

# SHERLOCK BENCHMARKS

Medicaid Edition



*Volume II*  
Operational Metrics

*Confidential & Trade Secrets*  
Copyright © 2020 Sherlock Company. All Rights Reserved.

This Page Intentionally Left Blank.

# SHERLOCK BENCHMARKS

## Medicaid Edition - 2020

### *Volume II: Operational Metrics*



SHERLOCK COMPANY

---

November 2020

*The use of this Report and its content (including data values, survey instruments, definitions and calculation methodologies), form and layout (collectively, the Report) is governed by a non-exclusive license agreement or a mutual confidentiality agreement between Sherlock Company and its client that restricts the use of the Report to the client's internal purposes. Any distribution or reproduction, intentional or unintentional, of any materials contained herein without the express written permission of Sherlock Company is prohibited except as specified in the license or mutual confidentiality agreement. The agreement between the client and Sherlock Company does not convey any right of commercial use, nor effect any transfer of the Report or any portion thereof. This Report and its contents are also protected under one or more copyrights.*

*Copyright © 2020 Sherlock Company. All Rights Reserved. Photograph by Ray K. Saunders.*

This Page Intentionally Left Blank.

## 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 claims 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 and the costs to maintain security.

This Page Intentionally Left Blank.

## 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.

This Page Intentionally Left Blank.



---

## 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.

---

<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>
Risk Adjustment.....	<a href="#">13</a>

