

Plan Management Navigator

Analytics for Health Plan Administration



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ADMINISTRATIVE COSTS OF LARGER HEALTH PLANS IN 2024

Larger health plans, like other large organizations, are often thought to be superior performers whose activities and processes are worthy of emulation. Their size may imply their success in the market, result in technical economies of scale, giving rise to a virtuous cycle of excellent performance.

In this analysis we find that Larger Blue Cross Blue Shield Plans reported slightly higher median costs than the Blue universe as a whole as well as against a set of Blue Plans that were not included in the Larger Plan universe. The comparisons favor Larger Plans when the two universe subsets are discrete and eliminate the effect of mix differences between the sets.

The source of the data used in this analysis is from the 2024 Larger Plans edition of the *Sherlock Benchmarks*, a subset of the Blue Cross Blue Shield Plan universe, also cited¹. Of the fourteen total participating BCBS Plans, the five largest Plans were included in the Larger Plans universe. In some contexts, these Larger Plans are compared with the remaining nine. One advantage of analyzing Blue Plans segmented by size stems from the relative uniformity of the Blue Plans. They tend to serve similar market segments, they share brand names and the Blue Cross Blue Shield Association promotes common quality attributes including capital levels. So this approach to understanding the Plans segmented by size can limit the effects of other health plan variables.

This analysis does not address other potential operating and financial advantages of larger health plans such as possible valuation advantages in making acquisitions to foster growth and superior bargaining power in their markets.

Figure 1. Sherlock Benchmark Summary

Larger Plans Costs by Functional Area Cluster, 2024 Results

Per Member Per Month

Functional Area	Larger Plans				Note: BCBS Median
	25th Percentile	Median	75th Percentile	Coefficient of Variation	
Sales and Marketing	\$10.74	\$10.87	\$16.30	26%	\$11.82
Medical and Provider Management	7.04	7.86	8.32	18%	7.40
Account and Membership Administration	21.29	22.15	24.09	19%	22.26
Corporate Services	7.25	9.00	10.34	31%	7.76
Total Expenses	\$45.06	\$52.25	\$56.69	18%	\$51.90

¹ Figures 1 and 3 contain PMPM values slightly changed from their original publication.

Costs of Larger Plans, Expense Clusters as PMPM and Percent of Premium Equivalents

In 2025, Larger Plans had median Comprehensive administrative expenses of \$52.25 PMPM, as shown in Figure 1. For continuity with the earlier *Navigator* and context, we note the values of the entire Blue Cross Blue Shield universe, shown to the right of the Larger Plan values. This was 0.7% higher than the Blue Cross Blue Shield median expenses of \$51.90 PMPM. As developed later, mix likely affected comparisons.

Larger Plans had a cost advantage in the Sales and Marketing cluster and the Account and Membership Administration clusters. Larger Plans reported Sales and Marketing cluster costs of \$10.87 PMPM, 8.0% lower than the set of all Blue Plans at \$11.82 PMPM. Account and Membership Administration costs were \$22.15, 0.5% lower than Blue Plans as a whole of \$22.26. Conversely, Corporate Services was higher by 16.0% for Larger Plans at \$9.00 PMPM versus \$7.76 PMPM for the Blue universe as a whole. The Medical and Provider Management cluster was also 6.2% higher for Larger Plans at \$7.86 PMPM, compared to \$7.40 PMPM for all Blue Plans.

Ratios of administrative expenses to premiums² had similarities with PMPM results. As shown in Figure 2, Larger Plans' Total Expenses were higher by 0.1 percentage points to 9.2% versus 9.1% for all Blues. Like the PMPM comparisons, expenses were lower in Account and Membership Administration to 3.6% compared to 3.7% for all Blues, a difference of 0.1 percentage points. Like the PMPM metric, Corporate Services was higher, 1.7% for the Larger Plans as against 1.3% for the set of all Blues.

The other cost differences between the clusters were modest. Medical and Provider Management was slightly lower for Larger, at 1.3%, compared with all Blues, at 1.4%. Sales and Marketing was the same in both sets at 2.4% of premium.

