

Provider Impact on Placement Outcomes
Center for State Child Welfare Data
Chapin Hall at the University of Chicago

Executive Summary

This report describes provider effects on permanency outcomes for children placed in out-of-home care. For purposes of this analysis, we measured permanency as the likelihood of exit from out-of-home care through either reunification, adoption, exit to relatives, or guardianship.

Measuring provider effects gauges whether the provider with which a child is placed influences placement outcomes. This approach isolates the effects of providers from other factors that can also influence placement outcomes such as child characteristics, placement/provider type, length of stay, and county practices.

The analysis reveals that 31 out of 188 providers had statistically significant effects on permanency. Obviously, a child's clinical differences, a county's policies and practices, and other unmeasured random factors (i.e., family environment) also have an impact on that child's likelihood of exiting out-of-home care. However, even after accounting for these measured and unmeasured factors, the analysis shows that providers are still to some extent responsible for permanency exits. Also, as a source of variation, provider variation is a larger source than variation due to the county. Out of those 31 providers, 21 providers performed above their expected outcome and 10 providers performed below their expected outcome. All else being equal, when a given child is placed, his or her probability to exit is affected by provider specific contributions.

Overview of the Analysis

In response to the request made by the Wisconsin Department of Children and Families (DCF), this report describes findings related to provider impact on outcomes for children placed in out-of-home care using the data provided by DCF. This research dealt with the question of whether and how many providers have an impact on child placement outcomes even after other factors that also influence placement outcomes have been controlled.

For the provider impact analysis, we examined the impact of Child Placing, Group Home, and Residential Care providers. The problem at hand is common to county administered systems that

rely on the private sector to provide placement services to public sector child welfare agencies. The efforts of the private providers are to some extent tied to the counties they serve. When counties work with multiple providers, how well a county manages to meet expectations set by the state is dependent on how well the private sector does its job.

To measure provider effects on placement outcomes, children placed in out-of-home care were the unit of analysis. The focus of the study was length of stay and permanency. Four permanency exits (i.e., reunification, adoptions, exit to relatives, and guardianship) were measured and used for the impact analyses¹. The approach taken gauges whether and how many providers have an impact on placement outcomes by comparing average child outcomes achieved by a given provider to the average outcomes of similar providers given differences in the children served and placing county. Therefore, this approach separates the effects of providers from other factors (including child and county differences) that can also influence placement outcomes.

Data and Methodology

The data provided by DCF contains historical data for children who were in out-of-home care from January 1, 2002 through September 30, 2013. Of particular importance, the data track entry into and out of each individual placement. Included in these data are the data needed to affiliate a placement with the provider. From these data, we constructed the complete history of individual placement moves from the first to the last placement in chronological order.

Children whose placement-begin date started from 2002 forward were included in the analyses. The records of some children were dropped from the analysis because they were placed with kin, their placement lasted only one day, their record was missing demographic data, or the data has some inconsistencies and other anomalies. We excluded all shelter care providers and also those providers with less than 15 placements.

For the analysis, we were interested in whether children experienced permanency. Questions of this sort are typically answered using some type of event history model. For this piece of the analysis, we adopted a discrete time hazard model, which is explained further in Appendix 1 to this report. Discrete time hazard models offer a number of advantages over other types of event history techniques. In the Wisconsin context, one important advantage is the fact that discrete

