



22 March 2024

HON. DR. TEODORO J. HERBOSA
Secretary, Department of Health (DOH)
and PhilHealth Chairperson
HON. EMMANUEL R. LEDESMA, JR.
President and CEO (PCEO)
PHILIPPINE HEALTH INSURANCE
CORPORATION (PHILHEALTH)
Citystate Centre, 709 Shaw Boulevard
Pasig City

RE: TRANSMITTAL OF 2024 PERFORMANCE SCORECARD

Dear Secretary Herbosa and PCEO Ledesma,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2024 Performance Scorecard (**Annex B**) of PhilHealth. The same is to be posted in PhilHealth's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The PhilHealth-proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letter dated 29 November 2023² were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 15 January 2024 and evaluation of documents submitted through its correspondence dated 14 February 2024³ and 18 March 2024.⁴ The scorecard was then finalized during the Performance Target Conference (PTC) held on 22 March 2024.

We remind PhilHealth that Item 6 of GCG M.C. No. 2023-01⁵ requires GOCCs to submit its Quarterly Targets within 15 calendar days from receipt of the GCG-approved Performance Scorecard. Moreover, Item 7 of the same Circular directs GOCCs to accomplish the requisite Quarterly Monitoring Reports detailing its progress in accomplishing its performance targets. The Quarterly Monitoring Reports should disclose substantial changes in circumstances that were unforeseen during the TPM that may affect the timely achievement of targets.

FOR PHILHEALTH'S INFORMATION AND COMPLIANCE.

Very truly yours,


ATTY. MARIUS P. CORPUS
Chairperson


ATTY. BRIAN KEITH F. HOSAKA
Commissioner


ATTY. GERALDINE MARIE B. BERBERABE-MARTINEZ
Commissioner

cc: PhilHealth Workers for Hope, Integrity, Transparency and Empowerment (WHITE)

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 29 November 2023.

³ Officially received by the Governance Commission on 14 February 2024.

⁴ Officially received by the Governance Commission on 19 March 2024.

⁵ PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 19 January 2023.

PhilHealth Strategy Map

VISION

Bawat Filipino, Miyembro
Bawat Miyembro, Protektado
Kalusugan ng Lahat, Segurado

MISSION

Benepisyong Pangkalusugang
Sapat at De-kalidad
Para sa Lahat

Outcomes



**Increased utilization
based on need**

(increase utilization for primary
care services)

Sustainable Financing



**Build a deep revenue base
with efficient collection system**



**Maintain an active risk pool
through strategic purchasing**

Innovation and Growth



**Develop lean and
member-centric
processes**



**Transform
human resource management
with competency-based
approach**



**Enhance information
system through
enterprise integration**

Strong Corporate Governance



**Manage transitions and mind-
set shifts with leadership and
accountability**



**Strengthen policy
enforcement and evidence-
informed decision-making**

PHILIPPINE HEALTH INSURANCE CORPORATION (PHILHEALTH)

COMPONENT					BASELINE DATA				TARGET		
OBJECTIVE / MEASURE		FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024	
OUTCOMES	SO 1	Increased Utilization Based on Need									
	SM 1	Percentage of Satisfied Customers	Total Number of Respondents who have Rated "Agree" and "Strongly Agree" over Total Number of Respondents	10%	(Actual / Target) x Weight; Below 80% = 0%	The Customer Satisfaction Survey (CSS) conducted by PhilHealth is noncompliant with the 2018 GCG Guidelines for the conduct of the CSS	Non-compliant with back-checking requirement	Non-compliant with back-checking requirement	94.25% - Individual Customers 87.93% - Business Organization 88.41% - Healthcare Institutions	90% - Individual Customers 90% - Business Organization 90% - Healthcare Institutions	90%
	SM 2	Total Number of Physicians Providing Konsulta Package	Actual Accomplishment	10%	(Actual / Target) x Weight	N/A	Conducted virtual orientation of PROs per area on the implementing guidelines of PhilHealth Konsultasyong Sulit at Tama (PhilHealth Konsulta Package and IT System vis-à-vis Accreditation Forum last	91.92% (182/198 Accredited Konsulta Providers)	1,678 Accredited Konsulta Providers	2,500 Accredited Konsulta Providers	4,375 Physicians ¹

¹ 2021 – 2,862 physicians; 2022 – 5,226 physicians; 2023 – 3,721 physicians.

COMPONENT					BASELINE DATA				TARGET	
OBJECTIVE / MEASURE		FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024
						December 17-18, 2020 PhilHealth issued on Dec. 16, 2020 PhilHealth Circular (PC) 2020-0021 regarding Accreditation of Healthcare Providers for PhilHealth Konsultasyong Sulit at Tama (PhilHealth Konsulta Package) PhilHealth issued PC No. 2020-0022 on December 17, 2020 regarding implementing Guidelines for the PhilHealth Konsulta Package)				



