

LifeWays Provider Network Fingerprint Report

2011

The LifeWays Provider Network Fingerprint Report is published annually to provide all stakeholders with a comprehensive report on the performance of the LifeWays Provider Network to ensure a quality system of care.

4-Year Reporting Period:
October 1, 2007 - September 30, 2011

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Purpose:

The purpose of the LifeWays Provider Network Fingerprint Report is to: 1) provide performance data on the individual organization/practitioner and network-wide level to assess the quality of the LifeWays Provider Network, 2) offer service providers within the LifeWays Provider Network a comprehensive report on the various data elements that are collected by LifeWays, 3) allow for comparison between similar providers or service types for self-identification of quality improvement opportunities, 4) when possible, benchmark service outcomes against internal, state, or national standards of performance, 5) provide meaningful data to assist current and future consumers in making a choice of service provider, and 6) provide meaningful data to all stakeholders within the Jackson County and Hillsdale County service area.

The Provider Network Fingerprint Report was originally developed with a goal to create transparency by providing a report that would summarize performance data that may have previously been reported through various sources. It has since evolved to be viewed as a comprehensive document that summarizes the quality of the LifeWays Provider Network as a whole, and opportunities for improvement are viewed on this larger network-wide scale. This report is not intended to focus on individual performance nor involve a plan of correction for service providers when performance is below threshold. This report will be compiled annually and as future data is collected and trended, celebrations and improvement opportunities will be included. The Fiscal Year 2008 report will serve as the baseline report; therefore no analysis can be conducted at this time. Our goal is to help our stakeholders stay informed by supplying our providers with a wide array of information to be used within their quality management program and our consumers with the information they need to make treatment decisions to achieve desired outcomes.

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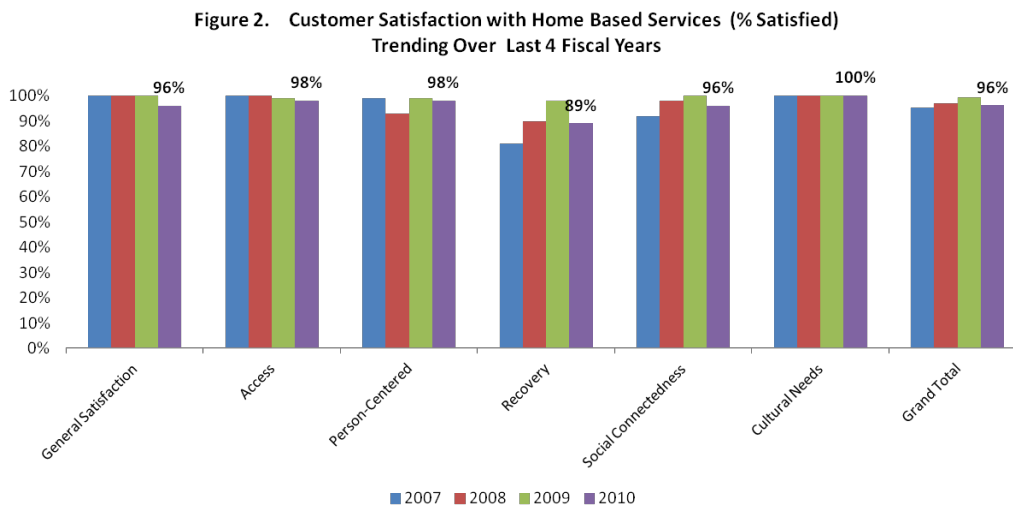
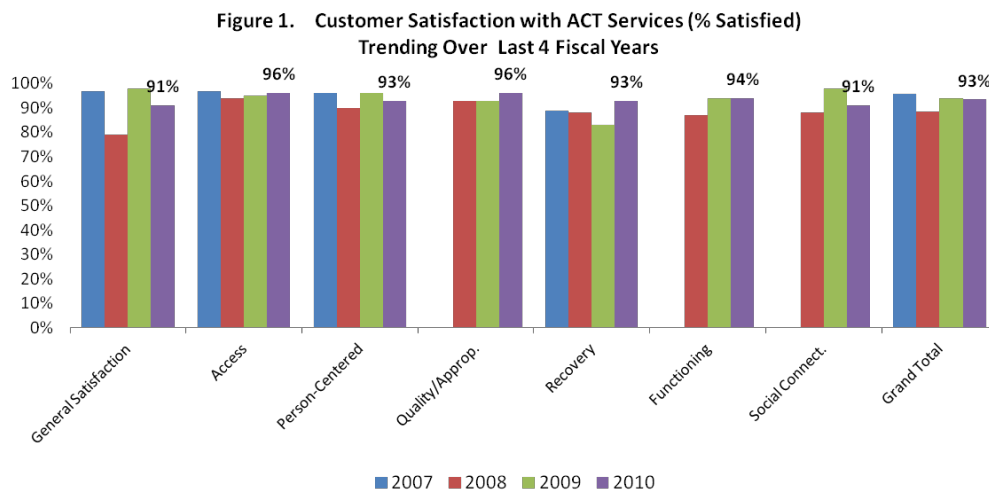
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A. Customer Satisfaction Surveys

MDCH MHSIP & YSS Surveys: Each year the LifeWays Provider Network completed the annual customer satisfaction survey required by Michigan Department of Community Health (MDCH). MDCH provides the survey tools, the process to use for surveying, and the service types to be surveyed. In FYs 2008 through 2011, MDCH chose Assertive Community Treatment (ACT) and Home Based (HB) services to provide the opportunity to compare results to previous years.