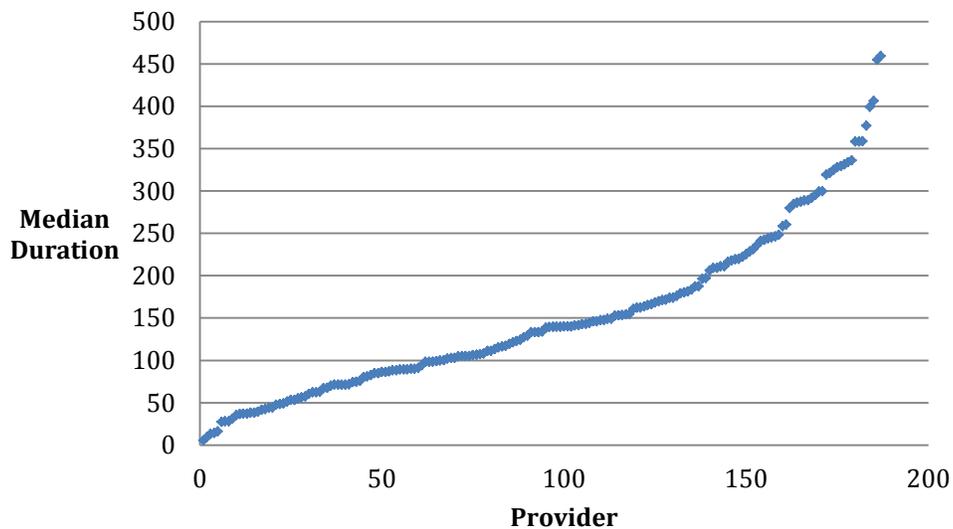
¹ After admission to placement, the child can leave placement for one of several permanency options or for one of several non-permanency options. Permanency options include reunification, adoption, exit to relatives, and guardianship as explained. Non-permanency options include all other exit reasons including transferring to other providers, running away, and aging out.

time models are readily adapted to a multilevel problem. In order to understand the multilevel (hierarchical) problem, the relationship among child, provider, and county was considered. Children are nested within providers and also within counties, just as students are nested within schools. If a child is attached to one provider and the provider is attached to one county, we have a three-level nested (hierarchical) data structure, which is considered a typical multilevel problem. However, in Wisconsin, a provider can contract with multiple counties or one single county. To deal with this more complex multilevel data structure, a cross-classified random effects model was used. More details on a discrete time model and a cross-classified random effects mode are explained in Appendix 1.

Variation in Length of Stay and Outcomes by Provider

Figure 1 and Figure 2 show the median length of stay (which is analogous to the average length of stay) and permanency rate (including reunification, adoptions, exit to relatives, and guardianship exits), respectively.

**Figure 1:
Median Duration by Provider²**

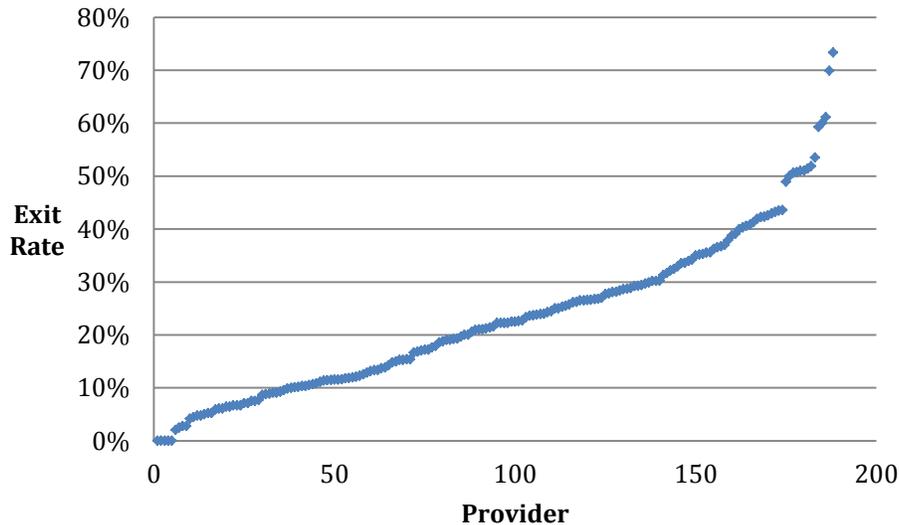


Among the 188 providers (having at least 15 placements), the median duration and permanency exit rates vary widely. For some children, the time spent in their placement setting lasted a month or less, while others were in care for well over a year before they left their placement. Also wide variation on permanency exit rates was also observed. The next question is whether and how

² One outlier (having over 1,000 median duration) were not included in Figure 1.

much the sizable variations by provider occurred due to agency specific performance, which is presented in the following section.

