

SHERLOCK BENCHMARKS

Blue Cross Blue Shield Edition



Volume II
Operational Metrics

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SHERLOCK BENCHMARKS

Blue Cross Blue Shield Edition - 2021

Volume II: Operational Metrics



SHERLOCK COMPANY

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Tab 4. Provider Network Management and Services

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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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Sales and Marketing

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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.

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Customer Services

Metric	Page	Definition	Calculation
Inquiries (continued)			
<u>Percent of Total Inquiries, by Mode and Product</u>			
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Manual Calls.....	162		
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Manual Electronic Inquiries.....	163		
Total Manual Inquiries.....	163		
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Claims Status.....	166		
Provider Check.....	166		
Billing & ID Cards.....	167		
Complaints / Grievances.....	167		
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Total Inquiries.....	168		
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Claims Status.....	170		
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	185		
x	185		
=	185		
x	185		
=	185		
x	185		
=	185		
<u>Total Claims</u>			
x	185		
=	185		
x	185		
=	185		
x	185		
=	185		
<u>Staffing vs. Non-Labor</u>			
	185		
+	185		
=	185		
x	185		
=	185		
	185		
	185		
	185		
	185		
Volume of Claims			
<u>Claims Received</u>			
	186		
	186		
	187		

Claim and Encounter Capture and Adjudication (continued)

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Tab 8
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= IS Costs per IS FTE.....	217		
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(c) Consultants.....	219		
(d) Hardware Depreciation and Maintenance.....	219		
(e) Software Amortization and Maintenance.....	219		
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Information Systems

Metric	Page	Definition	Calculation
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(3) Engineering.....	220		
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(5) Help Desk.....	220		
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11 (b) Applications Maintenance.....	220		
11 (c) Applications Acquisition and Development.....	220		
(1) Project Management Office and Support (PMO).....	220		
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11 (a) Operations and Support.....	220		
(1) Voice and Data Network.....	220		
(2) Data Center.....	220		
(3) Engineering.....	220		
(4) Desktop Services.....	220		
(5) Help Desk.....	220		
(6) Storage and Capacity Management.....	220		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	220		
(8) Other.....	220		
11 (b) Applications Maintenance.....	220		
11 (c) Applications Acquisition and Development.....	220		
(1) Project Management Office and Support (PMO).....	220		
(2) Other.....	220		
11 (d) Security Administration and Enforcement.....	220		
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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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=		Cost of Corporate Services per FTE.....	237
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=		Corporate Services Function Total Costs per Total FTE.....	237
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Corporate Services Cluster

Metric	Page	Definition	Calculation
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Corporate Services Cluster

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Total Missed Days as a Percent of Missed Days.....	240		
Per FTE			
Days Available to Work per FTE.....	240		
Days Worked per FTE.....	240		
FMLA days per FTE.....	240		
Short Term Disability Days per FTE.....	240		
Workers Comp days per FTE.....	240		
Other days Missed per FTE.....	240		
Total Days Missed per FTE.....	240		
<u>PTO</u>			
PTO Days Based on Years of Employment			
1 year.....	241		
3 years.....	241		
5 years.....	241		
10 years.....	241		
15 years.....	241		
20 years.....	241		
25 years.....	241		
Total.....	241		
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1 year.....	241		
3 years.....	241		
5 years.....	241		
10 years.....	241		
15 years.....	241		
20 years.....	241		
25 years.....	241		
Total.....	241		
Does your plan offer a PTO system?.....	241		

Corporate Services Cluster

Metric	Page	Definition	Calculation
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HR Costs per Total FTE.....	243		
x Total FTEs per HR FTE.....	243		
= HR Costs per HR FTE.....	243		
x HR FTEs per 10,000 Members.....	243		
= HR Cost per Member per Month.....	243		
<u>Staffing vs. Non-Labor</u>			
Human Resources Non-Labor Costs per Human Resources FTE.....	243		
+ Human Resources Staffing Costs per Human Resources FTE.....	243		
= Human Resources Costs per Human Resources FTE.....	243		
x Human Resources FTEs per 10,000 Members.....	243		
= Cost per Member per Month.....	243		
Percent of Human Resources Costs that are Non-Labor.....	243		
Percent of Human Resources Costs that are Staffing.....	243		
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Corporate Services Cluster