**Tab 3**  
**Sales and Marketing**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Product Mix</b>			
Percentage Point Change in Mix of Membership.....	<a href="#">23</a>		
Sum of Absolute Values of Percentage Point Changes in Product Mix.....	<a href="#">23</a>		
<b>Group and Membership Growth</b>			
<u>Sources of Membership Growth</u>			
Total Membership Growth.....	<a href="#">24</a>		
= Membership Increase Due to Group Members.....	<a href="#">24</a>		
+ Membership Increase Due to Individual Members.....	<a href="#">25</a>		
Note: Group Member Persistency Rate.....	<a href="#">25</a>		
<u>Sources of Membership Growth</u>			
Percent Change in Number of Groups.....	<a href="#">26</a>		
x Percent Change in Average Group Size.....	<a href="#">26</a>		
= Change in Group Membership.....	<a href="#">27</a>		
+ Percent Change in Number of Individual Members.....	<a href="#">27</a>		
= Growth in Total Membership.....	<a href="#">28</a>		
Note: Individual Membership Increase as Percent of Total Increase or Decrease.....	<a href="#">28</a>		
<u>Sources of Group Membership Growth</u>			
Membership Increase due to New Groups.....	<a href="#">29</a>		
+ Membership Decrease due to Lost Groups.....	<a href="#">29</a>		
+ Net Membership Growth Within Retained Groups.....	<a href="#">30</a>		
= Total Growth in Group Membership.....	<a href="#">30</a>		
Note: Group Member Persistency Rate.....	<a href="#">31</a>		
Note: Average Duration of Group Membership, Years.....	<a href="#">31</a>		
Note: Growth Within Retained Groups.....	<a href="#">32</a>		
<u>Sources of Group Growth</u>			
Percent Change due to New Groups.....	<a href="#">32</a>		
Percent Change due to Groups Lost.....	<a href="#">33</a>		
Percent Change in Groups.....	<a href="#">33</a>		
+ Note: Group Persistency Rate.....	<a href="#">34</a>		
= Note: Average Duration of Groups, Years.....	<a href="#">34</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="#">35</a>		
Middle Market Group.....	<a href="#">35</a>		
Large Group.....	<a href="#">36</a>		
Total.....	<a href="#">36</a>		
Broker and Internal Quotes per 10,000 Members per Year.....	<a href="#">37</a>		
Internal and Broker Final Quotes, Percent of Total, by Segment			
Small Group.....	<a href="#">37</a>		
Middle Market Group.....	<a href="#">38</a>		
Large Group.....	<a href="#">38</a>		
<u>Broker Distribution System</u>			
Percent of Final Quotes that are Made by Brokers, by Segment			
Small Group.....	<a href="#">39</a>		
Middle Market Group.....	<a href="#">39</a>		
Large Group.....	<a href="#">40</a>		
Total.....	<a href="#">40</a>		
Broker Final Quotes, Per Broker Group			
Small Group.....	<a href="#">41</a>		
Middle Market Group.....	<a href="#">41</a>		
Large Group.....	<a href="#">42</a>		
Total.....	<a href="#">42</a>		
Broker Quotes per 10,000 Members Sold Through Brokers per Year.....	<a href="#">43</a>		
Close to Quote Ratio, All Broker Business.....	<a href="#">43</a>		
<u>Internal Distribution System</u>			
Percent of Final Quotes that Made by Internal Sales Reps, by Segment			
Small Group.....	<a href="#">44</a>		
Middle Market Group.....	<a href="#">44</a>		
Large Group.....	<a href="#">45</a>		
Total.....	<a href="#">45</a>		
Internal Final Quotes, Per Internal Group			
Small Group.....	<a href="#">46</a>		
Middle Market Group.....	<a href="#">46</a>		
Large Group.....	<a href="#">47</a>		
Total.....	<a href="#">47</a>		
Internal Quotes per 10,000 Internally Sold Members per Year.....	<a href="#">48</a>		
Close to Quote Ratio, All Internal Business.....	<a href="#">48</a>		
Internal Final Quotes per Sales FTE.....	<a href="#">49</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="#">50</a>		
Small Group.....	<a href="#">50</a>		
Middle Market Group.....	<a href="#">51</a>		
Large Group.....	<a href="#">51</a>		
Percent of Total Groups by Segment			
Individual Contracts.....	<a href="#">52</a>		
Small Group.....	<a href="#">52</a>		
Middle Market Group.....	<a href="#">53</a>		
Large Group.....	<a href="#">53</a>		
Average Group Size			
Individual Contracts.....	<a href="#">54</a>		
Small Group.....	<a href="#">54</a>		
Middle Market Group.....	<a href="#">55</a>		
Large Group.....	<a href="#">55</a>		
Large and Middle Group.....	<a href="#">56</a>		
Total, Including Individual.....	<a href="#">56</a>		
Note: Average Group Size This Year, Unsegmented, Excluding Individuals.....	<a href="#">57</a>		
Note: Average Size Last Year, Unsegmented, Excluding Individuals.....	<a href="#">57</a>		
<u>Broker Distribution System</u>			
Percent of Members Sold Through Brokers			
Individual.....	<a href="#">58</a>		
Small Group.....	<a href="#">58</a>		
Middle Market Group.....	<a href="#">59</a>		
Large Group.....	<a href="#">59</a>		
Total, Including Individual.....	<a href="#">60</a>		
Percent of Groups Sold Through Brokers			
Individual.....	<a href="#">60</a>		
Small Group.....	<a href="#">61</a>		
Middle Market Group.....	<a href="#">61</a>		
Large Group.....	<a href="#">62</a>		
Total, Including Individual.....	<a href="#">62</a>		