The results of this annual survey process are compiled by MDCH to represent the satisfaction of adults and children in the state of Michigan receiving public mental health services, and are reported within the federal-level Substance Abuse & Mental Health Services Administration (SAMHSA) National Outcome Measures Report (NOMS) as the “percentage of adult mental health consumers and families of children/adolescent mental health recipients reporting positive outcomes from care.”¹

Figures 1 and 2. Represents the results of the surveys from the last 4 fiscal years for ACT and Home Based services in comparison. The 2011 surveys are currently being conducted at the time of this report (October 2011).



Note: If a data bar is missing, this area was not evaluated, as new questions were added by MDCH in FY 2008.

¹ SAMHSA, U.S. Dept of Health and Human Services, National Outcome Measures Report: <http://nationaloutcomemeasures.samhsa.gov/>

Table 1. Provides the percent satisfaction for each subscale category that was mutually evaluated for the Home Based provider agencies surveyed.

Table 1.		Home Based							
Customer Satisfaction Subscale by Provider Agency		Highfields	Integro	Highfields	Integro	Highfields	Integro	Highfields	Integro
Fiscal Year		2007		2008		2009		2010	
General Satisfaction		100%	100%	100%	100%	100%	100%	94%	100%
PCP		97%	98%	98%	86%	100%	98%	97%	100%
Access		100%	100%	100%	100%	97%	100%	98%	100%
Cultural Needs		*	*	*	*	100%	100%	100%	100%
Recovery		86%	79%	89%	91%	97%	99%	89%	89%
Social Connectedness		86%	96%	98%	98%	100%	100%	95%	97%
Grand Total		94%	95%	97%	95%	99%	100%	95%	98%

**Not assessed*

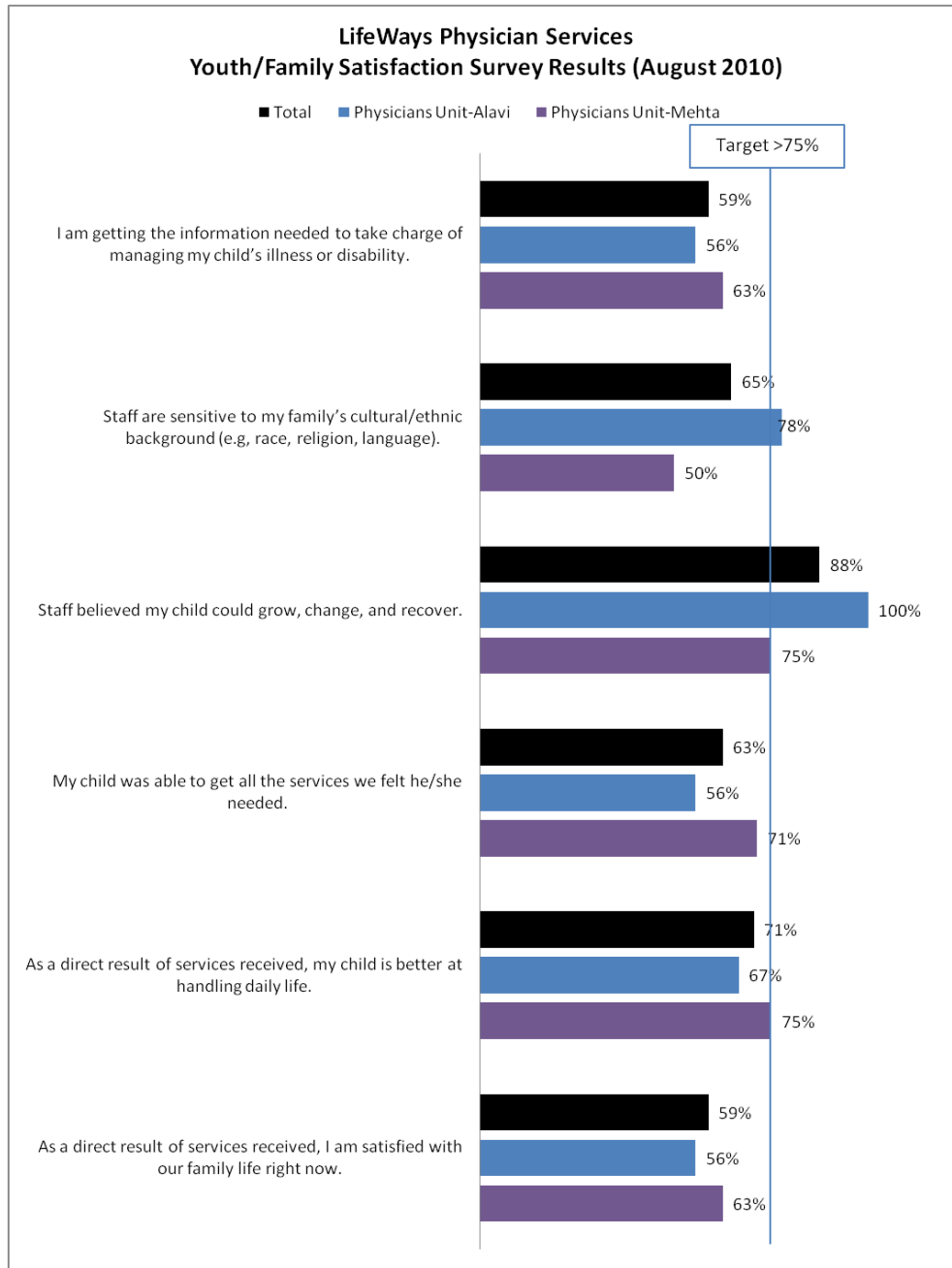
Table 2. Provides the percent satisfaction for each subscale category that was mutually evaluated for the ACT provider agencies surveyed.

