

TAB 7. CLAIMS & ENCOUNTER CAPTURE & ADJUDICATION

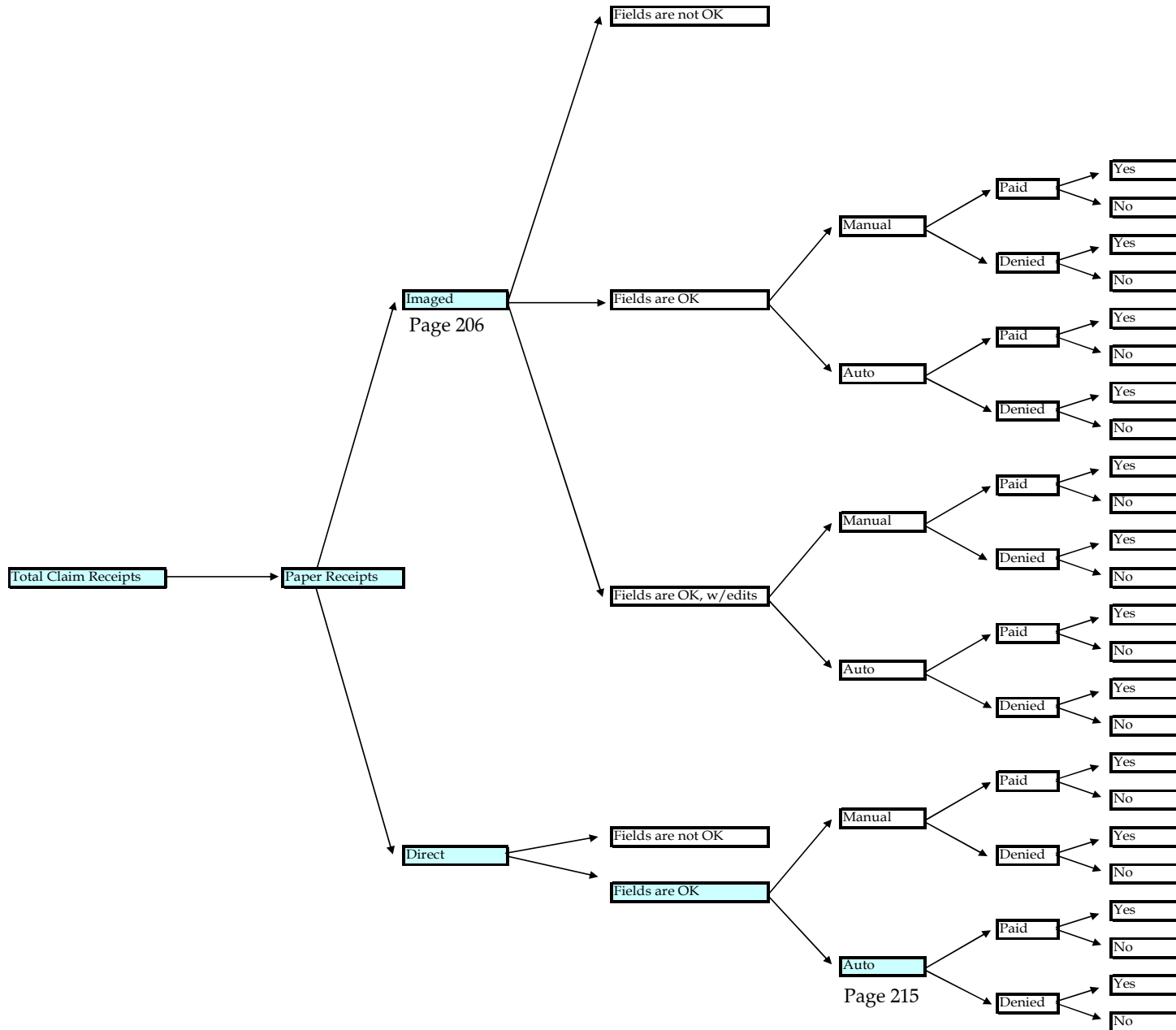
Metric	Page
Claims Processing Cost Summary	
Claims Processed Per Member	131
x Members Per FTE	131
= Claims Processed Per FTE Per Year	131
x Cost per Claim Processed	131
= Costs Per FTE	131
x FTE's Per 10,000 Members	131
= Costs Per Member Per Month	131
COB and Subrogation Costs Summary	
COB Activity Per Member	131
x Members Per FTE	131
= COB Activity Per COB FTE Per Year	131
x Cost per COB Action	131
= COB Costs Per FTE	131
x COB FTE's Per 10,000 Members	131
= COB Costs Per Member Per Month	131
COB "Investment" Analysis	
COB costs as Percent Health Care Costs	132
x HealthCare Costs per COB FTE	132
= COB Costs Per COB FTE	132
x FTE's Per 10,000 Members	132
= COB Costs Per Member Per Month	132
Total Claim & Encounter Capture & Adjudication Cost Summary	
<i>Labor vs. Non-Labor</i>	
Total Staffing Cost per Total FTE	132
+ Total Non-Staffing Costs per Total FTE	132
= Total Costs per Total FTE	132
x Total FTEs per 10,000 Members	132
= Cost per Member per Month	132
Claims Pathways	
<i>Expressed PMPY, unless Otherwise Noted</i>	
<u>Receipts → Adjudicated → Autoadjudicated*</u>	133
Receipts per Member per Year	134
Adjudicated Claims per Member per Year	135
Adjudicated Claims as Percent of Receipts	136
Autoadjudicated Claims per Member per Year	137
Autoadjudicated Claims as Percent of Adjudicated Claims	138
Paper Receipts per Member per Year	139
Paper Receipts as <i>Percent</i> of Total Receipts	140
Electronic Receipts per Member per Year	141
Electronic Receipts as <i>Percent</i> of Total Receipts	142