**Sales and Marketing**

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

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Importance and Characteristics (continued)</b>			
<u>Internal Distribution System</u>			
Percent of Members Sold Internally			
Individual.....	<a href="#">78</a>		
Small Group.....	<a href="#">78</a>		
Middle Market Group.....	<a href="#">79</a>		
Large Group.....	<a href="#">79</a>		
Total, Including Individual.....	<a href="#">80</a>		
Percent of Groups Sold Internally			
Individual Contracts.....	<a href="#">80</a>		
Small Group.....	<a href="#">81</a>		
Middle Market Group.....	<a href="#">81</a>		
Large Group.....	<a href="#">82</a>		
Total, Including Individual.....	<a href="#">82</a>		
Average Size of Groups Sold Internally			
Individual Contracts.....	<a href="#">83</a>		
Small Group.....	<a href="#">83</a>		
Middle Market Group.....	<a href="#">84</a>		
Large Group.....	<a href="#">84</a>		
Total, Including Individual.....	<a href="#">85</a>		
<b>Compensation</b>			
<u>All Distribution Systems</u>			
Sales and Marketing Costs PMPM.....	<a href="#">85</a>		
Sales and Marketing Costs per Quote.....	<a href="#">85</a>		
<u>Broker Distribution System</u>			
Broker Commission Costs			
Broker Commissions per Broker Member per Month.....	<a href="#">86</a>		
Broker Commissions as a Percent of Broker Premium Equivalents.....	<a href="#">86</a>		
Broker Commissions Excluding Overrides and Bonuses as a Percent of Broker Premium Equivalents.....	<a href="#">87</a>		
Broker Commissions Excluding Overrides and Bonuses per Broker Member per Month.....	<a href="#">87</a>		
Broker Commissions per Broker Quote.....	<a href="#">88</a>		
Broker Overrides and Bonuses			
Broker Overrides and Bonuses per Broker Member per Month.....	<a href="#">88</a>		
Broker Overrides and Bonuses as a Percent of Total Commissions.....	<a href="#">89</a>		

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Compensation (continued)</b>			
<u>Internal Distribution System</u>			
		Sales and Marketing Costs, Excluding Commissions, per FTE.....	<a href="#">89</a>
x		Sales and Marketing FTEs per 10,000 Internally Sold Members.....	<a href="#">89</a>
=		Sales and Marketing Costs, Excluding Commissions, Per Internally Sold Member Per Month.....	<a href="#">89</a>
		Internal Commissions per Member Sold by Internal Sales Rep per Month.....	<a href="#">89</a>
		Internal Commissions per Quote Made by Internal Sales Rep.....	<a href="#">89</a>
<b>Sales and Marketing Cost Summary</b>			
<u>Total Distribution System</u>			
		Final Quotes per Sales and Marketing FTE.....	<a href="#">90</a>
x		Groups per Final Quote.....	<a href="#">90</a>
=		Groups Sold Per Sales and Marketing FTE.....	<a href="#">90</a>
x		Average Group Size.....	<a href="#">90</a>
=		Group Members Sold per Total Sales FTE.....	<a href="#">90</a>
x		Sales and Marketing Costs per Total Sales FTE.....	<a href="#">90</a>
=		Sales and Marketing Costs per Group Member per Month.....	<a href="#">90</a>
<u>Internal Sales Force</u>			
		Internally Sold Groups Per Sales FTE.....	<a href="#">90</a>
x		Average Internally Sold Group Size.....	<a href="#">90</a>
=		Internally Sold Group Members per Sales FTE.....	<a href="#">90</a>
x		Sales Costs per Sales FTE.....	<a href="#">90</a>
=		Sales Costs per Internally Sold Group Member per Month.....	<a href="#">90</a>
<u>Rating and Underwriting</u>			
		Final Quotes per FTE .....	<a href="#">91</a>
x		Groups per Final Quote.....	<a href="#">91</a>
=		Groups per FTE .....	<a href="#">91</a>
x		Cost per Group.....	<a href="#">91</a>
=		Cost per FTE.....	<a href="#">91</a>
x		FTEs per 10,000 Group Members.....	<a href="#">91</a>
=		Cost per Group Member per Month.....	<a href="#">91</a>
		Acquisition Cost per New Enrollment.....	<a href="#">91</a>