Table 2.		ACT							
Customer Satisfaction Subscale by Provider Agency		Recovery Technology	Segue	Recovery Technology	Segue	Recovery Technology	Segue	Recovery Technology	Segue
Fiscal Year		2007	2007	2008	2008	2009	2009	2010	2010
General Satisfaction		100%	95%	95%	66%	97%	98%	99%	88%
Access		100%	95%	96%	92%	93%	97%	100%	94%
Quality/Appropriateness		*	*	*	*	89%	96%	100%	94%
Participated in Treatment Plan		98%	94%	100%	82%	94%	97%	100%	90%
Recovery		95%	85%	88%	88%	87%	78%	93%	93%
Functioning		*	*	*	*	92%	95%	97%	92%
Social Connectedness		100%	100%	92%	85%	97%	98%	94%	90%
Grand Total		99%	94%	94%	83%	93%	94%	98%	92%

**Not assessed*

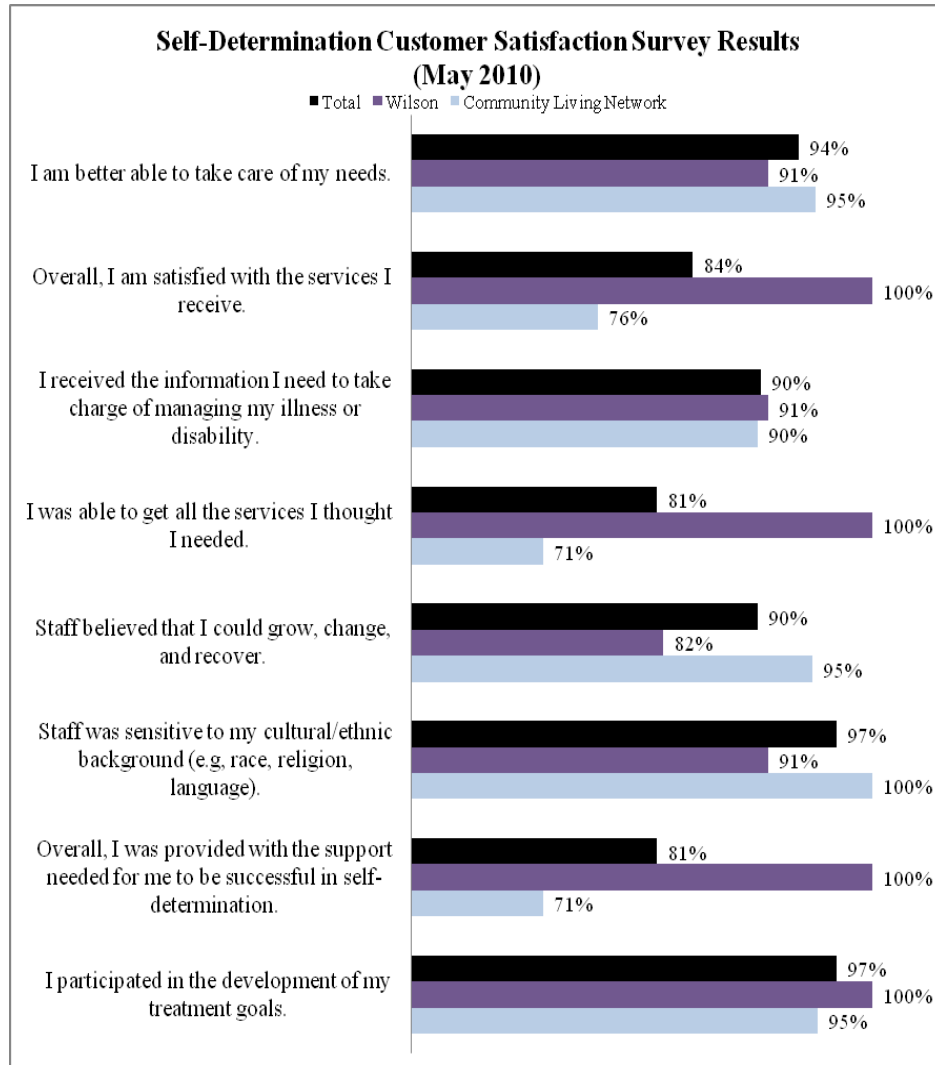
LifeWays Physicians Unit – Youth Services: In August 2010, the Quality Management Team conducted a satisfaction survey for youth receives services from the Physicians Unit. The response rate was low at 13%, or 17 of 132 surveys returned. The results were reviewed with the serving psychiatrists and quality improvement activities were implemented to improve services.

