

# SHERLOCK BENCHMARKS

Medicaid Edition



*Volume II*  
Operational Metrics

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# SHERLOCK BENCHMARKS

## Medicaid Edition - 2021

### *Volume II: Operational Metrics*



SHERLOCK COMPANY

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October 2021

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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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**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
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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
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**Provider Network Management and Services**

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**Provider Network Management and Services**

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**Provider Network Management and Services**

*Provider Contracting Metrics:*

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**Provider Network Management and Services**

*Provider Contracting Metrics (continued):*

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

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Tab 5

Enrollment / Membership / Billing

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

Metric	Page	Definition	Calculation
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x		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>
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		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**

Metric	Page	Definition	Calculation
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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>		
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Automated			
Direct to System.....	<a href="#">136</a>		
Other.....	<a href="#">137</a>		
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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>		
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**Enrollment / Membership / Billing**

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Percent of Bills Paid Before Due Date.....	<a href="#">148</a>		
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Cash.....	<a href="#">151</a>		
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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>			
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Paper Checks.....	<a href="#">155</a>		
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35 - 39.....	<a href="#">156</a>		
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55 - 59.....	<a href="#">156</a>		
60 - 65.....	<a href="#">156</a>		
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**Enrollment / Membership / Billing**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
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## Tab 6

### Customer Services

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

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= Costs per FTE.....	<a href="#">165</a>		
x FTEs per 10,000 Members.....	<a href="#">165</a>		
= Costs per Member per Month.....	<a href="#">165</a>		
<u>Staffing vs. Non-Labor</u>			
Customer Services Total Non-Labor Cost per Total FTE.....	<a href="#">165</a>		
+ Customer Services Total Staffing Costs per Total FTE.....	<a href="#">165</a>		
= Customer Services Total Costs per Total FTE.....	<a href="#">165</a>		
x Customer Services Total FTEs per 10,000 Members.....	<a href="#">165</a>		
= Customer Services Cost per Member per Month.....	<a href="#">165</a>		
Percent of Customer Services Costs that are Staffing.....	<a href="#">165</a>		
Percent of Customer Services Costs that are Non-Labor.....	<a href="#">165</a>		
Percent of Customer Services Costs that are Outsourced.....	<a href="#">165</a>		
Percent of Customer Services Staffing that is Outsourced.....	<a href="#">165</a>		
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**Customer Services**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
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Benefit Lookup.....	<a href="#">181</a>		
Eligibility.....	<a href="#">181</a>		
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Provider Check.....	<a href="#">182</a>		
Billing & ID Cards.....	<a href="#">183</a>		
Complaints / Grievances.....	<a href="#">183</a>		
Other.....	<a href="#">184</a>		
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**Customer Services**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
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Tab 7

Claim and Encounter Capture and Adjudication

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

## Claim and Encounter Capture and Adjudication

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

**Claim and Encounter Capture and Adjudication**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Volume of Claims (continued)</b>			
<u>Adjusted Claims</u>			
Total Claims Adjusted Per Member Per Year.....	<a href="#">216</a>		
Total Adjustment Rate.....	<a href="#">216</a>		
Percent of Adjusted Claims, by Type			
Plan Error.....	<a href="#">216</a>		
All Other.....	<a href="#">216</a>		
Total Number of Adjusted Claims.....	<a href="#">216</a>		
<u>Denials</u>			
Denied Claims Per Member Per Year.....	<a href="#">217</a>		
Denied Claims Rate.....	<a href="#">217</a>		
Paid Claims Per Member Per Year.....			
Paid Claims Rate.....	<a href="#">218</a>		
<u>Capitation</u>			
Encounters Paid via Capitation Per Member Per Year.....	<a href="#">219</a>		
Encounters Paid via Capitation as a Percent of Total Claims.....	<a href="#">219</a>		
Healthcare Expenses per Encounter paid via Capitation.....			
Healthcare Expenses paid via Capitation as a Percent of Total Healthcare Expenses.....	<a href="#">220</a>		
<b>Speed of Claims Processing</b>			
Average Payment Period in Days.....	<a href="#">221</a>		
Average Inventory in Days.....	<a href="#">221</a>		
Average Claims Inventory as a Percent of Total Claims Processed.....	<a href="#">222</a>		
<u>Percent of Claims Processed Within the Following Days of Receipt:</u>			
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15 - 30 days.....	<a href="#">223</a>		
31 - 60 days.....	<a href="#">224</a>		
> 60 days.....	<a href="#">224</a>		
Total.....	<a href="#">225</a>		
<u>Timing of Claims Payment</u>			
Average Days Incurred to Receipt of Claim.....	<a href="#">226</a>		
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**Claim and Encounter Capture and Adjudication**

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<b>EOBs (Explanation of Benefits)</b>			
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Percent of EOBs Sent Electronically.....	<a href="#">231</a>		
<b>COB and Subrogation</b>			
COB and Subrogation Recoveries Per Dollar of COB Cost.....	<a href="#">232</a>		
COB and Subrogation Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">232</a>		
Net Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">233</a>		
Primary COB Approach.....	<a href="#">233</a>		
Pay-Then-Pursue.....	<a href="#">233</a>		
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Tab 8  
Information Systems