Figure 2. Sherlock Benchmark Summary

Larger Plans Costs by Functional Area Cluster, 2024 Results

Percent of Premium

Functional Area	Larger Plans				Note: BCBS Median
	25th Percentile	Median	75th Percentile	Coefficient of Variation	
Sales and Marketing	1.9%	2.4%	2.5%	21%	2.4%
Medical and Provider Management	1.3%	1.3%	1.4%	16%	1.4%
Account and Membership Administration	3.4%	3.6%	3.7%	29%	3.7%
Corporate Services	1.3%	1.7%	1.9%	30%	1.3%
Total Expenses	7.4%	9.2%	9.5%	22%	9.1%

² In this *Plan Management Navigator*, "premiums" are premiums and/or premium equivalents. This assures comparability between fully insured and self-insured products. To calculate the denominator for premium equivalent, we add to the fees the health benefits of the self-insured group.

Costs of Larger Plans, PMPM by Product

Larger Plan product cost values PMPM are shown in Figure 3, with the Blue Cross Blue Shield universe values for the same products noted on the right side. The products in each universe vary greatly in their per member costs so this analysis is a step towards understanding the effect of product mix differences between the two Sherlock Company universes.

The Plans have fourteen products, 11 that are comprehensive (hospital and physician services), and three additional products. Medicare Supplement is included with Comprehensive though it is a secondary payor. Conversely, at the preference of the panel, the expensive to administer Medicare SNP is excluded from Comprehensive despite its breadth of services.

Of the eleven Comprehensive products, the Larger Plans had lower costs in eight, including all commercial insured products, both MA products, Medicaid and Med Sup. The set of all Blue Plans were lower in ASO products of Commercial POS and Indemnity and PPO. They were equal for the ASO product of Commercial HMO. The products in which costs for Larger Plans were lower comprised 59.0% of Larger Plans' total membership and 52.8% for all Blue Plans.

Figure 3. Sherlock Benchmark Summary
Larger Plans Costs by Product, 2024 Results
Per Member Per Month

Product	Larger Plans				Note: BCBS Median
	25th Percentile	Median	75th Percentile	Coefficient of Variation	
Commercial HMO					
Insured	\$54.01	\$57.74	\$77.13	51%	\$59.81
ASO / ASC	\$30.32	\$41.69	\$42.81	40%	\$41.69
Commercial POS					
Insured	\$58.22	\$59.12	\$70.11	20%	\$62.51
ASO / ASC	\$43.52	\$43.52	\$43.52	NM	\$34.29
Indemnity & PPO					
Insured	\$54.60	\$63.30	\$66.04	42%	\$64.61
ASO / ASC	\$34.72	\$35.25	\$40.78	15%	\$34.98
Commercial Insured	\$61.87	\$63.72	\$70.18	12%	\$64.82
Commercial ASO/ASC	\$35.25	\$35.37	\$41.09	16%	\$35.31
Commercial Total	\$44.66	\$49.91	\$51.02	24%	\$47.66
FEP	\$33.12	\$34.20	\$39.43	24%	\$34.46
Medicare Advantage					
Individual	\$124.99	\$138.29	\$166.93	30%	\$152.50
Group	\$118.28	\$120.30	\$124.24	6%	\$121.72
Medicare Advantage Total	\$123.78	\$138.17	\$140.02	22%	\$141.89
Medicaid	\$31.94	\$31.98	\$48.35	44%	\$37.06
Medicare Supplement	\$31.12	\$41.32	\$45.81	51%	\$49.04
Comprehensive Total	\$45.06	\$52.25	\$56.69	18%	\$51.90
Medicare Advantage SNP	\$278.33	\$278.79	\$383.14	35%	\$278.79
Stand-Alone Medicare Part D	\$15.19	\$17.56	\$22.23	41%	\$19.18
Stand Alone Dental	\$3.29	\$3.47	\$5.65	63%	\$3.29



The mix differences between the Larger Plans and the entire set of Blues made a modest difference. Against a 0.7% Comprehensive product cost disadvantage, weighting the Blue products at the Larger Plan mix, costs are lower than Blue costs by 3.5%.

Weighting the Larger Plan product costs at the Blue mix, Larger Plans have 3.2% lower costs.