Figure 3. Represents the results of the August 2010 LifeWays Physician Services Youth/Family Satisfaction Surveys.



Self-Determination: In May 2010, the Quality Management Team conducted satisfaction survey for consumers receiving services through a self-determined arrangement. The response rate was 27.1%, or 32 or 118 surveys returned. The Self-Determination Quality Improvement Team reviewed the results and implemented necessary changes to improve the quality of services provided.

Figure 4. Represents the results of the May 2010 LifeWays Self-Determination Satisfaction Surveys.



B. Provider Satisfaction Surveys

LifeWays conducts an annual Provider Satisfaction Surveys to allow our customers the opportunity to evaluate the administrative services that are provided by LifeWays. The results are compiled and provided to LifeWays staff and Leadership to celebrate achievements and take actions to improve.

Figure 5. Represents the results of the 2010 and 2011 Provider Satisfaction Survey results by provider type.

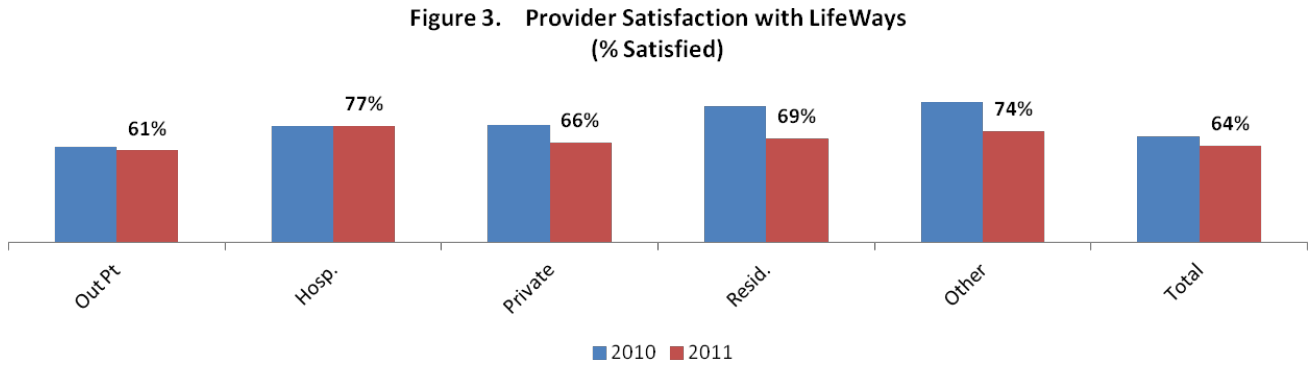
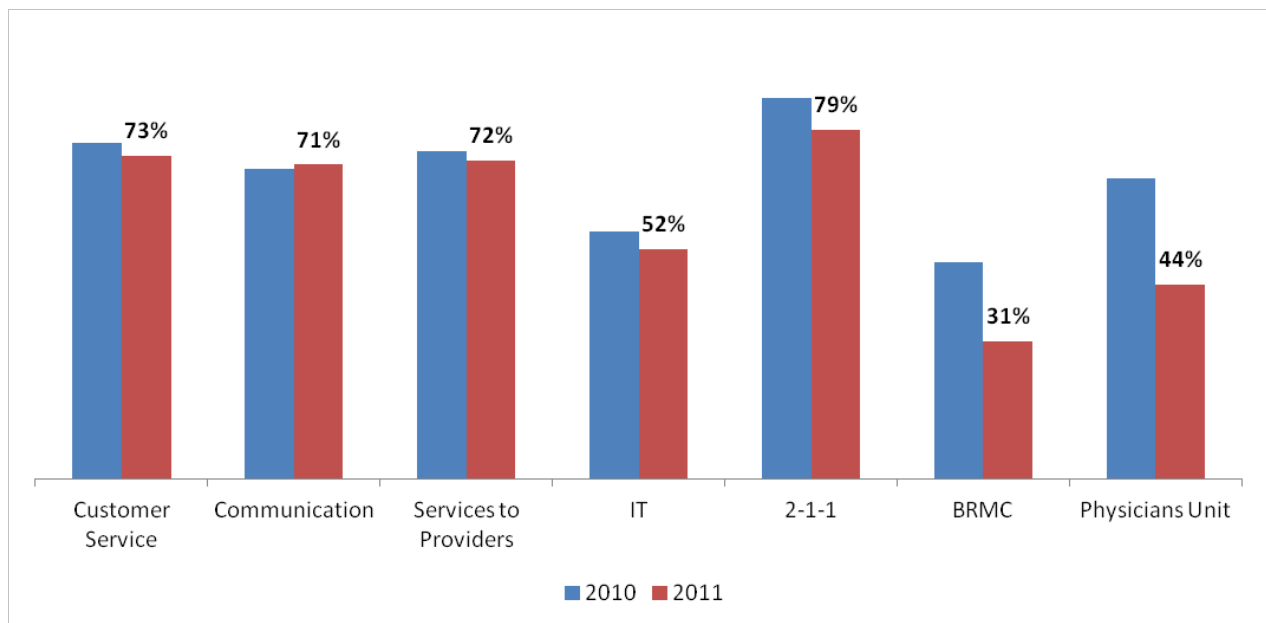


Figure 6. Represents the results of the 2010 and 2011 Provider Satisfaction Survey results by category.



