

# *SHERLOCK EXPENSE EVALUATION REPORT*

## **2011 BLUE CROSS BLUE SHIELD EDITION** **Volume II.A: Operational Metrics**

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▪ <i>Includes analyses related to those functions of Rating and Underwriting, Marketing, Sales, Commissions (external) and Advertising and Promotion.</i>	
Enrollment / Membership / Billing	4
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Customer Services	5
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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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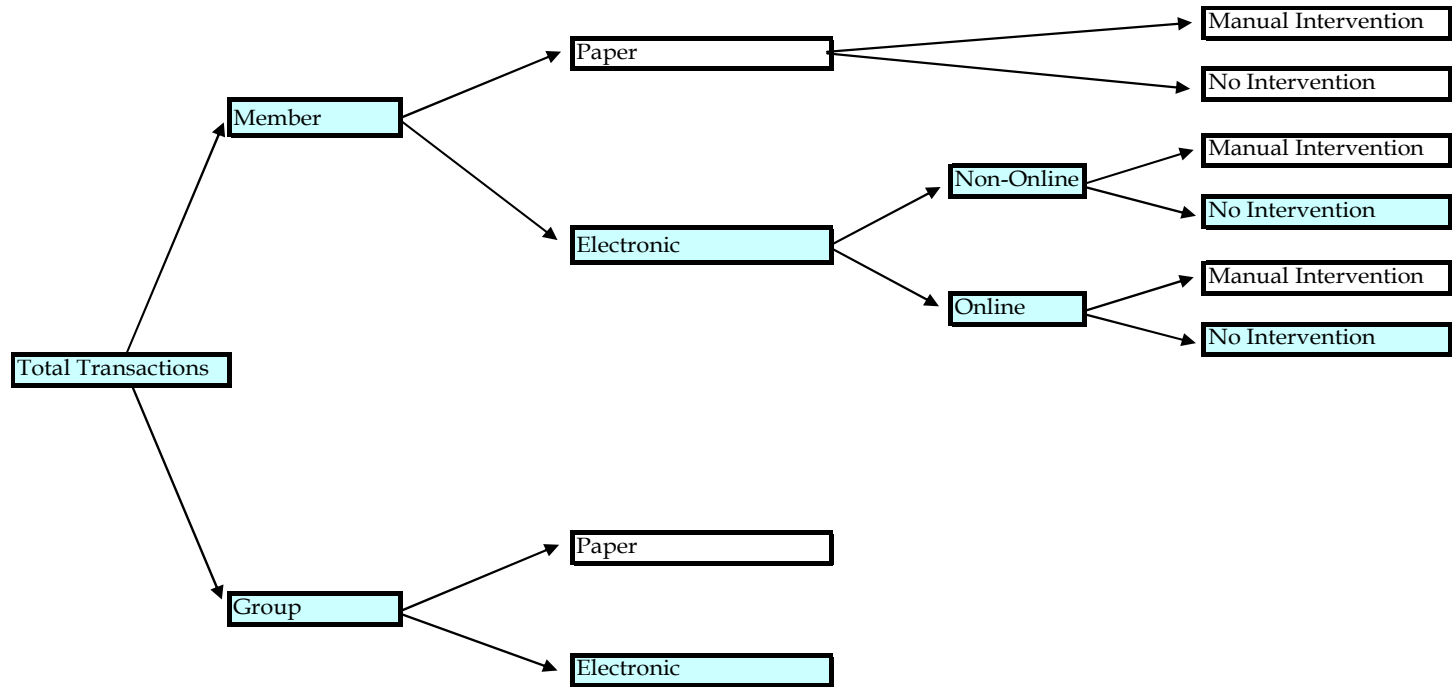
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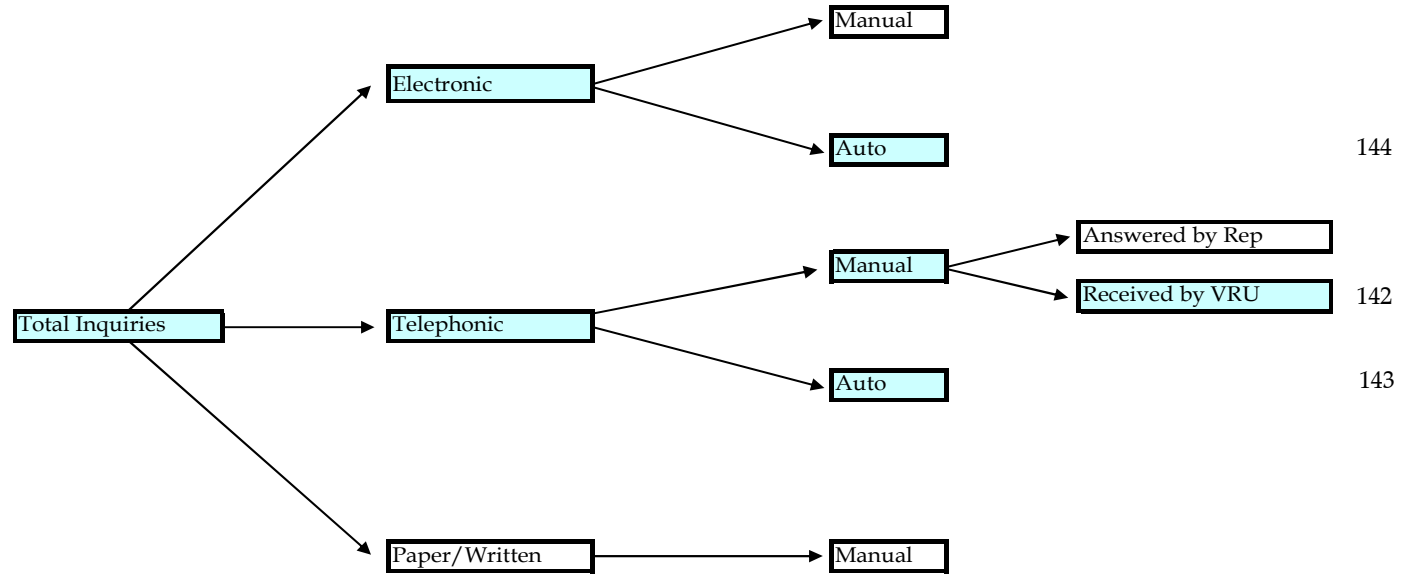
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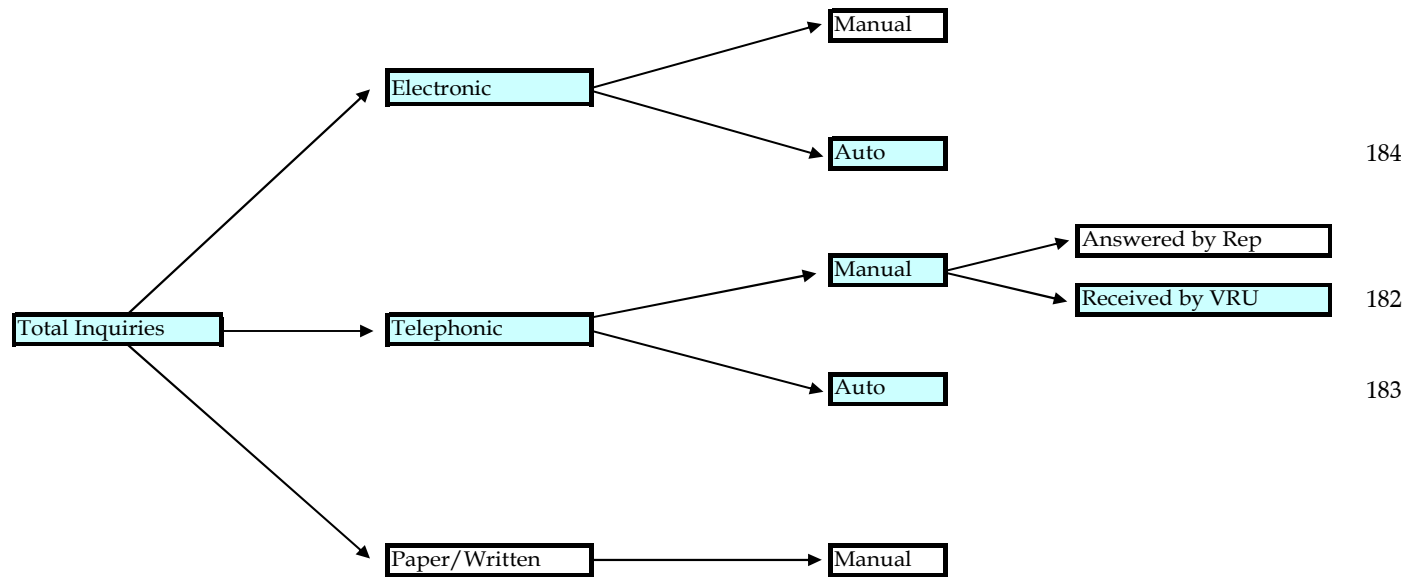
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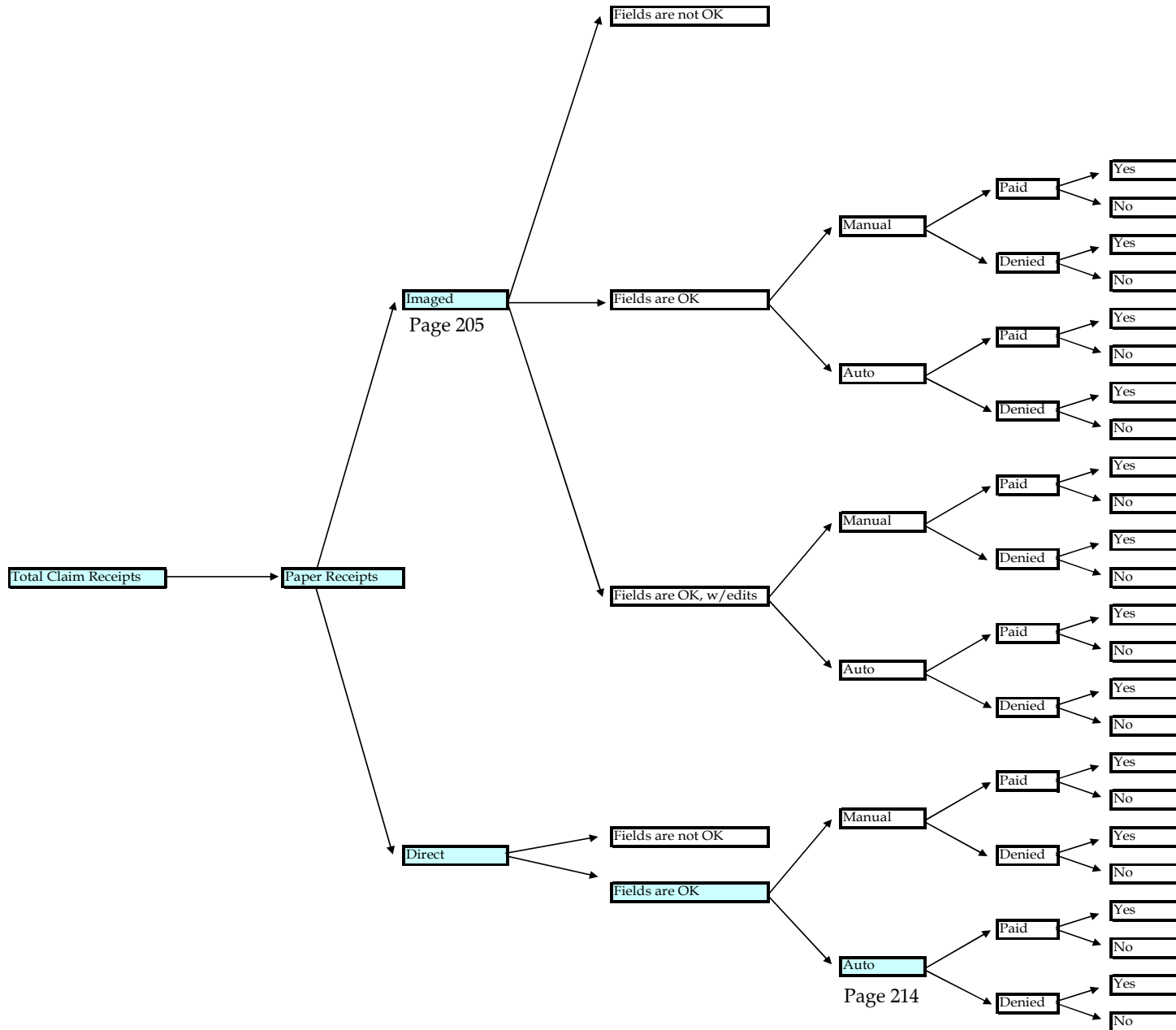
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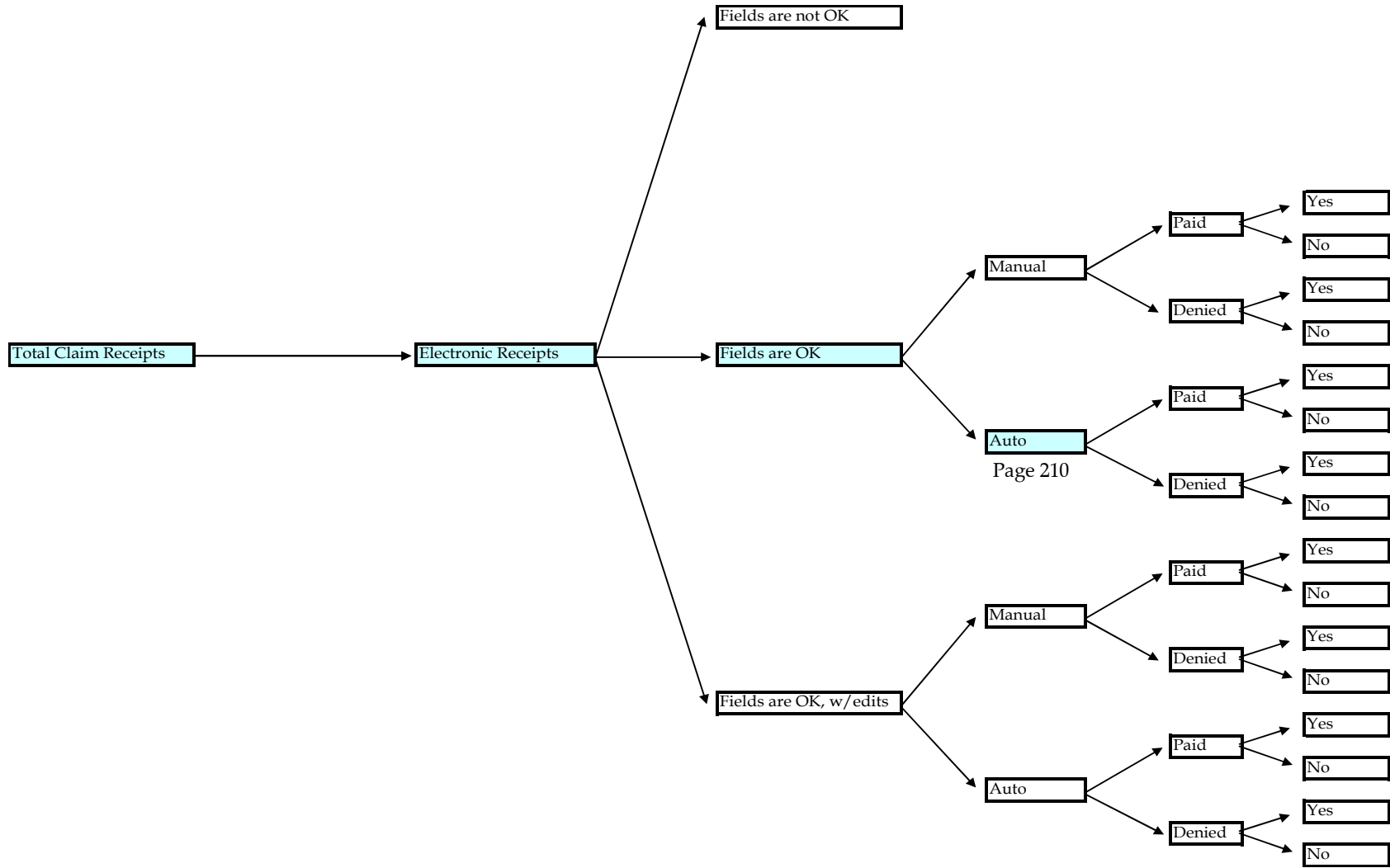
Claims & Encounter Capture & Adjudication, continued

Metric



Claims & Encounter Capture & Adjudication, continued

Metric



## TAB 8. INFORMATION SYSTEMS

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*Information Systems, continued*

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= Requests per FTE	300
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= Spend per FTE	300
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= Spend PMPM	300
Percent of Requests	300
Percent of Dollars Spent	300
Percent of Hours	300
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= Requests per FTE	301
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## TAB 9. FINANCE AND CORPORATE SERVICES

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g. All Other	309
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## TAB 10. HUMAN RESOURCES / COMPENSATION / SEVERANCE / STAFFING

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**Tenure**

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