Metric	Page	Definition	Calculation
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x IS Costs per Total FTE.....	<a href="#">239</a>		
= IS Costs per IS FTE.....	<a href="#">239</a>		
x IS FTEs per 10,000 Members.....	<a href="#">239</a>		
= Cost per Member per Month.....	<a href="#">239</a>		
<b>Effect of IS Allocated by Supported Functional Area</b>			
IS After Allocation as a Percent of Total IS.....	<a href="#">239</a>		
x Total IS PMPM.....	<a href="#">239</a>		
= IS Costs PMPM, After Allocation.....	<a href="#">239</a>		
x Non-IS Costs PMPM, After Allocation.....	<a href="#">239</a>		
= Total Administrative Cost PMPM.....	<a href="#">239</a>		
<b>Internal vs. Outsourced FTE Costs</b>			
Internal IS Expenses per Internal FTE.....	<a href="#">239</a>		
Outsourced IS Expenses per Outsourced FTE.....	<a href="#">239</a>		
<b>Staffing vs. Non-Labor</b>			
Information Systems Total Non-Labor Cost per Total FTE.....	<a href="#">240</a>		
+ Information Systems Total Staffing Costs per Total FTE.....	<a href="#">240</a>		
= Information Systems Total Costs per Total FTE.....	<a href="#">240</a>		
x Information Systems Total FTEs per 10,000 Members.....	<a href="#">240</a>		
= Information Systems Cost per Member per Month.....	<a href="#">240</a>		
Percent of Information Systems Costs that are Non-Labor.....	<a href="#">240</a>		
Percent of Information Systems Costs that are Staffing.....	<a href="#">240</a>		
Percent of Information Systems Costs that are Outsourced.....	<a href="#">240</a>		
Percent of Information Systems Staffing that is Outsourced.....	<a href="#">240</a>		
<b>Total Information Systems Costs, Natural Accounting Categories</b>			
<u>Per Member Per Month</u>			
(a) Internal Personnel, Including Travel and Training.....	<a href="#">241</a>		
(b) Consultants / Contractors.....	<a href="#">241</a>		
(c) Hardware Depreciation and Maintenance.....	<a href="#">241</a>		
(d) Software Amortization and Maintenance.....	<a href="#">241</a>		
(e) All Other, Including Office Supplies.....	<a href="#">241</a>		
Total Information Systems Expenses.....	<a href="#">241</a>		
<u>Percent of Premium Equivalents</u>			
(a) Internal Personnel, Including Travel and Training.....	<a href="#">241</a>		
(b) Consultants / Contractors.....	<a href="#">241</a>		
(c) Hardware Depreciation and Maintenance.....	<a href="#">241</a>		
(d) Software Amortization and Maintenance.....	<a href="#">241</a>		
(e) All Other, Including Office Supplies.....	<a href="#">241</a>		
Total Information Systems Expenses.....	<a href="#">241</a>		

**Information Systems**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<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.....	<a href="#">241</a>		
(b) Consultants / Contractors.....	<a href="#">241</a>		
(c) Hardware Depreciation and Maintenance.....	<a href="#">241</a>		
(d) Software Amortization and Maintenance.....	<a href="#">241</a>		
(e) All Other, Including Office Supplies.....	<a href="#">241</a>		
Total Information Systems Expenses.....	<a href="#">241</a>		
<b>Internal Help Desk</b>			
Average Speed to Answer, Seconds.....	<a href="#">242</a>		
Call Abandonment Rate.....	<a href="#">242</a>		
Average Handle Time, Seconds.....	<a href="#">242</a>		
First Call Resolution Rate.....	<a href="#">242</a>		
Satisfaction, Scale of 1 to 10.....	<a href="#">242</a>		
<u>Inquiries per Helpdesk FTE per Year, by Type</u>			
Phone.....	<a href="#">242</a>		
Online.....	<a href="#">242</a>		
Total.....	<a href="#">242</a>		
<u>Inquiries per Total FTE per Year, by Type</u>			
Phone.....	<a href="#">242</a>		
Online.....	<a href="#">242</a>		
Total.....	<a href="#">242</a>		
<u>Percent of Total Helpdesk Inquiries, by Type</u>			
Phone.....	<a href="#">242</a>		
Online.....	<a href="#">242</a>		
Total.....	<a href="#">242</a>		
Percent of Total Inquiries Requiring Escalation.....	<a href="#">242</a>		
Total FTEs per Helpdesk FTE.....	<a href="#">242</a>		
Helpdesk FTEs per 10,000 Members.....	<a href="#">242</a>		
<b>Capabilities of Hardware</b>			
<u>Utilization</u>			
Average Utilization for Processors, 24/7 Capacity.....	<a href="#">242</a>		
Average Utilization for Processors, Prime Shift.....	<a href="#">242</a>		
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**Information Systems**

Metric	Page	Definition	Calculation
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Number of Core Operating Systems used by plan.....	<a href="#">245</a>		
Percentage of plans currently in the process of a migration between Core Systems.....	<a href="#">245</a>		
<u>Availability</u>			
System Availability - 24 / 7 Average.....	<a href="#">246</a>		
Production Job Cost Summary			
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x Members per IS FTE.....	<a href="#">247</a>		
= Daily Production Jobs per IS FTE.....	<a href="#">247</a>		
x IS Cost per Production Job.....	<a href="#">247</a>		
= IS Cost per IS FTE.....	<a href="#">247</a>		
x IS FTEs per 10,000 Members.....	<a href="#">247</a>		
= IS Costs per Member per Month.....	<a href="#">247</a>		
<u>Production and Test Jobs</u>			
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Yearly Enrollment Transactions Processed per Daily Production Job.....	<a href="#">248</a>		
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## Tab 9

### Corporate Services Cluster

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

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**Corporate Services Cluster**

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**Corporate Services Cluster**

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### Corporate Services Cluster

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**Corporate Services Cluster**

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## Tab 10

### Risk Adjustment

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

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**Risk Adjustment**

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*Medicaid Edition - 2021*

Volume II – Operational Metrics

