

SHERLOCK EXPENSE EVALUATION REPORT

2011 LARGER PLANS EDITION **Volume II.A: Operational Metrics**

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Enrollment / Membership / Billing	4
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Customer Services	5
▪ <i>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.</i>	
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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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Information Systems, continued

<i>Metric</i>	<i>Page</i>
IT Resource Utilization, continued	
<i>Process Improvement Projects</i>	
Requests per 10,000 Members	200
x Members per FTE	200
= Requests per FTE	200
x Spend per Request	200
= Spend per FTE	200
x FTEs per 10,000 Members	200
= Spend PMPM	200
Percent of Requests	200
Percent of Dollars Spent	200
Percent of Hours	200
<i>Support Projects</i>	
Requests per 10,000 Members	201
x Members per FTE	201
= Requests per FTE	201
x Spend per Request	201
= Spend per FTE	201
x FTEs per 10,000 Members	201
= Spend PMPM	201
Percent of Requests	201
Percent of Dollars Spent	201
Percent of Hours	201
<i>Total Projects</i>	
Requests per 10,000 Members	202
x Members per FTE	202
= Requests per FTE	202
x Spend per Request	202
= Spend per FTE	202
x FTEs per 10,000 Members	202
= Spend PMPM	202
Percent of Requests	202
Percent of Dollars Spent	202
Percent of Hours	202

TAB 9. FINANCE AND CORPORATE SERVICES

<i>Metric</i>	<i>Page</i>
Corporate Services Cost Summary	
Total FTEs per Corporate Service FTEs	205
x Corporate Services Costs per Total FTE	205
= Cost of Corporate Services per FTE	205
x Corporate Services FTEs per 10,000 Members	205
= Corporate Services Cost per Member per Month	205
<i>Labor vs. Non-Labor</i>	
Total Staffing Cost per Total FTE	205
+ Total Non-Staffing Costs per Total FTE	205
= Total Costs per Total FTE	205
x Total FTEs per 10,000 Members	205
= Cost per Member per Month	205
Facilities	
Facilities FTES per Total FTEs	206
x Total Usable Square Feet per Facilities FTE	206
= Total Usable Square Feet per Total FTEs	206
x Facilities Cost per Total Usable Square Feet	206
= Facilities Costs per Total FTEs	206
x Total FTEs per 10,000 Members	206
= Facilities cost per Member per Month	206
<i>Facilities Management</i>	
Usable Sq. Ft. Percent of Gross	206
Gross Square Feet / FTE	206
Usable Square Feet / FTE	206
<i>Lease and Owned Square Feet - Usable and Gross</i>	
Percent Owned of Usable Sq. Ft.	207
Percent Leased of Useable Sq. Ft.	207
Percent Owned of Gross Sq. Ft.	207
Percent Leased of Gross Sq. Ft.	207
Total Facilities Costs per Square Foot - Gross	207
Total Facilities Costs per Square Foot - Usable	207
<i>Staffing Costs</i>	
Facility Staffing Costs per FTE	207
Staffing Costs as a Pct.of Total Facility Costs	207
Receivable Management	
Average Days in Accounts Receivable	207
Mail Volume	
In-coming Mail Volume per Member	207
Out-going Mail Volume per Member	207

Finance & Corporate Services, continued

<i>Metric</i>	<i>Page</i>
Facilities Cost	
<i>Per Member Per Month</i>	
Total	208
a. Rent	208
b. Depreciation	208
c. Heat, Light and Taxes	208
d. Security	208
e. Maintenance	208
f. Leasehold Improvements	208
g. All Other	208
<i>Percent of Premiums and Equivalents</i>	
Total	209
a. Rent	209
b. Depreciation	209
c. Heat, Light and Taxes	209
d. Security	209
e. Maintenance	209
f. Leasehold Improvements	209
g. All Other	209
<i>Per Total FTE per Year</i>	
Total	210
a. Rent	210
b. Depreciation	210
c. Heat, Light and Taxes	210
d. Security	210
e. Maintenance	210
f. Leasehold Improvements	210
g. All Other	210
Legal Costs	
Internal Legal Costs Per Legal FTE	211
+ External Legal Costs Per Legal FTE	211
= Legal Costs per Legal FTE	211
x Legal FTEs per 10,000 Members	211
= Legal Costs PMPM	211
Percent Internal Costs	211
Percent External Costs	211

TAB 10. HUMAN RESOURCES / COMPENSATION / SEVERANCE / STAFFING

<i>Metric</i>	<i>Page</i>
<u>Human Resources</u>	
Human Resources Cost Summary	215
HR Costs per Total FTE	215
x Total FTEs per HR FTE	215
= HR Costs per HR FTE	215
x HR FTEs per 10,000 Members	215
= HR Cost per Member per Month	215
<i>Labor vs. Non-Labor</i>	
Total Staffing Costs per Total FTE	215
+ Total Non-Staffing Costs per Total FTE	215
= Total Costs per Total FTE	215
x Total FTEs per 10,000 Members	215
= Cost per Member per Month	215
HR Costs per Total FTE	
<i>HR Activities</i>	
Total Turnover	216
Retention	216
HR Costs and Activities	
<i>Mix of HR Costs</i>	
Staffing Costs per FTE	216
Staffing Costs as a Percent of Total Costs	216
Total FTEs per HR FTE	
<i>Separations</i>	
Total Separations per 1,000 FTEs	217
Voluntary Separations per 1,000 FTEs	217
Involuntary Separations per 1,000 FTEs	217
Retirements per 1,000 FTEs	217
Voluntary Separations Percent of Total	217
Involuntary Separations Percent of Total	217
Retirements Percent of Total	217
HR Costs and Activities	
<i>Recruitment Costs and Frequencies</i>	
Hires per 1,000 FTEs	218
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External Hires Percent Total Hires	218
Internal Hires Percent Total Hires	218
Days to Fill, External Hires	218
Days to Fill, Internal Hires	218

Human Resources / Compensation / Staffing, continued

<i>Metric</i>	<i>Page</i>
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Short Term Disability Days per FTE	219
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<i>Percent of Workforce in Each Job Category</i>	
Managerial Percent Workforce	220
Professional Percent Workforce	220
Clerical Percent Workforce	220
Sales Worker Percent Workforce	220
Teleworking	
Percent of Total FTEs that Always Work from Home	220
<u>Compensation</u>	
Composition of Total Employee Compensation	222
Compensation Costs per Full Time Employee	223
<u>Staffing Costs</u>	
1. Internal Staffing Costs per Internal FTE	226
2. Estimated Outsourced Staffing Costs per Outsourced FTE	231
3. Combined Staffing Costs per Total FTE	236
4. Estimated Outsourced Staffing Costs as a Percent of Total Staffing Costs	241
5. Combined Staffing Costs PMPM	246
6. Combined Staffing Costs per Medicare-Adjusted Member Per Month	251
7. Internal Staffing Costs as a Percent of Comprehensive Functional Costs	256
8. Estimated Outsourced Staffing Costs as a Percent of Comprehensive Functional Costs	261
9. Combined Staffing Costs as a Percent of Comprehensive Functional Costs	266
<u>Staffing Ratios</u>	
Summary Analysis	272
Span of Control	272
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2. Estimated Outsourced FTEs per 10,000 Members	278
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5. Est. Outsourced FTEs per 10,000 Medicare Adj. Members	293
6. Combined FTEs per 10,000 Medicare-Adjusted Members	298
7. Estimated Outsourced FTEs as a Percent of Total FTEs	303
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1. Pct. of Employees With Less Than One Year of Tenure	310
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