The two sets had mix differences with product costs that tended to offset to some degree. While the commitment to MA was the same at 5.1% of members, Larger plans had a greater commitment to the less expensive to administer group product 2.2% versus 1.0%. On the other hand, Larger Plans had a greater commitment to more expensive Commercial Insured products, 35.6% versus 31.0%, and less of a commitment to less expensive ASO, 41.0% versus 47.2%. They also had less commitment to low-cost FEP, 5.0% versus 5.2%. Low cost Medicaid was a larger proportion of the product portfolio among Larger plans, 6.3% versus 5.3%. Med Sup was also more important for Larger Plans at 7.0% versus 6.0% for all Plans.

Total Commercial Insured costs were \$63.72 PMPM for Larger Plans, 1.7% lower than for Blues as a whole at \$64.82. All Insured products of Commercial were lower.

The ASO / ASC product costs of Larger Plans administrative were \$35.37 PMPM, slightly higher than \$35.31 for the Blue Plans as a whole. For ASO/ASC, Indemnity and PPO costs a median of \$35.25 PMPM, slightly above the \$34.98 for all Blues. Larger Plan products ran higher or equal in each ASO/ASC product.

FEP (Federal Employee Program) is an insured product with few marketing costs relative to other products in Blue Plan portfolios. Median FEP costs for Larger Plans was \$34.20, lower than \$34.46 PMPM, for the Blue Plans as a whole.

Median costs for Larger Plan Individual and Group Medicare products were \$138.29 PMPM and \$120.30 PMPM, respectively. Not all Plans offered both products but costs ran lower for the Larger Plans than Blues which were at \$152.50 for Group and \$121.72 for Individual.

Also, Medicaid costs for Larger Plans were \$31.98 PMPM, about 13.7% lower compared to all Blues at \$37.06. Medicare Supplemental was also \$41.32 15.7% lower than \$49.05 for all Plans.

While not included among Blue Comprehensive products, Medicare Special Needs Plans (SNP) was \$278.79 PMPM for both sets of Plans.

The costs of specialty products of Stand-Alone Medicare Part D was 8.5% lower for Larger and Blue Plans, at \$17.56. Stand-Alone Dental was \$3.47 for Larger Plans, 5.3% higher than for all Blue Plans.

Costs of Larger Plans, Percent of Premium Equivalents by Product

The percent of premium ratios comparisons for each product is shown in Figure 4. Comprehensive Total costs of 9.2% of premiums for Larger Plans was 0.1 percentage points higher than for all Blue Plans.

Using this metric of costs, Larger Plans ratios were more somewhat likely to be higher. Five of 11 products were higher, three were the same and three were lower. Among Commercial products, Larger Plans were lower in percent ratios in only Indemnity and PPO Insured. They were also lower in MA Individual and Medicaid and in the specialty product of Stand-Along Medicare Part-D.

Figure 4. Sherlock Benchmark Summary

Larger Plans Costs by Product, 2024 Results

Percent of Premium

Product	Larger Plans				Note: BCBS Median
	25th Percentile	Median	75th Percentile	Coefficient of Variation	
Commercial HMO					
Insured	8.5%	9.4%	10.7%	19%	8.7%
ASO / ASC	4.6%	5.7%	6.9%	38%	5.7%
Commercial POS					
Insured	8.3%	9.0%	11.9%	36%	8.6%
ASO / ASC	5.1%	5.1%	5.1%	NM	5.1%
Indemnity & PPO					
Insured	9.1%	9.6%	10.8%	17%	10.5%
ASO / ASC	6.3%	6.6%	6.6%	37%	6.6%
Commercial Insured	9.3%	9.5%	11.3%	16%	10.2%
Commercial ASO/ASC	6.3%	6.4%	6.6%	38%	6.4%
Commercial Total	7.5%	8.2%	9.0%	26%	8.3%
FEP	4.5%	5.6%	6.3%	36%	5.4%
Medicare Advantage					
Individual	9.5%	13.6%	13.9%	25%	13.9%
Group	9.7%	9.9%	10.7%	15%	9.8%
Medicare Advantage Total	9.5%	11.2%	12.3%	19%	12.3%
Medicaid	8.0%	8.8%	9.6%	18%	9.6%
Medicare Supplement	16.3%	21.3%	24.7%	46%	21.2%
Comprehensive Total	7.4%	9.2%	9.5%	22%	9.1%
Medicare Advantage SNP	17.5%	19.6%	23.5%	29%	18.1%
Stand-Alone Medicare Part D	10.5%	16.7%	22.6%	46%	17.5%
Stand Alone Dental	12.2%	17.1%	19.4%	32%	17.1%