COMPONENT						BASELINE DATA				TARGET	
	OBJECTIVE / MEASURE		FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024
	SM 3	Total Number of Registered Konsulta Beneficiaries with First Patient Encounter (FPE)	Actual Accomplishment	7.5%	(Actual / Target) x Weight	N/A	PhilHealth issued PC No. 2020-0022 on December 17, 2020 regarding Implementing Guidelines for the PhilHealth Konsultasyong Sulit at Tama (PhilHealth Konsulta Package)	213,828 Individuals Registered to a Konsulta Provider	16.739 Million Beneficiaries Registered to Accredited Konsulta Providers	N/A	2.63 Million Beneficiaries with FPE ²
	Sub-total			27.5%							
	SO 2	Build a Deep Revenue-Base with Efficient Collection System									
SUSTAINABLE FINANCING	SM 4	Total Amount of Premium Collection (Direct Contributors)	Actual Accomplishment	10.0%	(Actual / Target) x Weight	77.86% collection efficiency rate (CER) (₱76.881 Billion / ₱98.741 Billion)	Unverifiable	Unverifiable	36.18% CER	≥ 95% CER (Direct Contributors)	₱170.87 Billion (Direct Contributors)

² 2021 - 221,620 FPEs; 2022 - 956,843 FPEs; 2023 - 1,941,846 FPEs.

COMPONENT					BASELINE DATA				TARGET	
	OBJECTIVE / MEASURE	FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024
SO 3	Maintain an Active Risk Pool through Strategic Purchasing									
SM 5	Enhanced Benefits (Policies / Guidelines / Processes)	Actual Accomplishment	3.0%	All or Nothing	N/A	N/A	N/A	N/A	N/A	Board Approved Philippine DRG Implementing Guidelines
			2.0%	2% = if published by 31 August 2024 1% = if published between 01 September to 31 December 2024 0% = if published beyond 31 December 2024	N/A	N/A	N/A	N/A	N/A	Publication of Rules on Interim ³ Voluntary Supplemental Premium-Based Health Insurance System for GOCCs ⁴ with the following minimum component: (a) Annual Check Up and/or Executive Check Up

³ Pending finalization and roll-out of PhilHealth Plus.
⁴ Pursuant to PART IX OF COMPENSATION AND POSITION CLASSIFICATION SYSTEM (CPCS) FOR THE GOCCs COVERED BY REPUBLIC ACT No. 10149, EXECUTIVE ORDER No. 150, s. 2021 in relation to SECTION 11 OF REPUBLIC ACT No. 11223 ("UNIVERSAL HEALTH CARE ACT").

Component						Baseline Data				Target	
	Objective / Measure		Formula	Weight	Rating System	2019	2020	2021	2022	2023	2024
	SM 6	PhilHealth Percentage (%) Share to Current Health Expenditure (CHE) ⁵	PhilHealth Expenditure / Current Health Expenditure	3.0%	(Actual / Target) x Weight	N/A	N/A	N/A	N/A	N/A	17.5%
	SM 7	Manage Administrative Cost Limit	Actual Accomplishment ⁶	0.0%	For monitoring purposes only	N/A	N/A	N/A	N/A	N/A	Less than 7.5%
	Sub-total			18.0%							
Innovation and Growth	SO 4	Transform Human Resource Management with Competency-Based Approach									
	SM 8	Improve Competency of the Organization	Competency Baseline ⁷ 2024 – Competency Baseline 2023	4.5%	All or Nothing	88.68%	Unverifiable	5% decrease in the Competency Level	7% Improvement on the Competency Level of the Organization	Improvement of the competency level of the Organization	Improvement of the competency level of the Organization

⁵ As reported in the annual Philippine National Health Accounts Report of the Philippine Statistics Authority.

⁶ In accordance with the limit provided by SECTION 12 OF REPUBLIC ACT NO. 11223 ("UNIVERSAL HEALTH CARE ACT").

⁷ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A \left(\frac{\text{Actual Competency Level}}{\text{Required Competency Level}} \right)_a}{A} \right]_b}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled.

COMPONENT					BASELINE DATA				TARGET	
OBJECTIVE / MEASURE		FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024
SO 5	Develop Lean and Member-Centric Processes									
SM 9	Implement Quality Management System	Actual Accomplishment	5.0%	All or Nothing	ISO 9001:2015 Public Administration covering the following Processes: Member Coverage Management, Benefit Delivery, Provider Management, Management and Support Processes	ISO 9001:2015 Public Administration covering the following Processes: Member Coverage Management, Benefit Delivery, Provider Management, Management and Support Processes	No ISO Recertification has been made on the Public Administration covering the following Processes: Member Coverage Management, Benefit Delivery, Provider Management, Management and Support Processes	Measure excluded.	Sustain ISO Certification 9001:2015 on the Public Administration covering the following Processes: Member Coverage Management, Benefit Delivery, Provider Management, Management and Support Processes	Sustain ISO Certification 9001:2015 on the Public Administration covering the following Processes: Member Coverage Management, Benefit Delivery, Provider Management, Management and Support Processes
SM 10a	Percentage of Backlog Claims Processed	Number of claims processed from 1995 to 2023 / Total number of received and refiled claims from 1995 to 2023	5.0%	(Actual / Target) x Weight	N/A	N/A	Unverifiable	99.33%	100%	100%
SM 10b	Percentage of Claims Processed within Applicable Time (Claims Received and Refiled for the Current Year)	Number of Claims Processed within Applicable Processing Time / Total Number of	5.0%	(Actual / Target) x Weight	98.15% (8,603,574 / 8,765,932)	Unverifiable	Unverifiable	97.78%	100%	100%