C. Medicaid Fair Hearing Activity

LifeWays has a local grievance and appeal process by which consumers may seek reconsideration of service authorization decisions through Customer Services. Additionally, the Medicaid Fair Hearing process is available to Medicaid beneficiaries. A consumer may appeal a LifeWays authorization decision locally before requesting a Fair Hearing, may request a Fair Hearing simultaneous to the local appeal process or may bypass the local appeal process and request a Medicaid Fair Hearing. The Fair Hearing process is a continuation of the person-centered process, with LifeWays staff working collaboratively with consumers/guardians and their providers and offering education as necessary to facilitate process improvement. Every effort is made to resolve disputes prior to the scheduled hearing date in a manner satisfactory to the consumer, following principles of person-centered planning and medical necessity criteria as defined by Medicaid, which may result in a fair hearing request being withdrawn by the consumer.

Table 3. Indicates the types of services that were involved in a fair hearing request over the last 4 fiscal years.

Table 3. Involved Services	FY 2008	FY 2009	FY 2010	FY 2011	Sum	% of Sum
Community Living Supports (CLS)	13	1	4	2	20	24%
Skill Building	19	0	0	0	19	22%
Case Management	4	2	1	3	10	12%
Individual Therapy	7	1	1	0	9	11%
Assertive Community Treatment (ACT)	4	1	1	0	6	7%
Respite	5	0	0	0	5	6%
Dialectical Behavior Therapy	3	1	0	0	4	5%
Personal Care	0	2	1	0	3	4%
Psychiatric (Medication)	2	0	0	1	3	4%
Private Duty Nursing	2	0	0	0	2	2%
Homebased	1	0	1	0	2	2%
Occupational Therapy	1	0	0	0	1	1%
Assess/Intake	1	0	0	0	1	1%
TOTAL	62	8	9	6	85	

Table 4. Indicates the providers that were involved in a fair hearing request in FY 2008.

Table 4. Involved Providers	FY 2008	FY 2009	FY 2010	FY 2011	Sum	% of Sum
Lifespan	19	0	1	0	20	26%
Recovery Technology	9	1	2	2	14	18%
Hope Network	7	2	1	3	13	17%
CAPS *Self-Determination	4	0	0	0	4	5%
Segue	3	1	0	0	4	5%
Consumer Services	3	0	1	0	4	5%
Friends Who Care	2	0	0	0	2	3%
LifeWays Physician Services	2	0	0	0	2	3%
Integro	1	0	0	1	2	3%
Serving Hope & Integrity *Self-Determination	1	0	1	0	2	3%
Vanderwalker, Michael LMSW ACSW						
CAAC	1	1	0	0	2	3%

Christ Centered Homes	0	0	1	0	1	1%
Dove Counseling	1	0	0	0	1	1%
Highfields	0	0	1	0	1	1%
Susan Honeck (Self-Determination)	1	0	0	0	1	1%
Peter May	0	1	0	0	1	1%
Renaissance Community Homes	0	1	0	0	1	1%
Rice Manor AFC	0	1	0	0	1	1%
Twin Maples	0	0	1	0	1	1%
TOTAL	54	8	9	6	77	

Table 5. Indicates the action that was taken by LifeWays in response to the fair hearing requests in FY 2008, which includes action taken before and after a case is presented to the Administrative Law Judge (ALJ).

Table 5. LifeWays Action Taken	FY 2008	FY 2009	FY 2010	FY 2011	Sum	% of Sum
Provider Education	26	1	2	3	32	31%
LifeWays Reversed Denial	25	2	3	1	31	30%
Consumer Education	13	5	4	4	26	25%
RR Complaint	5	0	0	0	5	5%
Corporate Compliance Complaint	4	0	0	0	4	4%
Coordination of Services	2	0	0	0	2	2%
LifeWays Process Improvement	1	0	0	0	1	1%
UM Care Management	1	0	0	1	2	2%
TOTAL	77	8	9	9	103	

Table 6. Provides the total number of fair hearing requests in the period and indicates the final disposition.

Table 6. Disposition	FY 2008	FY 2009	FY 2010	FY 2011	Sum	% of Sum
Withdrawn	36	2	4	1	43	57%
Affirmed	14	2	1	0	17	22%
Dismissed	2	3	1	3	9	12%
Reversed	1	1	3	1	6	8%
Pending	0	0	0	1	1	1%
TOTAL	53	8	9	6	76	

D. Billing Verification Reviews – Verification of Delivery of Medicaid Services

LifeWays conducts Billing Verification Reviews at least annually for all service providers. A Billing Verification Review includes a sampling of all services provided and all populations served and are intended to verify and confirm the appropriateness of Medicaid reimbursed services by assessing for adherence to LifeWays standards and Medicaid regulations through appropriate claim submission and reimbursement procedures. Overall, the Provider Network averaged 91% compliance.