Cluster Comparisons when Sets are Mutually Exclusive

Since the Larger Plan universe is a subset of the Blue Cross Blue Shield universe, the above analyses could mute the cost differences between the Larger Plans and other Blue Plans. Figures 5 and 6 exclude the Larger Plans from the Blue Cross Blue Shield universe to overcome that effect.

The results were similar to those derived from Figures 1 and 2, that is, costs for Larger Plans were higher overall by both metrics. Medical and Provider Management and Corporate Services were both higher.

Figure 5 shows that Total Median Expenses were \$0.69 PMPM, or 1.3%, higher for Larger Plans. (This compares to the \$0.34 PMPM or 0.7% higher expenses for Larger Plans shown in Figure 1.) Account and Membership Administration was lower for Larger Plans compared to Other Blue Plans by \$0.19 PMPM, or 0.8%. Larger Plans' Sales and Marketing was also lower by \$1.90 PMPM, or 14.9%. Medical and Provider Management and Corporate Services clusters were higher for Larger Plans by \$0.61 PMPM or 8.4% and \$1.72 PMPM or 23.6%, respectively.

Figure 6 shows medians on a percent of premium equivalents for Larger Plans and Other Blue Plans. Results were similar to previous figures as Larger Plans were higher cost with Comprehensive Total, by 0.2 percentage points to 9.2%. Account and Membership Administration was lower for Larger Plans by 0.3 percentage points to 3.6% of premiums.

Medical and Provider Management was also lower for Larger Plans, 1.3% of premiums versus 1.4%. Conversely, Sales and Marketing, was 0.1 percentage points higher for Larger Plans at 2.4%. The Corporate Services Cluster was higher for Larger Plans by 0.4 percentage points, to 1.7%.

Figure 5. Sherlock Benchmark Summary

Larger vs. Other Blue Costs by Functional Area Cluster, 2024 Results

Per Member Per Month, Medians Except for Differences

Functional Area	Larger Plans	Other Blue*	Dollar Difference	Percent Difference
Sales and Marketing	\$10.87	\$12.78	(\$1.90)	-14.9%
Medical and Provider Management	7.86	7.25	0.61	8.4%
Account and Membership Administration	22.15	22.33	(0.19)	-0.8%
Corporate Services	9.00	7.28	1.72	23.6%
Total Expenses	\$52.25	\$51.56	\$0.69	1.3%

*Only includes Blue Plans not included in the Larger Plans universe

Figure 6. Sherlock Benchmark SummaryLarger vs. Other Blue Costs by Functional Area Cluster, 2024 ResultsPercent of Premium, Medians Except for Differences

Functional Area	Larger Plans	Other Blue*	Pct. Pt. Difference	Percent Difference
Sales and Marketing	2.4%	2.3%	0.1%	3.7%
Medical and Provider Management	1.3%	1.4%	0.0%	-1.1%
Account and Membership Administration	3.6%	3.9%	-0.3%	-7.2%
Corporate Services	1.7%	1.3%	0.4%	27.3%
Total Expenses	9.2%	9.0%	0.2%	1.9%

**Only includes Blue Plans not included in the Larger Plans universe*

Product Comparisons when Sets are Mutually Exclusive

Comparing Blue and Larger Plans by product yields similar results when the Plans are mutually exclusive as to when they are not, as shown in Figure 7. Comprehensive expenses are \$52.25 versus \$51.56 for the other Blue Plans. Every Comprehensive product PMPM cost comparison between the discreet sets was directionally the same as the overlapping sets. For Comprehensive Total the PMPM cost difference is 1.3% higher when mutually exclusive while the difference is 0.7% when it is not.