Claims & Encounter Capture & Adjudication, continued

<i>Metric</i>	<i>Page</i>
Claims Pathways, continued	
<u>Receipts → Adjudicated → Paid*</u>	143
<i>Analysis of Pathway</i>	
Paid Claims Per Member per Year	144
Percent of Adjudicated Claims that are Paid	144
Percent of Adjudicated Claims that are Not Paid	144
<u>Receipts → Adjudicated → Not Reworked*</u>	145
<i>Analysis of Pathway</i>	
Claims Not Reworked Per Member Per Year	146
Percent of Adjudicated Claims that are Not Reworked	146
Percent of Adjudicated Claims that are Reworked	146
Claims Processing Costs	
Cost Per Claim Processed	147
Staffing Costs per FTE	148
Staffing Costs as a Percent of Total Costs	148
Non-Staffing Costs Per FTE	148
Non-Staffing Costs as a Percent of Total Costs	148
Speed of Processing	
<i>Inventory</i>	
Average Inventory in Days	148
Claims Timeliness	148
<i>Timing of Claims Payment</i>	
Average Days Incurred to Receipt	148
+ Average Days Receipt to Approved	148
+ Average Days Approved to Payment	148
= Average Days Incurred to Payment	148
Note: Claims Turn Around Time (TAT)	148
Quality	
<i>Accuracy</i>	
Dollar Accuracy (Percent)	148
Frequency Accuracy (Percent)	148
<i>Customer Satisfaction</i>	
Customer Satisfaction with Claims (1 - 10 Scale)	148
Overall BlueCard Index for the Year	148
COB Analysis	
<i>Productivity</i>	
COB and Subrogation Recoveries Per Dollar of COB Cost	149
COB and Subrogation Recoveries as Percent of Health Benefits, Plus Recoveries	149
COB and Subrogation Recoveries Per COB FTE	149
Net Recoveries as a Percent of Health Benefits, Plus Recoveries	149