Table 7. Represents the results of the Billing Verification Reviews conducted for the network’s Independent Practitioners over the last 4 fiscal years. If more than 1 review was conducted for a provider in the fiscal year the average is reported.

Table 7. Independent Practitioners	FY 2008	FY 2009	FY 2010	FY 2011	Average
Beals, Rosemary MA LPC				85%	85%
Vanderwalker, Michael LMSW ACSW CAAC			89%	79%	84%
Zdanowitz, Pauline MA LPC	100%			33%	67%
NETWORK AVERAGE	100%	n/a	89%	66%	85%

Table 8. Represents the results of the Billing Verification Reviews conducted for the network’s Residential Service Providers over the last 4 fiscal years. If more than 1 review was conducted for a provider in the fiscal year the average is reported.

Table 8. Residential Providers	FY 2008	FY 2009	FY 2010	FY 2011	Average
Berlin's CFC	100%	100%	100%	100%	100%
Christ Centered Homes	100%	95%	100%		98%
Community Normalization Homes	79%	99%	100%		93%
Consumer Services	100%		87%	93%	93%
Daugintis-Knauf CFC	100%		100%	100%	100%
Golden Years AFC	100%	100%		86%	95%
Jordon's CFC		100%	100%		100%
LifeSpan...A Community Service	93%	96%	95%	100%	96%
Renaissance Community Homes	100%	93%	100%	100%	98%
Rice Manor AFC	100%		100%	100%	100%
Schweikert's AFC	100%		100%		100%
Twin Maples AFC	100%	100%	100%	100%	100%
NETWORK AVERAGE	97%	98%	98%	97%	98%

Table 9. Represents the results of the Billing Verification Reviews conducted for the network’s Outpatient Organizations over the last 4 fiscal years. If more than 1 review was conducted for a provider in the fiscal year the average is reported.

Table 9. Outpatient Organizations	FY 2008	FY 2009	FY 2010	FY 2011	Average
A.R.E.	90%				90%
Advanced Care Pharmacy	100%	100%	100%		100%
Catholic Charities of Jackson			100%	65%	83%
Consumer Services	100%		87%	93%	93%
Family Service & Children's Aid			53%	77%	65%
Friends Who Care	100%		100%		100%
Highfields	93%		93%	98%	95%
Hope Network Southeast	76%	100%	89%	84%	87%

Integro	100%	97%		99%	99%
Jackson County Department on Aging	100%	100%	100%	100%	100%
Key Opportunities		80%	100%	95%	92%
LifeSpan...A Community Service	93%	96%	95%	100%	96%
McCullough, Vargas, & Associates	100%		70%	33%	68%
New Passages	97%	94%	100%		97%
Recovery Technology	100%		96%	98%	98%
Segue	81%	98%	100%	98%	94%
NETWORK AVERAGE	95%	96%	92%	87%	91%

E. Certification Reviews – Verification of Compliance with Standards

LifeWays conducts Certification Reviews every two (2) years for all service providers. The purpose of the Certification Review is to assess for compliance with the LifeWays Standards and Best Practice Guidelines and to provide assistance and support in meeting such standards. Overall, the Provider Network averaged 84% compliance.

Table 10. Represents the overall average score for each category assessed within the Certification Review for the network's Independent Practitioners over the last 4 years.

Table 10. Independent Practitioners	Accreditation	Risk Management	Training & Credentialing	CAP for Program Standards / MDCH Site Review	Quality Improvement	Clinical Record Requirements	Care Coordination / Discharge Planning	Average
Beals, Rosemary		40%	20%			75%	33%	42%
Vanderwalker, Michael		50%	67%			70%	100%	72%
Zdanowitz, Pauline		83%				80%	66%	76%
NETWORK AVERAGE	n/a	58%	44%	n/a	n/a	75%	66%	63%

Table 11. Represents the overall average score for each category assessed within the Certification Review for the network's Residential Service Providers over the last 4 years.

Table 11. Residential Providers	Accreditation	Risk Management	Training & Credentialing	CAP for Program Standards / MDCH Site Review	Quality Improvement	Clinical Record Requirements	Care Coordination / Discharge Planning	Average
Allegiance Health	50%	90%	78%		100%	64%	100%	80%
Christ Centered Homes	100%	83%	96%		80%	100%	100%	93%
Community Normalization Homes	100%	96%	100%		80%	100%	100%	96%
Consumer Services	100%	83%	68%		70%	91%	83%	83%
Golden Years AFC	100%	50%	83%		75%	86%	100%	82%
Renaissance Community Homes, Inc.	100%	100%	86%		88%	100%	100%	96%
Rice Manor AFC	100%	80%	100%		100%	100%	100%	97%
Schweikert's AFC		100%	100%		100%	69%	100%	94%
Twin Maples AFC	100%	100%	56%		88%	66%	100%	85%
NETWORK AVERAGE	94%	87%	85%	n/a	87%	86%	98%	90%

Table 12. Represents the overall average score for each category assessed within the Certification Review for the network's Outpatient Organizations over the last 4 years.