Figure 2:
Permanency Exit Rate by Provider



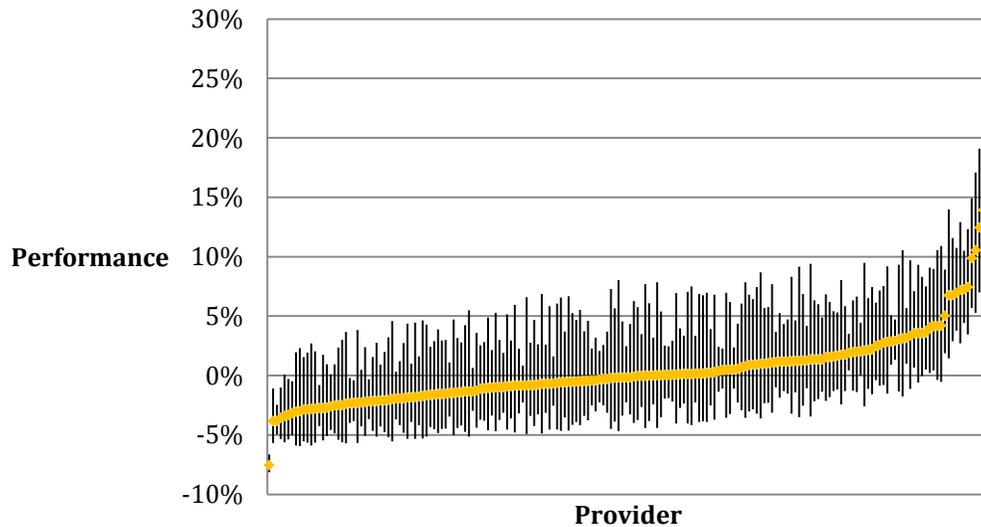
Results

As mentioned, the objective of the analysis is to ascertain whether there is a meaningful impact of providers on placement outcomes even after controlling for child effects (i.e., age, gender, race, etc.) and county effects. Figure 3 illustrates the ascending order of performance by provider. Each observation in the graph represents a single provider, after controlling for these other factors and the nested structure of the data. Conceptually, the results represent the difference between a provider's average permanency rate and the average rate of similar providers (the adjusted average). Because this approach separates the effects of providers from other factors that also influence placement outcomes, we can identify whether providers have an impact on permanency exits.

The vertical lines that pass through each point represent the confidence interval. The confidence interval was included here to acknowledge that there are unknown/unmeasured factors that impact placement outcomes, such as family environment. The analysis adjusts for the measured factors; the confidence interval acts as a safeguard against the influence of unmeasured factors. In cases where the vertical line passes through the y-axis at zero, the data suggest that the provider's permanency rate was not statistically different from the adjusted average. If the line

does not intersect the y-axis at zero, then chances are the observed rate was indeed different from the adjusted average rate³

Figure 3: Provider Performance



From these data, we can conclude that, after controlling for county effects, placement type, the length of stay, and characteristics of the children, there were 31 out of 188 providers with performance that was different than the adjusted average. Therefore, even after accounting for child clinical differences, county differences, and unmeasured random factors, we can still identify 31 providers that show statistically significant effects on placement outcomes. Among the 31 providers, 21 providers had performance that was above the adjusted average; there were 10 providers that were below the adjusted average, which indicates that 21(10) providers did better (worse) than the average outcome of similar providers. Therefore, these results suggest that providers do influence permanency outcomes.

Appendix 2 shows individual provider performance data and the associated confidence intervals (upper bounds and lower bounds show 95% confidence intervals). For interpretation purposes, percentile data were also calculated.

³ The data in the Figures3 are based on multi-level models that account for the nested structure of the data (i.e., children nested within providers and counties). The data presented are the EB estimates and the associated confidence intervals. EB estimates are the level-2 residuals and measure how much the observed rate of exit differs from the statistical average.