Figure 7. Sherlock Benchmark SummaryLarger Plans vs. BCBS Costs by Product, 2024 ResultsPer Member Per Month, Medians Except for Differences

Product	Larger Plans	Other Blue*	PMPM Difference	Percent Difference
Commercial HMO				
Insured	\$57.74	\$63.13	-\$5.40	-8.6%
ASO / ASC	\$41.69	\$44.52	-\$2.83	-6.4%
Commercial POS				
Insured	\$59.12	\$65.89	-\$6.78	-10.3%
ASO / ASC	\$43.52	\$32.79	\$10.73	32.7%
Indemnity & PPO				
Insured	\$63.30	\$65.91	-\$2.60	-4.0%
ASO / ASC	\$35.25	\$33.01	\$2.24	6.8%
Commercial Insured	\$63.72	\$65.91	-\$2.19	-3.3%
Commercial ASO/ASC	\$35.37	\$33.01	\$2.36	7.1%
Total Commercial	\$49.91	\$45.72	\$4.20	9.2%
FEP	\$34.20	\$35.06	-\$0.87	-2.5%
Medicare Advantage				
Individual	\$138.29	\$153.33	-\$15.05	-9.8%
Group	\$120.30	\$125.28	-\$4.97	-4.0%
Medicare Advantage Total	\$138.17	\$152.29	-\$14.12	-9.3%
Medicaid	\$31.98	\$42.14	-\$10.16	-24.1%
Medicare Supplement	\$41.32	\$53.51	-\$12.19	-22.8%
Comprehensive Total	\$52.25	\$51.56	\$0.69	1.3%
Costs at Other Blue Average Mix	\$48.60	\$50.13	-\$1.53	-3.1%
Costs at Larger Average Mix	\$49.81	\$52.50	-\$2.68	-5.1%
Medicare Advantage SNP	\$278.79	\$288.17	-\$9.39	-3.3%
Stand-Alone Medicare Part D	\$17.56	\$19.81	-\$2.26	-11.4%
Stand Alone Dental	\$3.47	\$2.95	\$0.51	17.3%

**Only includes Blue Plans not included in the Larger Plans universe*

Figure 8 shows this same comparison when expenses are expressed as a percent of premiums. Comprehensive expenses are 9.2% of premiums versus 9.0% for the other Blue Plans. Product percent cost comparisons were similar to as shown in Figure 4. If Larger Plans had lower percents of premium costs than the set of all Blues, then they generally enjoyed the same directional advantage if the Blue Set excluded the Larger Plans. ASO comparisons tended to improve from being identical between the sets to being lower. MA Group worsened, MA Individual improved and Med Sup worsened.

Figure 8. Sherlock Benchmark Summary
Larger Plans vs. BCBS Costs by Product, 2024 Results
Percent of Premium, Medians Except for Differences

Product	Larger Plans	Other Blue*	Pct. Pt. Difference	Percent Difference
Commercial HMO				
Insured	9.4%	8.7%	0.7%	7.8%
ASO / ASC	5.7%	6.6%	-0.9%	-13.1%
Commercial POS				
Insured	9.0%	8.3%	0.8%	9.2%
ASO / ASC	5.1%	6.9%	-1.8%	-26.2%
Indemnity & PPO				
Insured	9.6%	10.5%	-0.9%	-8.3%
ASO / ASC	6.6%	7.0%	-0.5%	-7.0%
Commercial Insured	9.5%	10.4%	-0.9%	-8.7%
Commercial ASO/ASC	6.4%	7.2%	-0.7%	-10.0%
Total Commercial	8.2%	8.4%	-0.2%	-2.7%
FEP	5.6%	5.4%	0.2%	4.5%
Medicare Advantage				
Individual	13.6%	15.5%	-2.0%	-12.8%
Group	9.9%	9.4%	0.5%	4.9%
Medicare Advantage Total	11.2%	15.5%	-4.3%	-27.6%
Medicaid	8.8%	10.5%	-1.7%	-16.4%
Medicare Supplement	21.3%	21.0%	0.2%	1.1%
Comprehensive Total	9.2%	9.0%	0.2%	1.9%
Costs at Other Blue Average Mix	8.6%	9.2%	-0.6%	-6.8%
Costs at Larger Average Mix	9.0%	9.4%	-0.4%	-4.7%
Medicare Advantage SNP	19.6%	12.8%	6.8%	53.3%
Stand-Alone Medicare Part D	16.7%	17.5%	-0.7%	-4.2%
Stand Alone Dental	17.1%	17.9%	-0.9%	-4.9%