Table 12. Outpatient Organizations	Accreditation	Risk Management	Training & Credentialing	CAP for Program Standards / MDCH Site Review	Quality Improvement	Clinical Record Requirements	Care Coordination / Discharge Planning	Average
A.R.E.		100%	100%		65%		100%	91%
Catholic Charities of Jackson	100%	60%	72%		63%	77%	50%	70%
Consumer Services	100%	83%	68%		70%	91%	83%	83%
Family Service & Children's Aid	100%	50%	78%			68%	100%	79%
Friends Who Care	100%	100%	95%		50%	100%	100%	91%
Highfields	100%	88%	85%		75%	98%	100%	91%
Hope Network Southeast	100%	75%	81%		100%	89%	100%	91%
Integro	100%	100%	88%		100%	88%	100%	96%
Jackson County Department on Aging		100%	32%		100%		100%	83%
McCullough, Vargas, & Associates	100%	100%	93%		100%	89%	100%	97%
NETWORK AVERAGE	100%	86%	79%	n/a	80%	88%	93%	87%

Note: If a provider is not listed, they are most likely an exclusion from the certification review requirements (i.e. hospitals or children's foster care homes), OR the provider has not been reviewed under the new Certification Tool implemented in October 2009.

F. Residential Reviews – Verification of Compliance with Specialized Residential Setting Standards

LifeWays conducts Residential Reviews annually for all residential providers that serve consumers in a specialized or general residential setting. The review assesses for compliance with LifeWays Standards and Best Practice Guidelines, such as medical record documentation, person-centered planning, quality of life, environment of care, dietary needs, and recipient rights. Overall, the Provider Network averaged 96% compliance in FY 2011.

Table 13. Represents the overall score for Residential Reviews conducted on the network’s Residential Providers over the last 4 years.

Table 13. Residential Review Scores	FY 2008	FY 2009	FY 2010	FY 2011	Average
Allegiance Crisis Home			87%	92%	90%
Christ Centered Homes	97%	97%	98%	98%	97%
Community Normalization Homes	94%	98%	97%	99%	97%
Consumer Services	96%	99%	98%	98%	98%
Golden Years AFC	99%	99%		92%	97%
LifeSpan...A Community Service	94%	99%	99%	99%	98%
Renaissance Community Homes	98%	99%	100%	100%	99%
Rice Manor AFC	94%	98%	95%	88%	94%
Schweikert’s AFC	91%	91%	91%	99%	93%
Twin Maples AFC	92%			97%	95%
NETWORK AVERAGE	95%	98%	96%	96%	96%

G. Performance Indicators – MIMBPIS

LifeWays monitors numerous performance indicators within the quality management program, but for the purposes of the Provider Network Fingerprint Report, only those mandated by the Michigan Department of Community Health (MDCH) will be reported. The Performance Indicators within the Michigan Mission Based Performance Indicator System (MIMBPIS)² are established by the MDCH Quality Improvement Council (QIC) to measure Access, Adequacy and Appropriateness, Efficiency, and Outcomes of the Pre-Paid Inpatient Health Providers (PIHPs) and Community Mental Health Service Providers (CMHSPs).

Table 14. Represents the results for the MIMBPIS performance indicators from the last 4 fiscal years.

Table 14. Michigan Mission Based Performance Indicator System Results					
ACCESS DOMAIN:					
<i>Definition of access: The ease with which care can be initiated and maintained.</i>					
		FY 2008	FY 2009	FY 2010	FY 2011
Indicator 1.	95% of children and adults receiving a pre-admission screening for psychiatric inpatient care for whom the disposition was completed within three hours.	Children 98.7% Adults 99.4%	Children 100% Adults 100%	Children 98% Adults 100%	Children 95% Adults 98%
Indicator 2.	95% of new persons receiving a face-to-face assessment with a professional within 14 calendar days of a non-emergency request for service.	99.2%	96%	81%	85%
Indicator 3.	95% of new persons starting any needed on-going service within 14 days of a non-emergent assessment with a professional.	98.5%	98%	97%	90%
Indicator 4a.	95% of discharges from a psychiatric inpatient unit who are seen for follow-up care within seven days.	Children 100% Adults 99%	Children 100% Adults 100%	Children 100% Adults 100%	Children 90% Adults 98%
Indicator 4b.	95% of discharges from a substance abuse detox unit who are seen for follow-up care within seven days.	100%	100%	100%	95%
Indicator 5.	The percent of Medicaid recipients having received PIHP managed services. (Medicaid Penetration Rate)	5.8%	3.5%	6.8%	6.2%
Indicator 6.	The percent of face-to-face assessment with professionals that result in decisions to deny CMHSP services.	6.3%	1.7%	2.5%	3.0%
Indicator 7.	The percent of persons who received a mental health served as a result of a second opinion when initially denied services.	0.0%	0.0%	0.0%	33% *1/1 cases in Q2