**Figure 4:
Provider Performance vs. Exit Rate**

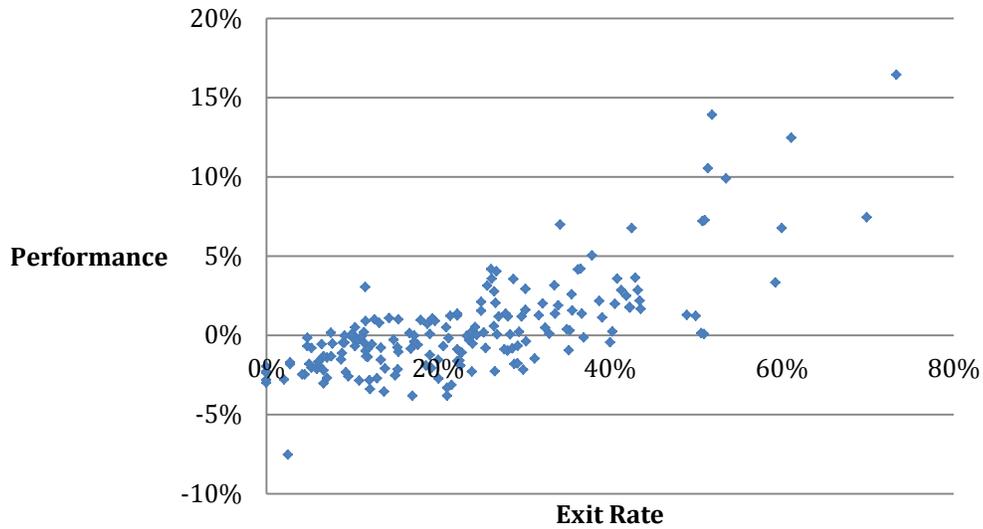


Figure 4 compares adjusted provider performance with the raw provider exit rate. These results point to the importance of using the (adjusted) performance data. Even though there is a strong correlation between the two measures, large variation was observed, especially among providers with high exit rates. For instance, among providers with exit rates of 50 percent, the adjusted performance ranged from 0 percent to 15 percent. Therefore, this comparison suggests that when using placement outcomes (exit rates) one needs to consider the time spent with a provider, the admission of different child groups, and county differences, which were all reflected in the analysis.

**Table 1:
Variance Estimates**

Variance Component	Estimate
Provider	0.171
County	0.139

Finally, the cross-classified random effects model separates provider variance from county variance. Table 1 shows that provider variance is larger than the county variance. Even though counties have an impact on child placement outcomes, the data indicate that, as a source of variation in the experience of children, providers have a somewhat larger impact.

Conclusion

This research dealt with the question of whether and how much providers have an impact on child placement outcomes even after controlling for other factors that also influence placement outcomes. We found that substantial effects on placement outcomes were observed after isolating child differences, county differences, placement type, and random unmeasured factors. Out of 188 providers, 21 providers performed above the average of similar providers and 10 providers performed below the average of similar providers. Also, the size of provider variance was larger than the size of county variance. Therefore, the analysis shows that providers play an important role in contributing to placement outcomes.

Appendix 1: Empirical Strategy

The analysis of provider performance poses two distinct challenges: censoring and clustering/cross-classification. Censoring refers to the fact that some children do not experience the outcome of interest (permanency exit) before the observation period ends. Put another way, children whose case history is censored remain in care even though observation has ended. For this reason, censored observations are considered incomplete. What is known is that censored children have yet to experience the target event.

To deal with the censoring issue, special statistical models, discrete-time hazard models among them, were developed.⁴ To use discrete time hazard models, the data had to be prepared in a particular way. In contrast to Cox proportional hazard models, which use one record per child, discrete time models divide (placement) time into intervals (three-month time intervals for this analysis here), with one record per interval of time through the end of observation. For a given child, there will be N records per child where N is equal to the time between events (i.e., placement and discharge) divided by the interval length plus 1.

The second problem posed by the analysis has to do with the nested/cross-classified structure of the data. In order to understand the cross-classified structure, nested structure should be understood first. Nested structures are sometimes referred to as clustered data. Children are nested within providers in much the same way that children are nested within schools. It is often the case that children within the same provider are more similar to each other than are children placed with other providers. It is also the case that the number of children in each provider differs, which means that providers differ in the amount of information provided. The problem posed here is that providers are not nested within counties, even though children are nested within providers. As a result, children become nested within two different entities - providers and counties. Technically, this becomes a two level model because level 2 is the combination of providers and counties.