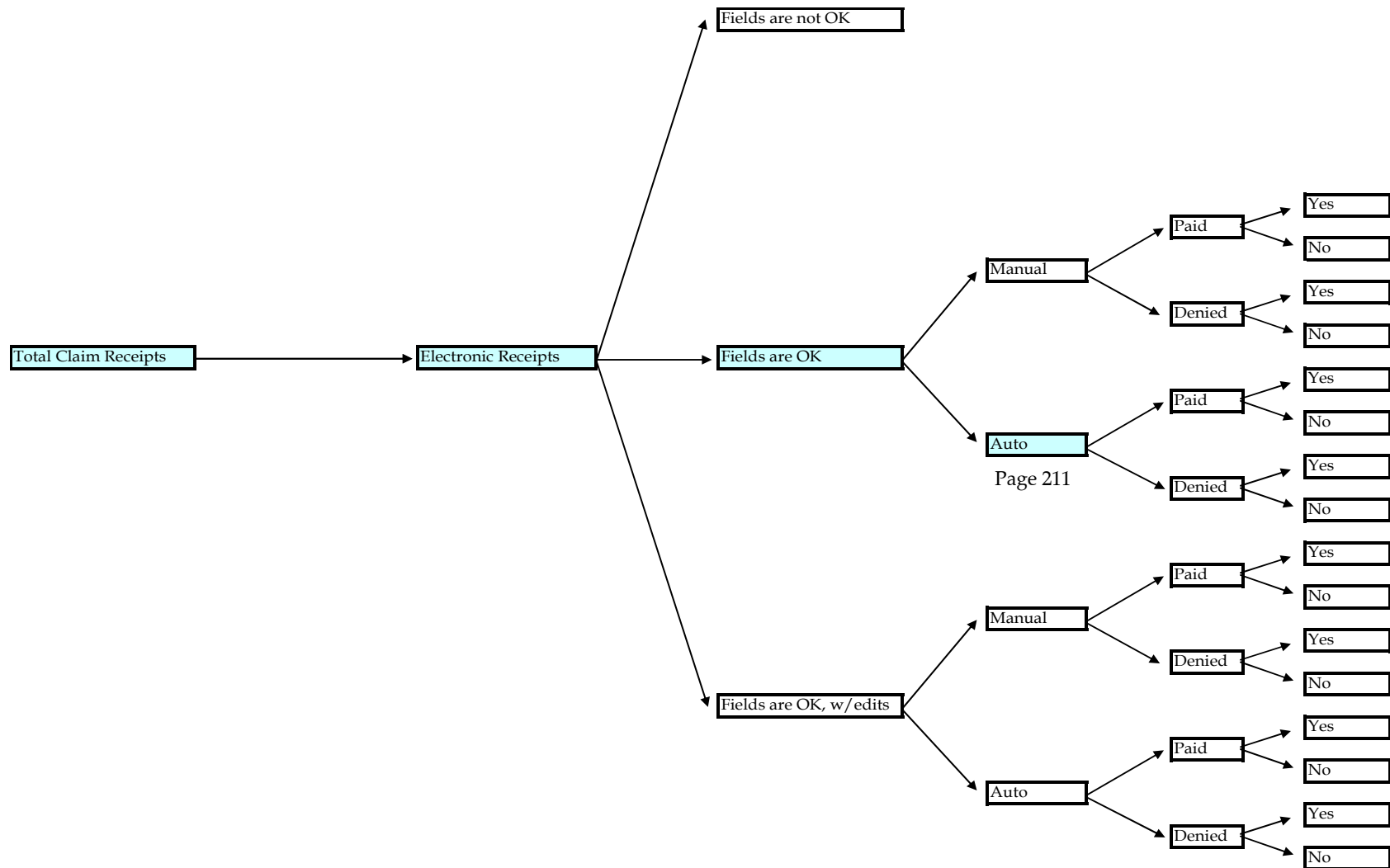
Claims & Encounter Capture & Adjudication, continued