**Sales and Marketing**

Metric	Page	Definition	Calculation
<b>Sales and Marketing Cost Summary (continued)</b>			
<u>Staffing vs. Non-Labor</u>			
Sales and Marketing Total Non-Labor Cost per Total FTE.....	<a href="#">92</a>		
+ Sales and Marketing Total Staffing Costs per Total FTE.....	<a href="#">92</a>		
= Sales and Marketing Total Costs per Total FTE.....	<a href="#">92</a>		
x Sales and Marketing Total FTEs per 10,000 Members.....	<a href="#">92</a>		
= Sales and Marketing Cost per Member per Month.....	<a href="#">92</a>		
Percent of Sales and Marketing Costs that are Staffing.....	<a href="#">92</a>		
Percent of Sales and Marketing Costs that are Non-Labor.....	<a href="#">92</a>		
Percent of Sales and Marketing Costs that are Outsourced.....	<a href="#">92</a>		
Percent of Sales and Marketing Staffing that is Outsourced.....	<a href="#">92</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.....	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
<b>Provider Relations Services Cost Summary (continued)</b>			
<u>Staffing vs. Non-Labor</u>			
	<a href="#">100</a>		
Provider Relations Services Total Staffing Cost per Total FTE.....			
+ Provider Relations Services Total Non-Staffing Costs per Total FTE.....	<a href="#">100</a>		
= Provider Relations Services Total Costs per Total FTE.....	<a href="#">100</a>		
x Provider Relations Services Total FTEs per 10,000 Members.....	<a href="#">100</a>		
= Provider Relations Services Cost per Member per Month.....	<a href="#">100</a>		
Percent of Provider Relations Services Costs that are Staffing.....	<a href="#">100</a>		
Percent of Provider Relations Services Costs that are Non-Labor.....	<a href="#">100</a>		
Percent of Provider Relations Services Costs that are Outsourced.....	<a href="#">100</a>		
Percent of Provider Relations Services Staffing that is Outsourced.....	<a href="#">100</a>		
<b>Inquiries</b>			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">101</a>		
Paper/Written Inquiries .....	<a href="#">101</a>		
Manual Electronic Inquiries.....	<a href="#">102</a>		
Total Manual Inquiries.....	<a href="#">102</a>		
Automated Calls.....	<a href="#">103</a>		
Total Provider Inquiries .....	<a href="#">103</a>		
Provider Services Inquiries per 100 Claims.....	<a href="#">104</a>		
<u>Inquiries per Provider per Year, by Mode</u>			
Manual			
Manual Calls.....	<a href="#">105</a>		
Paper/Written Inquiries .....	<a href="#">105</a>		
Manual Electronic Inquiries.....	<a href="#">105</a>		
Total Manual Inquiries.....	<a href="#">105</a>		
Automated Calls.....	<a href="#">105</a>		
Total Provider Inquiries .....	<a href="#">105</a>		