The cross-classified random effects model considers three main sources of variation: (1) provider variation (2) county variation, and (3) child variation. The cross-classified discrete-time hazard model that was used appears below:

⁴ Singer, J.D & Willet, J.B. (2003). *Applied Longitudinal Data Analysis: Modeling Change and Event Occurrence*. Oxford University Press, 325-406.

Level 1 (child level):

$$\eta_{ijkt} = \ln(h_{ijkt} / (1 - h_{ijkt})) = \Sigma T_t (\text{Duration}_{ijkt}) + \beta X_{ijk} + \alpha_{jko}$$

Level 2 (provider level and county level):

$$\alpha_{jko} = \mu_{jo} + \mu_{ko}$$

Where μ_{jo} is the random effect for provider j and μ_{ko} is the random effect for county k.

Both are assumed to have a mean of zero and an unknown variance matrix. Each provider's and county's differences were reflected in the model by specifying both provider and county random effects. Thus, the level-2 effect is the sum of provider effects and county effects.

Appendix 2: Provider Data

Provider Name	Median Duration	Percentile	Performance	Upper Bounds	Lower Bounds
A Better Choice	71	32	-0.71%	2.59%	-3.14%
A New Outlook	53	7	-2.70%	0.94%	-5.09%
A Positive Outlook	38	25	-1.13%	2.55%	-3.73%
Adulthood's Path II, LLC	171.5	58	0.90%	6.43%	-2.82%
Akasha Orion Family Services Inc	91	62	1.18%	4.71%	-1.54%
Alpha House Group Home Menominee	84.5	20	-1.48%	1.12%	-3.46%
Alpha House- River Falls	87	73	2.15%	6.52%	-1.12%
Amad's Place	39	10	-2.34%	-0.21%	-3.99%
American Foundation Counseling Inc	287	14	-2.16%	1.55%	-4.65%
Anders Develop and Transition Home LLC	105	81	3.12%	10.56%	-1.77%
Anu Family Services, Inc.	299	46	0.04%	2.51%	-1.94%
Ask Second Chance Home	111	21	-1.34%	5.48%	-5.13%
Badgerland Youth Services Inc.	28	11	-2.31%	-0.39%	-3.84%
Beautiful and Strong Group Home LLC	217.5	64	1.35%	9.40%	-3.46%
Beginnings Group Home	146	65	1.36%	4.87%	-1.36%
Bellas Group Home	90	30	-0.83%	6.59%	-4.93%
Benet Lake Child and Adol Trtmnt Ctr	286	50	0.29%	6.80%	-3.73%
Benevolence First Inc	321	89	4.19%	10.91%	-0.53%
Bockari House Inc.	38	1	-3.83%	-2.45%	-4.94%
Bridges Group Home	102	50	0.16%	6.87%	-3.91%
Brown's Transitional Dev Foundation	206	48	0.07%	6.94%	-4.05%
Butterflies Home for Teen Girls	55	20	-1.47%	4.72%	-5.04%
CAP Services Family Crisis Center	27	4	-2.84%	1.92%	-5.64%
Carmelite Home Inc.	141	89	5.03%	8.91%	1.87%
Changes Group Home	165	71	1.98%	6.33%	-1.27%
Children's Safe House	133	64	1.26%	4.18%	-1.08%
Children's Service Society of Wis	358.5	83	3.14%	5.68%	0.99%
Chileda Institute Inc	459	0	-3.84%	-1.11%	-5.68%
Choices Group Home for Girls	111	17	-1.93%	1.20%	-4.17%
Claretta Simpson House	139	59	1.08%	7.68%	-3.12%
Community Care Programs	454.5	4	-3.16%	-0.49%	-5.04%
Community Care Resources Inc	331	5	-2.74%	-0.80%	-4.25%
Connecting Youth Inc.	140	58	0.94%	7.45%	-3.20%
Cottonwood Group Home LTD	183.5	27	-0.96%	1.91%	-3.14%
Crossroads To Independence Grp Home	57	81	3.03%	9.33%	-1.33%
Crossroads-Marinette Co Group Home	5.5	99	16.44%	24.31%	9.89%
Deland Receiving Home	28	75	2.84%	9.19%	-1.52%