² Michigan Department of Community Health Michigan Mission Based Performance Indicator System Version 6.0:
http://www.michigan.gov/documents/mdch/PI_instructions_Codebooks_Rev_3_3_2009_269162_7.doc

ADEQUACY/APPROPRIATENESS DOMAIN*Definition of adequacy: the provision of the right services, in the right amounts, for the right duration of time, given the current state of knowledge*

Indicator 8.	95% of Habilitation Supports Waiver (HSW) enrollees during the quarter with encounters in data warehouse who are receiving at least one HSW service per month other than supports coordination.	93.9%	86.5%	69.1%	80.8%
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OUTCOMES DOMAIN*Definition of outcomes: changes in a consumer's current or future health status, level of functioning, quality of life, or satisfaction that can be attributed to the care provided*

Indicator 8.	<15% of children and adults readmitted to an inpatient psychiatric unit within 30 days of discharge.	Children 12.6%	Children 8%	Children 7%	Children 8%
		Adults 14.4%	Adults 14%	Adults 11%	Adults 13%

H. Service Provider Activity – Number of Consumers Served

Table 15. Represents the total number of consumers served by provider; the number served includes all consumers, current and discharged.

Table 15. Number of Persons Served by Provider	2008	% of Total	2009	% of Total	2010	% of Total	2011	% of Total
Network Total Served (Unduplicated)	8369		7518		6524		6057	
LifeWays Physicians Unit	2016	24.09%	2315	30.79%	2353	36.07%	2382	39.33%
Consumer Services	3539	42.29%	2949	39.23%	2816	43.16%	1626	26.84%
Integro	1629	19.46%	1541	20.50%	1715	26.29%	1613	26.63%
Recovery Technology	1050	12.55%	1159	15.42%	1210	18.55%	1287	21.25%
Allegiance Health	1450	17.33%	1209	16.08%	1364	20.91%	1126	18.59%
LifeWays Access		0.00%		0.00%		0.00%	1048	17.30%
Advanced Care Pharmacy	821	9.81%	725	9.64%	679	10.41%	641	10.58%
Hope Network	578	6.91%	542	7.21%	533	8.17%	603	9.96%
Highfields	94	1.12%	147	1.96%	442	6.77%	441	7.28%
LifeSpan...A Community Service	284	3.39%	283	3.76%	308	4.72%	324	5.35%
Segue	341	4.07%	343	4.56%	311	4.77%	306	5.05%
New Passages	85	1.02%	76	1.01%	75	1.15%	156	2.58%
Hillsdale Community Health Center	497	5.94%	462	6.15%	218	3.34%	149	2.46%
GT Financial Services, Inc.		0.00%		0.00%	113	1.73%	135	2.23%
Hillsdale Probate Court		0.00%		0.00%	56	0.86%	88	1.45%
Christ Centered Homes	81	0.97%	78	1.04%	72	1.10%	74	1.22%
Catholic Charities of Jackson, Lenawee & Hillsdale	187	2.23%	149	1.98%	84	1.29%	66	1.09%
Jackson County Department on Aging	97	1.16%	77	1.02%	58	0.89%	49	0.81%
Community Normalization Homes	54	0.65%	54	0.72%	48	0.74%	47	0.78%
LifeSpan...Community Respite Center	71	0.85%	60	0.80%	41	0.63%	46	0.76%
Training and Treatment Innovations		0.00%	3	0.04%		0.00%	46	0.76%
Renaissance Community Homes	38	0.45%	35	0.47%	37	0.57%	41	0.68%
A.R.E.		0.00%		0.00%	29	0.44%	40	0.66%
Allegiance Health - Outpatient	58	0.69%	63	0.84%	51	0.78%	38	0.63%
Key Opportunities, Inc.		0.00%	14	0.19%	19	0.29%	35	0.58%
Vanderwalker, Michael LMSW	18	0.22%	29	0.39%	25	0.38%	25	0.41%
Beals, Rosemary MA LPC	7	0.08%	8	0.11%		0.00%	19	0.31%
Family Service & Children's Aid	15	0.18%	26	0.35%	36	0.55%	18	0.30%
Rice Manor AFC	15	0.18%	16	0.21%	16	0.25%	18	0.30%
Twin Maples AFC	12	0.14%	12	0.16%	13	0.20%	13	0.21%
Golden Years AFC	5	0.06%	5	0.07%	6	0.09%	10	0.17%
Zdanowitz, Pauline MA LPC	3	0.04%	7	0.09%	7	0.11%	8	0.13%
Knauf's CFC	6	0.07%	5	0.07%	5	0.08%	7	0.12%
Schweikert's AFC	4	0.05%	4	0.05%	4	0.06%	4	0.07%
McCullough, Vargas & Associates	6	0.07%	4	0.05%	3	0.05%	3	0.05%
Berlin's Children's Foster Care	3	0.04%	2	0.03%	2	0.03%	3	0.05%
Friends Who Care	3	0.04%	3	0.04%	3	0.05%	2	0.03%
Jordon's Children Foster Care	2	0.02%	2	0.03%	2	0.03%	2	0.03%

[End]