Metric



Claims & Encounter Capture & Adjudication, continued

Metric



TAB 8. INFORMATION SYSTEMS

<i>Metric</i>	<i>Page</i>
Summary of Medians	153
Information Systems Cost Summary	
Total FTEs per IS FTE	155
x IS Costs per Total FTE	155
= IS Costs per IS FTE	155
x IS FTEs per 10,000 Members	155
= Cost per Member per Month	155
Information Systems Cost Summary	
<i>Labor vs. Non-Labor</i>	
x Total Staffing Cost per Total FTE	155
± Total Non-Staffing Costs per Total FTE	155
x Total Costs per Total FTE	155
x Total FTEs per 10,000 Members	155
x Cost per Member per Month	155
=	
Total Information Systems Costs, Accrual Basis, PMPM	
a. Internal Personnel, Include Travel and Training	156
b. Consultants / Contractors	157
c. Hardware depreciation and maintenance	158
d. Software. License maintenance and purchased software amortization	159
e. Outsourced Costs	160
f. All Other, including office supplies	161
Total Costs	162
Total Information Systems Costs, Accrual Basis, Percent of Premium Equivalents	
a. Internal Personnel, Include Travel and Training	163
b. Consultants / Contractors	164
c. Hardware depreciation and maintenance	165
d. Software. License maintenance and purchased software amortization	166
e. Outsourced Costs	167
f. All Other, including office supplies	168
Total Costs	169
Platform Analysis	
<i>Voice Network & Telephony</i>	
Capital Expenditures Per Member	170
Accrual Costs Per Member	170
Book Value Per Member	170
Users Supported	170
Annual Cost per User Supported	170
<i>Data Network</i>	
Capital Expenditures Per Member	171
Accrual Costs Per Member	171
Book Value Per Member	171
Users Supported	171
Cost per User Supported	171

Information Systems, continued

<i>Metric</i>	<i>Page</i>
Platform Analysis, continued	
<i>Data Center</i>	
Number of MIPS or Processors, Installed	172
Number of MIPS or Processors, Installed Per 1,000 Members	172
Cost per MIPS or Processors, Installed	172
Used MIPS or Processors	172
Used MIPS or Processors Per 1,000 Members	172
Average Utilization for MIPS or Processors, 24/7 Capacity	172
Peak Utilization for MIPS or Processors, Prime Shift	172
<i>Risk Management & Business Continuity Planning (BCP)</i>	
Capital Expenditures Per Member	173
Accrual Costs Per Member	173
<i>Total</i>	
Accrual Costs Per Member	173
Users Supported	173
Cost per User Supported	173
<i>Call Center Statistics</i>	
Average Speed to Answer, Seconds	174
Call Abandonment Rate	174
First Level Problem Resolution	174
Average Handle Time (Seconds)	174
Satisfaction - Scale of 1 to 10	174
Complexity of Information Systems	
Average Number of Lines of Code per Application	175
Number of Production Jobs Run Daily per Application	175
Activities of Information Systems, by Supported Function	
<i>Claims, Encounter Capture & Adjudication</i>	
Number of Applications	175
Percent of Applications	175
Number of Production Jobs Run Daily	175
Percent of Production Jobs Run Daily	175
<i>Enrollment & Billing</i>	
Number of Applications	175
Percent of Applications	175
Number of Production Jobs Run Daily	175
Percent of Production Jobs Run Daily	175
<i>Customer & Provider Service</i>	
Number of Applications	176
Percent of Applications	176
Number of Production Jobs Run Daily	176
Percent of Production Jobs Run Daily	176

TAB 9. FINANCE AND CORPORATE SERVICES

<i>Metric</i>	<i>Page</i>
Corporate Services Cost Summary	
Total FTEs per Corporate Service FTEs	181
x Corporate Services Costs per Total FTE	181
= Cost of Corporate Services per FTE	181
x Corporate Services FTEs per 10,000 Members	181
= Corporate Services Cost per Member per Month	181
<i>Labor vs. Non-Labor</i>	
Total Staffing Cost per Total FTE	181
+ Total Non-Staffing Costs per Total FTE	181
= Total Costs per Total FTE	181
x Total FTEs per 10,000 Members	181
= Cost per Member per Month	181
Facilities	
Facilities FTES per Total FTEs	182
x Total Usable Square Feet per Facilities FTE	182
= Total Usable Square Feet per Total FTEs	182
x Facilities Cost per Total Usable Square Feet	182
= Facilities Costs per Total FTEs	182
x Total FTEs per 10,000 Members	182
= Facilities cost per Member per Month	182
<i>Facilities Management</i>	
Usable Sq. Ft. Percent of Gross	182
Gross Square Feet / FTE	182
Usable Square Feet / FTE	182
<i>Lease and Owned Square Feet - Usable and Gross</i>	
Percent Owned of Usable Sq. Ft.	183
Percent Leased of Useable Sq. Ft.	183
Percent Owned of Gross Sq. Ft.	183
Percent Leased of Gross Sq. Ft.	183
Total Facilities Costs per Square Foot - Gross	183
Total Facilities Costs per Square Foot - Usable	183
<i>Staffing Costs</i>	
Facility Staffing Costs per FTE	183
Staffing Costs as a Pct. of Total Facility Costs	183
Receivable Management	
Average Days in Accounts Receivable	183

