per Member Per Month.....	197
=			197
<u>Total Claims</u>			
x		Claims Processed Per Member.....	197
=		Members Per FTE.....	197
x		Claims Processed Per FTE Per Year.....	197
=		Cost per Claims Processed.....	197
x		Costs Per FTE.....	197
=		FTEs Per 10,000 Members.....	197
x		Costs Per Member Per Month.....	197
=			197
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+		Claims Processing Total Staffing Costs per Total FTE.....	197
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Tab 8
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Information Systems

Metric	Page	Definition	Calculation
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(6) Storage and Capacity Management.....	234		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	234		
(8) Other.....	234		
11 (b) Applications Maintenance.....	234		
11 (c) Applications Acquisition and Development.....	234		
(1) Project Management Office and Support (PMO).....	234		
(2) Other.....	234		
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Information Systems

Metric	Page	Definition	Calculation
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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, Mailroom, Legal and Human Resources. This tab includes metrics of these subfunctions plus those of Finance and Accounting.

Metric	Page	Definition	Calculation
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=		Corporate Services Function Total Costs per Total FTE.....	253
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Corporate Services Cluster

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External Hires Percent Total Hires.....	255		
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Average Cost per Hire.....	255		
Cost per External Hire.....	255		
Cost per Internal Hire.....	255		
Days to Fill, External Hires.....	255		
Days to Fill, Internal Hires.....	255		
Employee Separations			
Total Separations per 1,000 FTEs.....	255		
Voluntary Separations per 1,000 FTEs.....	255		
Involuntary Separations per 1,000 FTEs.....	255		
Retirements per 1,000 FTEs.....	255		
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Voluntary Separations Percent of Total.....	255		
Involuntary Separations Percent of Total.....	255		
Retirements Percent of Total.....	255		
Other Separations Percent of Total.....	255		
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Corporate Services Cluster

Metric	Page	Definition	Calculation
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Other Days Missed as a Percent of Missed Days.....	256		
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Days Available to Work per FTE.....	256		
Days Worked per FTE.....	256		
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Workers Comp days per FTE.....	256		
Other days Missed per FTE.....	256		
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x HR FTEs per 10,000 Members.....	259		
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<u>Staffing vs. Non-Labor</u>			
Human Resources Non-Labor Costs per Human Resources FTE.....	259		
+ Human Resources Staffing Costs per Human Resources FTE.....	259		
= Human Resources Costs per Human Resources FTE.....	259		
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Corporate Services Cluster

Metric	Page	Definition	Calculation
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Percent Owned.....	272		
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(c) Heat, Light and Taxes.....	272		
(d) Security.....	272		
(e) Maintenance.....	272		
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(g) All Other.....	272		

Corporate Services Cluster

Metric	Page	Definition	Calculation
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Total Mail Volume per Member.....	273		

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			
	277		
x Chart Reviews per 1,000 Members.....	277		
= Members per FTE.....	277		
x Chart Reviews per FTE per Year.....	277		
= Cost per Chart Review.....	277		
x Costs per FTE.....	277		
= FTEs per 10,000 Members.....	277		
Costs per Member per Month.....	277		
Staffing vs. Non-Labor - Risk Adjustment			
	277		
+ Risk Adjustment Non-Labor Cost per Total FTE.....	277		
= Risk Adjustment Total Staffing Costs per Total FTE.....	277		
x Risk Adjustment Total Costs per Total FTE.....	277		
= Risk Adjustment Total FTEs per 10,000 Members.....	277		
= Risk Adjustment Cost per Member per Month.....	277		
Percent of Risk Adjustment Costs that are Staffing.....	277		
Percent of Risk Adjustment Costs that are Non-Labor.....	277		
Percent of Risk Adjustment Costs that are Outsourced.....	277		
Percent of Risk Adjustment Staffing that is Outsourced.....	277		
Number of Chart Reviews			
Per 1,000 Members			
Internal.....	278		
Outsourced.....	278		
Total.....	279		
Percent of Charts Subject to Multiple Passes			
Internal.....	279		
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Total.....	280		
Percent of Charts Reviews: Internal vs. Outsourced			
Internal.....	281		
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Risk Adjustment

Metric	Page	Definition	Calculation
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Risk Adjustment Staffing FTEs per 10,000 Members			
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Employees Reviewing Charts.....	284		
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Risk Score Improvement Percentage			
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PMPY			
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Internal.....	288		
Outsourced.....	289		
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Internal.....	290		
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Total.....	291		
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