Developing Youth Inc	187	4	-3.01%	2.31%	-5.95%
Eagles Nest Group Home	180	50	0.22%	3.90%	-2.50%
Eau Claire Academy	149	69	1.88%	3.51%	0.43%
Ethan House I	94	65	1.36%	6.00%	-1.99%
Ethan House II	166	37	-0.40%	3.19%	-3.02%
Evolutions Boys Home Inc.	173.5	67	1.74%	8.03%	-2.44%
Eyes Wide Open Seeing Beyond Today	291.5	9	-2.50%	3.01%	-5.61%
Family and Children's Center	152.5	16	-1.93%	0.33%	-3.69%
Family and Children's Center	242	57	0.56%	4.37%	-2.26%
Family Care Specialists Inc.	245	4	-2.87%	1.56%	-5.54%
Family Services	216	60	1.11%	3.67%	-0.99%
Family Works Programs, Inc.	248	41	-0.16%	2.47%	-2.24%
Fannie Wells Group Home	147.5	74	2.57%	7.15%	-0.85%
FCC- Residential Youth Home	153.5	3	-3.40%	0.09%	-5.63%
First Phase Inc Group Home for Girls	88	31	-0.71%	6.85%	-4.88%
First Step Living Center	116	21	-1.35%	4.24%	-4.73%
Foster Care Academy	289	24	-1.27%	3.60%	-4.38%
Fresh Start Family Services	377	86	3.55%	7.11%	0.67%
Friendship House	117	27	-0.89%	2.96%	-3.60%
Genesee Lake School	358	33	-0.68%	1.62%	-2.53%
George P Berman Group Home	98	96	10.53%	17.09%	5.29%
Gerard Hall Group Home	141.5	19	-1.61%	2.89%	-4.52%
Goshen Children's Home	169.5	26	-1.03%	2.16%	-3.38%
Harmony Social Services CPA Inc	222	57	0.70%	6.06%	-2.91%
Harper House of Nehemiah Project	74.5	34	-0.54%	6.66%	-4.63%
Hein Foster Care Group Home	244	6	-2.74%	1.74%	-5.45%
Home Away From Home Living Center	115	9	-2.38%	3.68%	-5.69%
Home Four the Heart, Inc.	119	42	-0.09%	6.26%	-3.98%
Homme Youth & Fam Prg- Neillsv Camp	284	12	-2.28%	0.48%	-4.29%
Homme Youth & Fam Programs-Serenity	211	66	1.56%	6.20%	-1.80%
Homme Youth & Family Programs	231	29	-0.85%	0.85%	-2.28%
Hope House	134	73	2.18%	7.44%	-1.57%
Hopeful Haven Inc.	299.5	15	-2.09%	1.99%	-4.76%
Horizon House	86	49	0.16%	3.35%	-2.28%
House of Love I	70	59	0.99%	5.68%	-2.33%
House of Love II	82.5	14	-2.15%	2.76%	-5.13%
Inspiring Young Women Inc	102.5	58	0.88%	6.81%	-3.01%
Intercession Inc.	121	21	-1.39%	2.79%	-4.19%
Investing In You Inc	31	33	-0.58%	6.55%	-4.65%
Kamya's House	106.5	12	-2.31%	3.84%	-5.67%
Kenosha Human Development Services	329	74	2.48%	6.13%	-0.39%
KHDS Transitional Living Group Home	108	19	-1.56%	2.95%	-4.48%
La Causa Incorporated	327.5	87	3.56%	8.31%	-0.04%