*Only includes Blue Plans not included in the Larger Plans universe



EFFECT OF MIX ON PMPM COMPARISONS

Figure 9 shows average product mix for Larger Plans and Other Blue Plans. They are relatively similar in many respects. The Larger Plans tend to have a product mix that is more expensive to administer, such as more Commercial Insured, 35.6% versus 28.5%, and Medicaid, 6.3% versus 4.8%. But this effect is muted by greater exposure to lower cost products such as Medicare Supplement and Group MA.

The effect of holding mix constant is to reverse the differences in favor of the Larger Plans. *Please see Figure 7 at the lines immediately below Commercial Total.* Reweighting expenses to the Other Blue average mix resulted in higher expenses for Other Blue Plans at \$50.13 and compares to Larger Plans at \$48.60, which is \$1.53 PMPM or 3.1% lower for Larger Plans. Similarly, when product expenses were reweighted to the Larger mix, Larger Plans held a cost advantage over the Other Blue Plans at \$41.81 PMPM³, which was lower by \$2.68 or 5.1%.

EFFECT OF MIX ON PERCENT OF PREMIUM COMPARISONS

Figure 8 shows product expenses on a percent of premium equivalents for Larger Plans compared to Other Blue Plans. While is similar to Figure 4, after reweighting Larger Plans had lower expenses in Comprehensive Total.

Costs reweighted at the Other Blue Plans Average Mix resulted in lower costs for Larger Plans, 8.6% compared to 9.2% for the Other Blues. *Please see Figure 8 immediately below the Comprehensive Total Line.* Likewise, costs reweighted at the Larger Plan mix also resulted in lower costs for Larger Plans at 9.0% versus 9.2% for the Other Blue Plans.

Two Conclusions

First, both Percents of Premiums and PMPM costs illustrate the importance of considering product mix in the evaluation of health plan costs. While Larger Plans have an as-reported combined disadvantage compared with Other Blue Plans, when reweighted to equalize for product mix, they become advantages.

Second, the modest cost differences between the sets are consistent with our view that, while economies of scale exist in health insurance, they are limited in effect among the mature organizations in the Blue Cross Blue Shield universe.

³ The weighted total values differ from the total Comprehensive values because of our use of medians and because not all Plans offer all products.

Figure 9. Sherlock Benchmark Summary
Larger Plans Costs by Product, 2024 Results
Average Product Mix

Product	Larger Plans	Other Blue*	Pct. Pt. Difference
Commercial HMO			
Insured	11.4%	0.2%	11.2%
ASO / ASC	3.9%	0.1%	3.8%
Commercial POS			
Insured	2.1%	1.9%	0.1%
ASO / ASC	0.2%	1.3%	-1.1%
Indemnity & PPO			
Insured	22.1%	26.5%	-4.4%
ASO / ASC	36.8%	49.3%	-12.4%
Commercial Insured			
Commercial Insured	35.6%	28.5%	7.0%
Commercial ASO/ASC	41.0%	50.7%	-9.7%
Commercial Total	0.0%	79.2%	-79.2%
FEP			
FEP	5.0%	5.5%	-0.4%
Medicare Advantage			
Individual	2.9%	4.8%	-1.9%
Group	2.2%	0.3%	1.9%
Medicare Advantage Total	5.1%	5.1%	0.0%
Medicaid			
Medicaid	6.3%	4.8%	1.5%
Medicare Supplement	7.0%	5.4%	1.6%
Comprehensive Total	100.0%	100.0%	0.0%

*Only includes Blue Plans not included in the Larger Plans universe

Characteristics of Larger Plans and Other Blue Universes

Collectively, Larger Plans serve 32.3 million people under Comprehensive Products. Total Commercial comprises 26.1 million, or 81% of total members in Larger Plans. Of those Commercial members, about 60% or 15.7 million are served under self-insured ASO/ASC products. Medicaid and Medicare Advantage membership totals 1.8 million and 1.2 million, respectively. FEP comprises a total of 1.5 million people, while Medicare Supplement serves 1.6 million.