**Provider Network Management and Services**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Inquiries (continued)</b>			
<u>Percent of Total Inquiries, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">106</a>		
Paper/Written Inquiries .....	<a href="#">106</a>		
Manual Electronic Inquiries.....	<a href="#">107</a>		
Total Manual Inquiries.....	<a href="#">107</a>		
Automated Calls.....	<a href="#">108</a>		
Total Provider Inquiries .....	<a href="#">108</a>		
Percent of Total Calls Received that are Manual.....	<a href="#">109</a>		
<u>Product Mix of Inquiries</u>			
Manual			
Manual Calls.....	<a href="#">110</a>		
Paper/Written Inquiries .....	<a href="#">110</a>		
Manual Electronic Inquiries.....	<a href="#">111</a>		
Total Manual Inquiries.....	<a href="#">111</a>		
Automated Calls.....	<a href="#">112</a>		
Total Provider Inquiries .....	<a href="#">112</a>		
<b>Provider Portal</b>			
Percentage of Plans with a Provider Portal.....	<a href="#">113</a>		
Name and Vendor of Portal Used.....	<a href="#">113</a>		
Percentage of Providers with Portal Access.....	<a href="#">113</a>		
Number of Portal Sessions / Logins per Provider Per Month.....	<a href="#">113</a>		
<b>Accessibility of Provider Services</b>			
Average Speed of Answer (ASA), in Seconds.....	<a href="#">114</a>		
ASA Service Level, at 30 seconds.....	<a href="#">114</a>		
Abandonment Rate.....	<a href="#">115</a>		
Handle Time, in Seconds.....	<a href="#">115</a>		
<b>Provider Appeals</b>			
Percent of Adverse Decisions Overturned on Appeal.....	<a href="#">116</a>		
Percent of Adverse Decisions Upheld on Appeal.....	<a href="#">116</a>		
Appeals per 10,000 Members.....	<a href="#">117</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="#">118</a>		
x Members per Contracting FTE.....	<a href="#">118</a>		
= Providers per Contracting FTE.....	<a href="#">118</a>		
x Provider Contracting Cost per Provider.....	<a href="#">118</a>		
= Provider Contracting Cost per Contracting FTE.....	<a href="#">118</a>		
x Contracting FTE per 10,000 Members.....	<a href="#">118</a>		
= Provider Contracting Costs PMPM.....	<a href="#">118</a>		
 <u>Staffing vs. Non-Labor</u>			
Provider Contracting Total Non-Labor Cost per Total FTE.....	<a href="#">118</a>		
+ Provider Contracting Total Staffing Costs per Total FTE.....	<a href="#">118</a>		
= Provider Contracting Total Costs per Total FTE.....	<a href="#">118</a>		
x Provider Contracting Total FTEs per 10,000 Members.....	<a href="#">118</a>		
= Provider Contracting Cost per Member per Month.....	<a href="#">118</a>		
Percent of Provider Contracting Costs that are Staffing.....	<a href="#">118</a>		
Percent of Provider Contracting Costs that are Non-Labor.....	<a href="#">118</a>		
Percent of Provider Contracting Costs that are Outsourced.....	<a href="#">118</a>		
Percent of Provider Contracting Staffing that is Outsourced.....	<a href="#">118</a>		
<b>Number of Providers</b>			
<u>Providers per 1,000 Members</u>			
Primary Care Physicians.....	<a href="#">119</a>		
Professional Specialists.....	<a href="#">119</a>		
Facility.....	<a href="#">119</a>		
Ancillary.....	<a href="#">119</a>		
Total.....	<a href="#">119</a>		
Percentage Change in Number of Providers from Prior Year.....	<a href="#">119</a>		
Providers per Contract.....	<a href="#">119</a>		
<u>Percent of Total Providers</u>			
Primary Care Physicians.....	<a href="#">119</a>		
Professional Specialists.....	<a href="#">119</a>		
Facility.....	<a href="#">119</a>		
Ancillary.....	<a href="#">119</a>		
Total.....	<a href="#">119</a>		

**Provider Network Management and Services**

*Provider Contracting Metrics (continued):*

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

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Number of Provider Contracts</b>			
<u>Provider Contracts per 10,000 Members</u>			
Capitation.....	<a href="#">120</a>		
Risk Sharing.....	<a href="#">120</a>		
Shared Savings.....	<a href="#">120</a>		
Fee-for-Service.....	<a href="#">120</a>		
Total.....	<a href="#">120</a>		
New Contracts Signed During 2019, But Not Yet Effective in 2019 per 10,000 Members.....	<a href="#">120</a>		
Percentage Change in Provider Contracts from Prior Year.....	<a href="#">120</a>		
<u>Percentage Change in Provider Contracts from Prior Year, by Type</u>			
Capitation.....	<a href="#">120</a>		
Risk Sharing.....	<a href="#">120</a>		
Shared Savings.....	<a href="#">120</a>		
Fee-for-Service.....	<a href="#">120</a>		
Total.....	<a href="#">120</a>		
<u>Percent of Provider Contracts by Type - 2018</u>			
Capitation.....	<a href="#">121</a>		
Risk Sharing.....	<a href="#">121</a>		
Shared Savings.....	<a href="#">121</a>		
Fee-for-Service.....	<a href="#">121</a>		
Total.....	<a href="#">121</a>		
<u>Percent of Provider Contracts by Type - 2019</u>			
Capitation.....	<a href="#">121</a>		
Risk Sharing.....	<a href="#">121</a>		
Shared Savings.....	<a href="#">121</a>		
Fee-for-Service.....	<a href="#">121</a>		
Total.....	<a href="#">121</a>		
<u>Percent of Provider Contracts: New vs. Renewed</u>			
New Contracts.....	<a href="#">121</a>		
Renewed Contracts.....	<a href="#">121</a>		
Total Contracts.....	<a href="#">121</a>		
Percent of Provider Contracts with a Pay-for-Performance Arrangement.....	<a href="#">121</a>		
<b>Provider Payment</b>			
New Contracts.....	<a href="#">122</a>		
Renewed Contracts.....	<a href="#">122</a>		
<b>Provider Credentialing Time.....</b>	<a href="#">123</a>		

