



PwC Saratoga's Health Insurer Benchmarking Consortium

PwC Saratoga's Health Insurer Benchmarking Consortium brings together organizations in the health insurance industry and provides a forum through which members can benchmark HR and workforce metrics with industry peers. PwC Saratoga and participating members are pleased to invite you to join our 2010 Health Insurer Benchmarking Consortium. Membership in the consortium includes participation in an annual Human Capital Benchmarking Survey and access to annual benchmark results.

Some of the key benefits of joining the Health Insurer Benchmarking Consortium include:

- Participation in the annual health insurer HR / workforce benchmarking survey
- Participation in PwC's Health and Wellness Benchmarking Survey (covering health benefits, pharmaceutical costs, and wellness programs)
- Participation in future PwC compensation surveys
- Access to PwC thought leadership on both HR and non-HR topics
- Opportunity to poll and informally network with your health insurer peers
- Access to Saratoga's Human Capital Effectiveness Report with over 300 metrics represented by over 300 companies across 12 industry sectors
- Access to webcasts on human capital measurement topics

You will also be able to:

- Gain a better understanding of the investment in the HR function and its areas of strength and identify opportunities for improvement
- Develop a comprehensive perspective on human capital asset management
- Network and benchmark directly with your hospital peers in a confidential manner
- Establish consistent reporting on human capital metrics that enable an "apples-to-apples" comparison

A number of leading health insurer companies have committed to participating in this consortium and your organization would be a key addition to this group:

- Blue Cross and Blue Shield of Louisiana
- Blue Cross and Blue Shield of Massachusetts
- Blue Cross Blue Shield of Michigan
- Blue Cross Blue Shield of Tennessee
- Blue Shield of California
- CareFirst Blue Cross Blue Shield
- Group Health
- Health Care Service Corporation
- Health Now NY
- Health Partners
- Highmark
- Humana
- Independence Blue Cross
- Kaiser Permanente
- SCAN Health Plan
- UnitedHealth Group Incorporated

In addition to PwC Saratoga's full suite of over 300 metrics, the Health Insurer Benchmarking Consortium will focus on metrics such as:

Financial Measures and Workforce Productivity

- Revenue per FTE
- Profit per FTE
- Operating Cost per FTE
- Labor Cost Revenue Percent
- Human Capital ROI

Labor Costs

- Labor Cost per FTE
- Compensation Cost per FTE
- Average Benefits per Employee

- Healthcare Costs per Active Employee
- Retirement and Savings Plan Payments per Employee

Retention and Separations

- Turnover Rate
- Voluntary Separation Rate
- One to Three Years of Service Voluntary Separation Rate
- Three to Five Years of Service Voluntary Separation Rate
- Percent of Executives Eligible for Retirement within 5 Years

- Percent of Managers Eligible for Retirement within 5 Years

Talent Acquisition

- Cost per Hire
- Time to Accept
- 90 Day Turnover Rate
- First Year of Service Turnover Rate

HR Cost and Efficiency

- HR Costs per Employee
- HR Headcount Ratio

The following is an abbreviated list of additional health insurers and other large accident and dental insurers who have been invited to participate in this survey. If there are other health insurers you feel would be appropriate to include in this survey, please let us know.

- Aetna
- Aflac
- AMERIGROUP
- Arkansas Blue Cross and Blue Shield
- Blue Cross and Blue Shield of Mississippi
- Blue Cross and Blue Shield of Rhode Island
- Blue Cross and Blue Shield of Alabama
- Blue Cross and Blue Shield of Florida
- Blue Cross and Blue Shield of Kansas
- Blue Cross and Blue Shield of Minnesota
- Blue Cross and Blue Shield of Montana
- Blue Cross and Blue Shield of Nebraska
- Blue Cross and Blue Shield of North Carolina
- Blue Cross and Blue Shield of South Carolina (including subsidiaries and affiliates)
 - BlueChoice Health Plan of South Carolina
- Blue Cross and Blue Shield of Vermont
- Blue Cross and Blue Shield of Arizona
- Blue Cross and Blue Shield of Delaware
- Blue Cross and Blue Shield of Wyoming
- Blue Cross of Idaho Health Service
- Blue Cross of Northeastern Pennsylvania
- Blue Cross and Blue Shield of Central New York
- Blue Cross Blue Shield of Western New York
- Blue Shield of Northeastern New York
- CIGNA
- Consec
- Coventry Health Care
- Delta Dental of California
- Excellus Blue Cross Blue Shield
 - Excellus Blue Cross Blue Shield, Rochester Region
 - Excellus Blue Cross Blue Shield, Utica Region
- Hawaii Medical Service Association
- HealthMarkets
- Health Net
- Horizon NJ Health
- Magellan Health Services
- Premera Blue Cross (including subsidiaries and affiliates)
 - Premera Blue Cross Blue Shield Alaska
 - Premera Blue Cross Washington
- Regence Blue Shield (including subsidiaries and affiliates)
 - Regence Blue Cross Blue Shield of Oregon
- Unum Group
- Wellmark (including subsidiaries and affiliates)
 - Wellmark Blue Cross Blue Shield of Iowa
 - Wellmark Blue Cross Blue Shield of South Dakota
- WellPoint (including subsidiaries and affiliates)
 - Anthem Health Plans of California
 - Anthem Health Plans of Colorado
 - Anthem Health Plans of Connecticut
 - Anthem Health Plans of Indiana
 - Anthem Health Plans of Kentucky
 - Anthem Health Plans of Maine
 - Anthem Health Plans of Missouri
 - Anthem Health Plans of Nevada
 - Anthem Health Plans of New Hampshire
 - Anthem Health Plans of Ohio
 - Anthem Health Plans of Virginia
 - Anthem Health Plans of Wisconsin
 - Blue Cross Blue Shield of Georgia
 - Empire Blue Cross Blue Shield
 - Unicare
- Western Dental Services

All participants of the Health Insurer Benchmarking Consortium will be provided with:

- PwC Saratoga's proprietary web-based data collection and reporting tool
- Standardized instructions for each data element
- PwC Saratoga resource to support your data collection team
- Rigorous data validation methodology
- Customized report containing your organization's results compared against other health insurers
- Benchmarking report containing all available benchmark results
- Full access to PwC Saratoga's database of more than 300 metrics

The fee for joining the Health Insurer Benchmarking Consortium is \$12,000. Please do not hesitate to contact us should you have any questions or are interested in becoming a member.

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