Finance & Corporate Services, continued

<i>Metric</i>	<i>Page</i>
Facilities Cost	
<i>Per Member Per Month</i>	
Total	184
a. Rent	184
b. Depreciation	184
c. Heat, Light and Taxes	184
d. Security	184
e. Maintenance	184
f. Leasehold Improvements	184
g. All Other	184
<i>Percent of Premiums and Equivalents</i>	
Total	185
a. Rent	185
b. Depreciation	185
c. Heat, Light and Taxes	185
d. Security	185
e. Maintenance	185
f. Leasehold Improvements	185
g. All Other	185
<i>Per Total FTE per Year</i>	
Total	186
a. Rent	186
b. Depreciation	186
c. Heat, Light and Taxes	186
d. Security	186
e. Maintenance	186
f. Leasehold Improvements	186
g. All Other	186
Legal Costs	
Internal Legal Costs Per Legal FTE	187
External Legal Costs Per Legal FTE	187
Legal Costs per Legal FTE	187
Legal FTEs per 10,000 Members	187
Legal Costs PMPM	187
Percent Internal Costs	187
Percent External Costs	187

TAB 10. HUMAN RESOURCES / COMPENSATION / STAFFING

<i>Metric</i>	<i>Page</i>
<u>Human Resources</u>	
Human Resources Cost Summary	191
HR Costs per Total FTE	191
x Total FTEs per HR FTE	191
= HR Costs per HR FTE	191
x HR FTEs per 10,000 Members	191
= HR Cost per Member per Month	191
<i>Labor vs. Non-Labor</i>	
Total Staffing Costs per Total FTE	191
+ Total Non-Staffing Costs per Total FTE	191
= Total Costs per Total FTE	191
x Total FTEs per 10,000 Members	191
= Cost per Member per Month	191
HR Costs and Activities	
<i>Mix of HR Costs</i>	
Staffing Costs per FTE	192
Staffing Costs as a Percent of Total Costs	192
<u>Compensation</u>	
Composition of Total Employee Compensation	194
Compensation Costs per Full Time Employee	195
<u>Staffing Costs</u>	
1. Internal Staffing Costs per Internal FTE	198
2. Est. Outsourced Staffing Costs per Outsourced FTE	203
3. Total Staffing Costs per Total FTE	208
4. Estimated Outsourced Staffing Costs as a Percent of Total Staffing Costs	213
5. Total Staffing Costs PMPM	218
6. Total Staff. Costs per Medicare Adj. Member Per Month	223
7. Total Staffing Costs as a Pct. of Comp. Total Costs	238
<u>Staffing Ratios</u>	
Summary Analysis	244
Span of Control	244
1. Internal FTEs per 10,000 Members	245
2. Estimated Outsourced FTEs per 10,000 Members	250
3. Combined FTEs per 10,000 Members	255
4. Internal FTEs per 10,000 Medicare-Adjusted Members	260
5. Est. Outsourced FTEs per 10,000 Medicare Adj. Members	265
6. Combined FTEs per 10,000 Medicare-Adjusted Members	270
7. Estimated Outsourced FTEs as a Percent of Total FTEs	275
<u>Tenure</u>	
1. Pct. of Employees With Less Than One Year of Tenure	282
2. Percent of Employees With One to Five Years of Tenure	286
3. Percent of Employees With Five to Ten Years of Tenure	290
4. Pct. of Employees With More Than Ten Years of Tenure	294