Tab 5

**Enrollment / Membership / Billing**

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

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

**Enrollment / Membership / Billing**

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

**Enrollment / Membership / Billing**

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



**Enrollment / Membership / Billing**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Group and Membership Characteristics Affecting Total Transactions</b>			
Percent Change in Number of Groups.....	<a href="#">159</a>		
Net Membership Growth Within Retained Groups.....	<a href="#">159</a>		
Percent Change in Number of Individual Members.....	<a href="#">160</a>		
Average Size of Group, Including Individuals.....	<a href="#">160</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.....	165		
x Members per FTE.....	165		
= Manual Inquiries per FTE per Year.....	165		
x Customer Service Cost per Manual Inquiry.....	165		
= Costs per FTE.....	165		
x FTEs per 10,000 Members.....	165		
= Costs per Member per Month.....	165		
<u>Staffing vs. Non-Labor</u>			
Customer Services Total Non-Labor Cost per Total FTE.....	165		
+ Customer Services Total Staffing Costs per Total FTE.....	165		
= Customer Services Total Costs per Total FTE.....	165		
x Customer Services Total FTEs per 10,000 Members.....	165		
= Customer Services Cost per Member per Month.....	165		
Percent of Customer Services Costs that are Staffing.....	165		
Percent of Customer Services Costs that are Non-Labor.....	165		
Percent of Customer Services Costs that are Outsourced.....	165		
Percent of Customer Services Staffing that is Outsourced.....	165		
<b>Inquiries</b>			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	166		
Paper/Written Inquiries.....	166		
Manual Electronic Inquiries.....	167		
Total Manual Inquiries.....	167		
Automated Calls.....	168		
Total Member Inquiries.....	168		
Customer Services Inquiries per 100 Claims.....	169		

**Customer Services**

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

**Customer Services**

Metric	Page	Definition	Calculation
<b>Member Services Outsourcing</b>			
Percent of Plans that Outsource the Handling of any Manual Inquiries.....	<a href="#">187</a>		
Percent of Plans that Outsource Manual Inquiries that Include Outsourced Manual Inquiries in Total Manual Inquiries.....	<a href="#">187</a>		
Percent of Manual Inquiries that are handled by Outsourced Vendors.....	<a href="#">187</a>		
<b>Member Portal</b>			
Number of Portal Sessions / Logins per Member with an Account per Year.....	<a href="#">188</a>		
Percent of Members with Registered Accounts.....	<a href="#">188</a>		
Name and Vendor of Portal Used.....	<a href="#">188</a>		
Percentage of Plans with a Member Portal.....	<a href="#">188</a>		
<b>Call Center</b>			
Average Speed of Answer (ASA), in Seconds.....	<a href="#">189</a>		
ASA Service Level, at 30 Seconds.....	<a href="#">189</a>		
Abandonment Rate.....	<a href="#">190</a>		
Percent Transfer.....	<a href="#">190</a>		
Percent Hold.....	<a href="#">191</a>		
Handle Time, in Seconds.....	<a href="#">191</a>		
<b>Quality</b>			
Customer Service Inquiry Accuracy.....	<a href="#">192</a>		
Percent of Members Satisfied.....	<a href="#">192</a>		
Net Promoter Score (NPS)® - Members.....	<a href="#">193</a>		
Net Promoter Score (NPS)® - Groups.....	<a href="#">193</a>		
<b>Timeliness of Customer Services Response</b>			
Days to Resolve Inquiries.....	<a href="#">194</a>		
First Call Resolution Rate.....	<a href="#">194</a>		
<b>Member Appeals</b>			
Percent of Adverse Decisions Overturned on Appeal.....	<a href="#">195</a>		
Percent of Adverse Decisions Upheld on Appeal.....	<a href="#">195</a>		
Appeals per 10,000 Members.....	<a href="#">196</a>		