Metric	Page	Definition	Calculation
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+		Legal Staffing Costs per Legal FTE.....	254
=		Legal Costs per Legal FTE.....	254
x		Legal FTEs per 10,000 Members.....	254
=		Cost per Member per Month.....	254
		Percent of Legal Costs that are Non-Labor.....	254
		Percent of Legal Costs that are Staffing.....	254
		Percent of Legal Costs that are Outsourced.....	254
		Percent of Legal Staff that is Outsourced.....	254
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<u>Facilities Cost Summary</u>			
		Facilities Costs per Total FTE.....	255
x		Total FTEs per Facilities FTE.....	255
=		Facilities Costs per Facilities FTE.....	255
x		Facilities FTEs per 10,000 Members.....	255
=		Facilities Costs per Member per Month.....	255
		Facilities FTEs per Total FTEs.....	255
x		Total Usable Square Feet per Facilities FTEs.....	255
=		Total Usable Square Feet per Total FTEs.....	255
x		Facilities Cost per Total Usable Square Feet.....	255
=		Facilities Costs per Total FTEs.....	255
x		Total FTEs per 10,000 Members.....	255
=		Facilities cost per Member per Month.....	255
<u>Staffing vs. Non-Labor</u>			
		Total Non-Staffing Costs per Total FTE.....	255
+		Total Staffing Costs per Total FTE.....	255
=		Total Costs per Total FTE.....	255
x		Total FTEs per 10,000 Members.....	255
=		Cost per Member per Month.....	255
		Percent of Facilities Costs that are Staffing.....	255
		Percent of Facilities Costs that are Non-Labor.....	255
		Percent of Facilities Costs that are Outsourced.....	255
		Percent of Facilities Staff that is Outsourced.....	255

Corporate Services Cluster

Metric	Page	Definition	Calculation
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Gross.....	256		
Usable.....	256		
Square Feet per On-Site FTE			
Gross.....	256		
Usable.....	256		
Usable Square Footage by Type			
Percent Owned.....	256		
Percent Leased.....	256		
Usable Square Feet as a Percent of Gross Square Feet.....	256		
Gross Square Footage by Type			
Percent Owned.....	256		
Percent Leased.....	256		
Total Facilities Costs per Square Foot			
Gross.....	256		
Usable.....	256		
<u>Facilities Costs by Type</u>			
<i>Per Member Per Month</i>			
Total.....	256		
(a) Rent.....	256		
(b) Depreciation.....	256		
(c) Heat, Light and Taxes.....	256		
(d) Security.....	256		
(e) Maintenance.....	256		
(f) Leasehold Improvements.....	256		
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Total.....	256		
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(c) Heat, Light and Taxes.....	256		
(d) Security.....	256		
(e) Maintenance.....	256		
(f) Leasehold Improvements.....	256		
(g) All Other.....	256		

Corporate Services Cluster

Metric	Page	Definition	Calculation
Printing and Mailroom			
<u>Mail Volume</u>			
Incoming Mail Volume per Member.....	257		
Outgoing Mail Volume per Member.....	257		
Total Mail Volume per Member.....	257		

Tab 10

Risk Adjustment

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

Metric	Page	Definition	Calculation
Risk Adjustment Cost Summary			
Chart Reviews per 1,000 Members.....	261		
x Members per FTE.....	261		
= Chart Reviews per FTE per Year.....	261		
x Cost per Chart Review.....	261		
= Costs per FTE.....	261		
FTEs per 10,000 Members.....	261		
Costs per Member per Month.....	261		
Staffing vs. Non-Labor - Risk Adjustment			
Risk Adjustment Non-Labor Cost per Total FTE.....	261		
+ Risk Adjustment Total Staffing Costs per Total FTE.....	261		
= Risk Adjustment Total Costs per Total FTE.....	261		
x Risk Adjustment Total FTEs per 10,000 Members.....	261		
= Risk Adjustment Cost per Member per Month.....	261		
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Percent of Risk Adjustment Costs that are Outsourced.....	261		
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Number of Chart Reviews			
Per 1,000 Members			
Internal.....	262		
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Total.....	263		
Percent of Charts Subject to Multiple Passes			
Internal.....	263		
Outsourced.....	264		
Total.....	264		
Percent of Charts Reviews: Internal vs. Outsourced			
Internal.....	265		
Outsourced.....	265		
Total.....	266		
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Risk Adjustment

Metric	Page	Definition	Calculation
Risk Adjustment Staffing			
Risk Adjustment Staffing FTEs per 10,000 Members			
Employees Reviewing Charts.....	267		
Other Risk Adjustment Employees.....	267		
Total.....	268		
Percent of Risk Adjustment Staffing			
Employees Reviewing Charts.....	268		
Other Risk Adjustment Employees.....	269		
Total.....	269		
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Internal.....	270		
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Dollar Reimbursement Yield			
PMPY			
Internal.....	272		
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Total.....	273		
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Internal.....	273		
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Total.....	274		
As a Percent of Health Care Costs			
Internal.....	275		
Outsourced.....	275		
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SHERLOCK BENCHMARKS

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