Lad Lake	146	72	2.04%	4.45%	0.00%
Lad Lake St Rose Rosies Place	53	49	0.14%	7.51%	-4.17%
Lake House Group Home	358	35	-0.46%	4.61%	-3.77%
Lakeview Speciality Hospital and Rehab	129	65	1.54%	6.83%	-2.15%
Lawrence Galow Memorial Group Home	99.5	25	-1.09%	2.80%	-3.80%
Living With Hope House	219	15	-1.99%	4.57%	-5.54%
Longview Home for Boys LLC	144	63	1.25%	6.86%	-2.55%
LSS Assessment Center	36.5	23	-1.34%	0.66%	-2.96%
LSS Group Home	42	71	2.00%	6.63%	-1.40%
Ludeking Family Group Home	113	8	-2.54%	0.93%	-4.87%
Lutheran Social Services of WI/Upper MI	260	61	1.17%	4.34%	-1.32%
Lutheran Social Services Shelter	9	96	9.88%	14.91%	5.69%
Lydia Group Home	102.5	61	1.17%	5.26%	-1.86%
Lydia Group Home II	86	15	-2.11%	0.93%	-4.27%
Macht Village Programs Inc	295	33	-0.63%	6.05%	-4.54%
Marion House	196	18	-1.83%	0.99%	-3.92%
Matekel Group Home	209	18	-1.78%	1.61%	-4.17%
MEEL's House of Compassion	98	27	-0.87%	5.96%	-4.78%
Mercy Options CCI	154	37	-0.32%	2.06%	-2.23%
Milwaukee Academy	139.5	91	6.96%	10.74%	3.79%
Milwaukee Children's Village	279.5	42	-0.05%	5.75%	-3.74%
Moe's Transitional Living Center I	90	13	-2.23%	2.38%	-5.08%
Moe's Transitional Living Center II	71.5	54	0.48%	6.95%	-3.57%
Monroe County Sheltercare Inc	37	95	7.43%	12.33%	3.47%
My Home Your Home	333.5	43	-0.04%	3.49%	-2.66%
New Horizon Center	48	39	-0.29%	3.70%	-3.13%
New Horizon Center Inc	219.5	88	4.02%	9.07%	0.22%
New Visions Treatment Homes of WI	288.5	30	-0.82%	2.77%	-3.40%
Newberry Group Home	51	57	0.77%	7.85%	-3.56%
Next Chapter Living Center, Inc.	63	32	-0.70%	5.85%	-4.55%
Norris Adolescent Center	163.5	53	0.46%	2.27%	-1.10%
Northland House Group Home	62	40	-0.20%	5.66%	-3.88%
Northwest Passage Child & Adol. Ctr.	44	79	2.92%	4.72%	1.32%
Northwest Passage I	153	51	0.36%	2.42%	-1.37%
Northwest Passage II	89	97	13.90%	17.73%	10.47%
Northwoods Youth Camp	181	50	0.20%	6.96%	-3.91%
Old School Housing, Inc	71	43	-0.01%	6.09%	-3.82%
Only God Can House of Peace Inc	80	17	-1.90%	2.74%	-4.82%
Orion Family Services Inc	139.5	27	-0.91%	5.15%	-4.54%
Orion Group Home	67.5	75	2.75%	7.52%	-0.80%
Orion Group Home	107	88	4.14%	8.98%	0.44%
Pathfinders for Runaways	13	45	0.02%	7.84%	-4.41%
Pathways Group Home	139.5	26	-1.06%	4.87%	-4.61%