Tab 7

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
<b>Claims Cost Summary</b>			
<u>Suspended Claims</u>			
	201		
x	201		
=	201		
x	201		
=	201		
x	201		
=	201		
<u>Total Claims</u>			
x	201		
=	201		
x	201		
=	201		
x	201		
=	201		
<u>Staffing vs. Non-Labor</u>			
	201		
+	201		
=	201		
x	201		
=	201		
	201		
	201		
	201		
	201		
<b>Volume of Claims</b>			
<u>Receipts</u>			
	202		

## Claim and Encounter Capture and Adjudication

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

## Claim and Encounter Capture and Adjudication

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

**Claim and Encounter Capture and Adjudication**

Metric	Page	Definition	Calculation
<b>Quality of Claims Processing</b>			
Dollar Accuracy Percent.....	<a href="#">231</a>		
Frequency Accuracy Percent.....	<a href="#">231</a>		
Interest Paid per Claim Processed.....	<a href="#">232</a>		
Interest Paid as a Percent of Total Health Benefits.....	<a href="#">232</a>		
<b>EOBs (Explanation of Benefits)</b>			
Percentage of Plans that Allow Members to Opt-Out of Paper EOBs.....	<a href="#">233</a>		
Percent of EOBs Sent Electronically.....	<a href="#">233</a>		
<b>COB and Subrogation</b>			
COB and Subrogation Recoveries Per Dollar of COB Cost.....	<a href="#">234</a>		
COB and Subrogation Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">234</a>		
Net Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">235</a>		
Primary COB Approach.....	<a href="#">235</a>		
Pay-Then-Pursue.....	<a href="#">235</a>		
Pursue-Then-Pay.....	<a href="#">235</a>		



Tab 8  
Information Systems

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

**Information Systems**

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

**Information Systems**

Metric	Page	Definition	Calculation
<b>Total Information Systems Costs, Functional Areas (continued)</b>			
<u>Percent of Total Information Systems Costs</u>			
11 (a) Operations and Support.....	245		
(1) Voice and Data Network.....	245		
(2) Data Center.....	245		
(3) Engineering.....	245		
(4) Desktop Services.....	245		
(5) Help Desk.....	245		
(6) Storage and Capacity Management.....	245		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	245		
(8) Other.....	245		
11 (b) Applications Maintenance.....	245		
11 (c) Applications Acquisition and Development.....	245		
(1) Project Management Office and Support (PMO).....	245		
(2) Other.....	245		
11 (d) Security Administration and Enforcement.....	245		
Total Information Systems Expenses.....	245		
<b>Capabilities of Hardware</b>			
<u>Utilization</u>			
Average Utilization for Processors, 24/7 Capacity.....	245		
Average Utilization for Processors, Prime Shift.....	245		
Peak Utilization for Processors, Prime Shift.....	245		
<u>Data Center Storage Capacity</u>			
Total Terabytes.....	245		
Terabytes per 10,000 Members.....	245		
<b>Internal Help Desk</b>			
Average Speed to Answer, Seconds.....	246		
Call Abandonment Rate.....	246		
Average Handle Time, Seconds.....	246		
First Call Resolution Rate.....	246		
Satisfaction, Scale of 1 to 10.....	246		
<u>Inquiries per Helpdesk FTE per Year, by Type</u>			
Phone.....	246		
Online.....	246		
Total.....	246		
<u>Inquiries per Total FTE per Year, by Type</u>			
Phone.....	246		
Online.....	246		
Total.....	246		
<u>Percent of Total Helpdesk Inquiries, by Type</u>			
Phone.....	246		
Online.....	246		
Total.....	246		