Larger Plans' median mix for premiums or fees for Total Commercial is 67.0%, while Commercial Insured and ASO is 61.4% and 4.4%, respectively. Medicare Supplement represents a median of 3.1% of premiums, while FEP is 10.0%. Medicaid and Medicare Advantage is 9.7% and 9.8%, respectively.

The median Larger Plan served about 3.6 million members and the median Blue Cross Blue Shield Plan served 2.0 million members. Excluding the Larger Plans, the Other Blue Plans served a median of 1.1 million members.

Figure 10. Sherlock Benchmark Summary
Selected Characteristics of Sherlock Benchmark Universes
Results reflect the year ended December 31, 2024.

	Blue Cross Blue Shield	Larger	Independent / Provider-Sponsored	Medicaid	Medicare
Sample Size					
Number of Participants	14	5	12	14	12
Total Membership (000's) ¹	43,280	32,254	8,681	13,762	13,068,162
Median Membership (000's)	1,961	3,571	583	675	671
Mean Membership (000's)	3,091	6,451	723	983	1,089
Supplemental Content					
Medicaid or Medicare Membership from Other Universes (000's)	NA	NA	NA	1,464	921
Total Medicaid or Medicare Product Members (000's)	NA	NA	NA	11,340	2,803
Market Mix (Premiums and Fees)					
Commercial ²					
Median	63.8%	67.0%	49.4%	16.9%	45.9%
Average	60.1%	62.2%	49.2%	25.5%	40.9%
Medicare Advantage and SNP					
Median	12.1%	9.8%	20.8%	16.8%	38.4%
Average	16.1%	16.0%	23.2%	18.4%	39.9%
Medicaid Total					
Median	0.0%	9.7%	18.7%	37.0%	10.7%
Average	6.3%	6.7%	19.5%	47.1%	13.5%
Product Mix					
Percent Managed Care (Premiums and Fees) ³					
Median	25.2%	0.0%	76.9%	91.9%	64.7%
Average	25.2%	16.2%	70.1%	78.6%	65.8%
Percent ASO (Members)					
Median	48.0%	48.2%	19.3%	8.7%	20.3%
Average	47.3%	41.0%	27.9%	14.4%	31.2%
States Served	21	10	18	27	9

Attributes are for the year ended December 31, 2024. Medicare and Medicaid Universes are projected.

¹ Membership reflects only "comprehensive" products which may include commercial and government products.

² Commercial excludes FEP.

³ Managed Care is the sum of Medicare Advantage, Medicaid Total and Commercial HMO.

Invitation to License the 2025 Sherlock Benchmarking Studies

The highly-validated, well-populated *Sherlock Benchmarks* helps prioritize cost management activities and provide an unbiased ranking and to have the greatest impact on improving your health plan's overall operating performance.

The *Sherlock Benchmarks* have been called the "Gold Standard" by leading health care consultants. The Blue Cross Blue Shield, the Larger Plan and Independent / Provider-Sponsored Plans editions are now available to license. Results of the Blue Cross Blue Shield study is summarized [here](#) and the Independent/Provider-Sponsored edition is summarized [here](#). Medicare and Medicaid universes should become available late in the summer.



The 2025 study is its 28th consecutive year and represents the cumulative experience of more than 1,000 health benefit organization years. Since June of 2022, health plans serving more than 170 million insured people have licensed the *Sherlock Benchmarks* including most Blue Cross Blue Shield plans, public companies and the largest Independent/Provider-Sponsored health plans.

Each peer group in the *Sherlock Benchmarks* is established to be relatively uniform. So, within that constraint, participation is open to all health plans possessing the ability to compile high-quality, segmented financial and operational data.

Tables of Contents, report formats, citations, quality assurance and other information can be found on our website or at the links below:

sherlockco.com/brochure

sherlockco.com/sherlock-benchmarks

In addition, the Sherlock Company website has an application that allows you to try out the Benchmarks for no charge.

sherlockco.com/test-drive

Please reach out to Douglas Sherlock at sherlock@sherlockco.com or 215-628-2289 if you are interested in licensing the 2025 editions. *You will be among good company.*