Peace Home For Boys Inc.	74	89	4.16%	10.55%	-0.38%
Pelot Family Group Foster Home	241	42	-0.16%	4.36%	-3.27%
Phoenix House	106	66	1.59%	5.40%	-1.32%
Positive Development Phase II	56	21	-1.43%	3.18%	-4.41%
Prentice House I	235.5	48	0.06%	2.93%	-2.19%
Prentice House II	258	63	1.22%	4.63%	-1.43%
Prentice House III	246	49	0.12%	3.34%	-2.34%
Rawhide Group Foster Home	133	86	3.56%	9.31%	-0.59%
Rawhide Inc.	133	76	2.84%	5.07%	0.93%
Residential Youth Home- Weston	140	19	-1.64%	2.40%	-4.34%
Revive Youth and Family Center	142.5	26	-0.99%	5.29%	-4.69%
Reynolds Group Home	197	66	1.65%	5.31%	-1.18%
Right Turn II	37	43	-0.04%	7.70%	-4.42%
Right Turn Inc	127	31	-0.81%	4.68%	-4.24%
Rights of Passage Living Center	88	8	-2.50%	2.37%	-5.40%
Roads to Independence I	162	49	0.12%	7.05%	-4.03%
Safe Haven Youth Shelter	44	4	-3.05%	1.95%	-5.88%
SaintA Inc	324.5	28	-0.85%	2.26%	-3.17%
SaintA Inc	211	55	0.50%	2.35%	-1.09%
Scarseth House	124	85	3.33%	9.70%	-1.11%
Schroeder Group Home	105	91	7.19%	12.91%	2.72%
Serenity House of WI Inc.	173.5	63	1.22%	9.15%	-3.51%
Servant Manor	75.5	50	0.18%	6.75%	-3.85%
Servant Manor II	71	40	-0.23%	7.30%	-4.50%
Sierra Group Home	187	90	6.76%	11.57%	2.89%
Silvercrest Group Home	209	67	1.76%	5.85%	-1.32%
St Charles Youth & Family Services Inc.	179	33	-0.58%	3.70%	-3.52%
St Louis House Group Home	99	87	3.61%	7.51%	0.51%
St. Charles Inc. - F Bldg	41.5	7	-2.60%	0.11%	-4.56%
St. Charles Inc. Dane Co Residential	138.5	96	12.45%	19.10%	7.00%
St. Rose Youth & Family Center Inc.	67	39	-0.30%	2.57%	-2.51%
Striving Four Success	140	58	0.98%	8.67%	-3.61%
Susan M Lopau Memorial Shelter Care	35	44	0.00%	3.18%	-2.42%
SYFS-Noah House	100	90	6.75%	13.98%	1.46%
SYFS-Rolling Stone Group Home	71	19	-1.54%	3.00%	-4.47%
T and H Group Home for Males	81	18	-1.73%	4.63%	-5.29%
Talitha Cumi Group Home	89	34	-0.48%	5.53%	-4.18%
Teen Living Center I	49	40	-0.17%	4.57%	-3.38%
Teen Living Center II	62	35	-0.47%	3.72%	-3.39%
Teipner Treatment Homes	319	34	-0.53%	5.26%	-4.14%
Tenneson House	84.5	48	0.09%	3.97%	-2.73%
The Best is Yet to Come Group Home	149	4	-2.83%	2.71%	-5.88%
The L I F E House of WI LLC	171	54	0.49%	6.19%	-3.24%

The Lemonade Stand	89	45	0.02%	5.38%	-3.49%
The Respite Center Group Home	1245.5	0	-7.55%	-6.63%	-8.14%
This House is a Home LLC	104.5	62	1.21%	8.30%	-3.21%
Thrive Treatment Services LLC	336	31	-0.78%	2.62%	-3.26%
Tomorrows Children Inc	406	13	-2.18%	-0.32%	-3.67%
Tomorrow's Future LLC	147.5	34	-0.52%	4.69%	-3.89%
Tomorrow's Future LLC Phase II	16	40	-0.18%	8.04%	-4.68%
Trans Center of Nehemiah Project	98	15	-2.06%	3.20%	-5.18%
Trotter House	47.5	5	-2.80%	2.04%	-5.64%
Turning Point	176	64	1.35%	6.31%	-2.16%
V I C Living Center	160.5	59	1.05%	5.77%	-2.31%
Verlee Home for Girls	168	18	-1.68%	4.28%	-5.12%
Vision Youth Development Center Inc	105	17	-1.85%	4.36%	-5.33%
Walkers Point Trans Living Program	122.5	19	-1.56%	3.88%	-4.85%
Washington Co Youth Treatment Ctr	14	93	7.25%	10.51%	4.44%
Washington House	162	26	-0.98%	3.01%	-3.74%
WESource Children and Family Service	143	18	-1.82%	4.44%	-5.33%
Willowglen Academy - Main Building	228.5	3	-3.56%	-1.02%	-5.34%
Willowglen Academy - Manitoba	154.5	73	2.10%	9.48%	-2.60%
Wisnewski Group Home LLC	399	3	-3.34%	-0.30%	-5.38%
Wyalusing Academy	225	47	0.05%	2.47%	-1.90%
Your Children Our Children LLC	60	36	-0.41%	2.27%	-2.51%