**Information Systems**

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

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
<b>Corporate Services Function</b>			
<u>Corporate Services Function Cost Summary</u>			
	<a href="#">265</a>		
x	<a href="#">265</a>		
=	<a href="#">265</a>		
x	<a href="#">265</a>		
=	<a href="#">265</a>		
<u>Staffing vs. Non-Labor</u>			
	<a href="#">265</a>		
+	<a href="#">265</a>		
=	<a href="#">265</a>		
x	<a href="#">265</a>		
=	<a href="#">265</a>		
	<a href="#">265</a>		
	<a href="#">265</a>		
	<a href="#">265</a>		
	<a href="#">265</a>		

**Corporate Services Cluster**

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

**Corporate Services Cluster**

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

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Legal (Continued)</b>			
<u>Staffing vs. Non-Labor</u>			
		Legal Non-Labor Cost per Legal FTE.....	<a href="#">269</a>
+		Legal Staffing Costs per Legal FTE.....	<a href="#">269</a>
=		Legal Costs per Legal FTE.....	<a href="#">269</a>
x		Legal FTEs per 10,000 Members.....	<a href="#">269</a>
=		Cost per Member per Month.....	<a href="#">269</a>
		Percent of Legal Costs that are Non-Labor.....	<a href="#">269</a>
		Percent of Legal Costs that are Staffing.....	<a href="#">269</a>
		Percent of Legal Costs that are Outsourced.....	<a href="#">269</a>
		Percent of Staff that is Outsourced.....	<a href="#">269</a>
<b>Facilities</b>			
<u>Facilities Cost Summary</u>			
		Facilities Costs per Total FTE.....	<a href="#">270</a>
x		Total FTEs per Facilities FTE.....	<a href="#">270</a>
=		Facilities Cost per Facilities FTE.....	<a href="#">270</a>
x		Facilities FTEs per 10,000 Members.....	<a href="#">270</a>
=		Facilities Cost per Member per Month.....	<a href="#">270</a>
		Facilities FTES per Total FTES.....	<a href="#">270</a>
x		Total Usable Square Feet per Facilities FTE.....	<a href="#">270</a>
=		Total Usable Square Feet per Total FTE.....	<a href="#">270</a>
x		Facilities Cost per Total Usable Square Foot.....	<a href="#">270</a>
=		Facilities Costs per Total FTE.....	<a href="#">270</a>
x		Total FTEs per 10,000 Members.....	<a href="#">270</a>
=		Facilities cost per Member per Month.....	<a href="#">270</a>
<u>Staffing vs. Non-Labor</u>			
		Total Staffing Cost per Total FTE.....	<a href="#">270</a>
+		Total Non-Staffing Costs per Total FTE.....	<a href="#">270</a>
=		Total Costs per Total FTE.....	<a href="#">270</a>
x		Total FTEs per 10,000 Members.....	<a href="#">270</a>
=		Cost per Member per Month.....	<a href="#">270</a>
		Percent of Facilities Costs that are Staffing.....	<a href="#">270</a>
		Percent of Facilities Costs that are Non-Labor.....	<a href="#">270</a>
		Percent of Facilities Costs that are Outsourced.....	<a href="#">270</a>
		Percent of Facilities Staff that is Outsourced.....	<a href="#">270</a>



**Corporate Services Cluster**

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

## Tab 10

### Risk Adjustment

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

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

**Risk Adjustment**

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

# **SHERLOCK BENCHMARKS**

*Medicaid Edition - 2020*

**Volume II – Operational Metrics**