COMPONENT					BASELINE DATA				TARGET	
OBJECTIVE / MEASURE		FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024
		Claims Received and Refiled								
SM 10c	Percentage of Claims Paid within the Applicable Period ⁸	Number of Claims Paid within the Applicable Time / Total Number of Claims for Payment	5.0%	(Actual / Target) x Weight	N/A	N/A	Unverifiable	88.92%	100%	100%
SO 6	Enhance Information System through Enterprise Integration									
SM 11	Identified Projects in the ISSP completed on Time	Actual Accomplishment	5.0%	(Actual / Target) x Weight	N/A	The following are the status of the systems: 1. National Registration System - Completed but not deployed; 2. Eligibility and/or costing system - Deployed; 3. ePCB or eKONSULTA System - Deployed; 4. Accreditation System – Deployed	100%	ERMIS: 24.55% HIS: 40% BIS: 92% NHDR: 100%	100% 1. Enhancement of the following: a. ERMIS b. BIS (Corporate Dashboard & Data warehousing) c. NHDR Model 2. Development of HIS	100% Implementation of ICT Projects based on the DICT-approved ISSP

⁸ Reference period: 01 November 2023 to 31 October 2024.



COMPONENT					BASELINE DATA				TARGET		
OBJECTIVE / MEASURE		FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024	
Sub-total			29.5%								
STRONG CORPORATE GOVERNANCE	SO 7	Manage transitions and mind-set shifts with leadership and accountability									
	SM 12	Budget Utilization Rate (BUR)									
	SM 12a	Obligations Utilization Rate	Total Obligations / Board-approved COB (both net of Personnel Service (PS) Cost and Benefit/Claim Payments)	2.5%	(Actual / Target) x Weight	N/A	N/A	N/A	54.01%	100%	90%
	SM 12b	Disbursements Utilization Rate	Total Disbursements / Total Obligations (both net of PS Cost and Benefit/Claim Payments)	2.5%	(Actual / Target) x Weight	N/A	N/A	N/A	56.71%	N/A	90%
	SM 12c		Total Disbursements / Board-approved COB (both net of PS Cost and Benefit/Claim Payments)	2.5%	(Actual / Target) x Weight	N/A	N/A	39.65%	30.63%	N/A	90%
	SM 13	Benefit Payment Budget Utilization Rate	Total Benefits Paid / Total Amount of Claims for Payment (both net of return-to-hospital (RTH) and denied claims)	2.5%	(Actual/ Target) x Weight	N/A	N/A	N/A	N/A	N/A	100% ⁹

⁹ Reference period: 01 November 2023 to 31 October 2024.

COMPONENT					BASELINE DATA				TARGET	
OBJECTIVE / MEASURE		FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024
SO 8	Strengthen Policy Enforcement and Evidence-Informed Decision-Making									
SM 14	Percentage of Red Flagged Providers Investigated	Number of Red Flagged Providers Investigated / Total Number of Red Flagged Providers (FFIED and PROs)	5.0%	(Actual / Target) x Weight	Failed to present consistent and accurate data and to implement efficient document handling and monitoring system	Unverifiable	Unverifiable	Backlog Cases: 409 out of 679 = 60.24% > 50% Current Cases: 218 out of 341 = 63.93% > 25%	30% from backlog cases received from October 2022 and earlier; 10% from current cases received from November 2022 to October 2023	25% from backlog cases received from October 2023 and earlier; 15% from current cases received from November 2023 to October 2024
SM 15	Percentage of Cases Disposed - Prosecution	Number of Cases Disposed (Resolved or Filed with Charges) / Total Number of Cases	5.0%	(Actual / Target) x Weight		Unverifiable	33.41% (Backlog cases)	Backlog cases: 6,657 out of 20,256 = 32.85% < 50%	20% from backlog cases received from October 2022 and earlier; 10% from current cases received from November 2022 to October 2023	25% from backlog cases received from October 2023 and earlier; 15% from current cases received from November 2023 to October 2024
SM 16	Percentage of Cases with Decisions - Arbitration	Number of Cases Disposed (Resolved or Filed with Charges) / Total Number of Cases	5.0%	(Actual / Target) x Weight			20.18% (Current cases)	Current cases: 2,711 out of 14,755 = 18.37% < 25%	20% from backlog cases received from October 2022 and earlier; 10% from current cases received from November 2022 to October 2023	25% from backlog cases received from October 2023 and earlier; 15% from current cases received from November 2023 to October 2024

COMPONENT					BASELINE DATA				TARGET	
	OBJECTIVE / MEASURE	FORMULA	WEIGHT	RATING SYSTEM	2019	2020	2021	2022	2023	2024
	Sub-total		25.0%							
	TOTAL		100.0%							

For GCG:


HON. MARIUS P. CORPUS
Chairperson

For PhilHealth:


HON. EMMANUEL R. LEDESMA, JR.
President and Chief Executive Officer