

# North Texas Behavioral Health Authority Managed Care Organization Report

05-11-2011

## 1. NorthSTAR Financial Trend Summary

- a) State Budget Considerations
- b) Year-to-date Financial Performance
  - i. Overall revenue and expense (**See attachment 1**)
  - ii. Adult/Child and Adolescent breakdown (**See attachment 2**)
  - iii. TCOOMMI spending (**See attachment 3**)
  - iv. 340-B program management expense
- c) Current Interventions
  - i. Revenue
    - 1. Medicaid match withheld by DSHS
    - 2. TCOOMMI funding
    - 3. Contract incentive funding
    - 4. State Hospital Bed funding
  - ii. Expenses
    - 1. SPN Contract revisions
    - 2. Inpatient system review
    - 3. After-hours crisis evaluation
    - 4. Internal Operational review

## 2. NorthSTAR Clinical/Operations

- a) Performance metrics (**See Attachment 4**)
- b) Bridge redesign implementation
- c) Eligibility
  - i. Residency
  - ii. FPL level
  - iii. Asset testing
- d) Tele-Psych Project
- e) LifeNet Crisis Transitional program
- f) Recoupments

## 3. SPN Provider Contract Negotiations

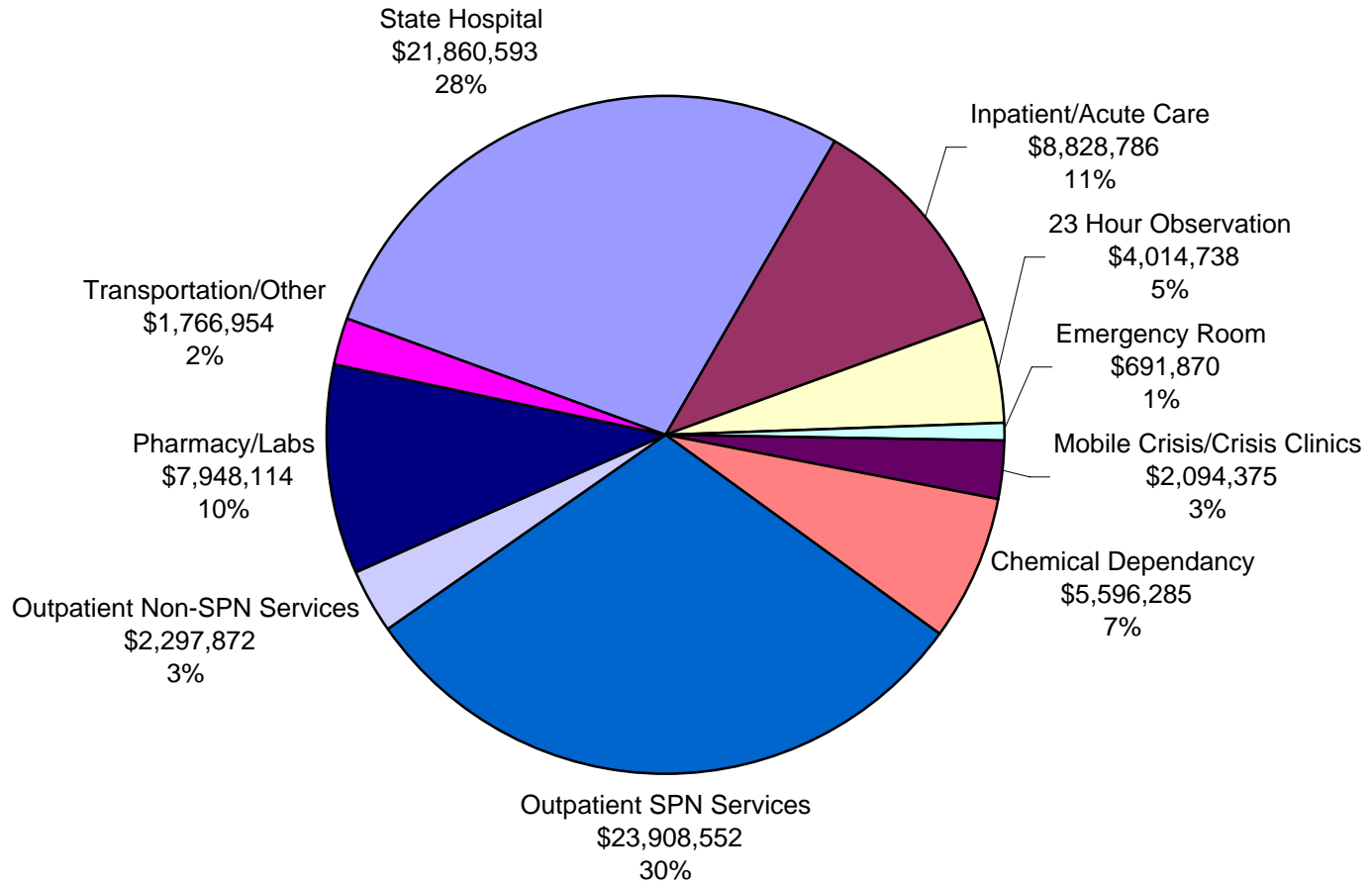
- a) Outpatient Adult Indigent Benefit redesign
- b) Act Rate Standardization
- c) Development of September 1, 2011 contract language

## 4. Pharmacy

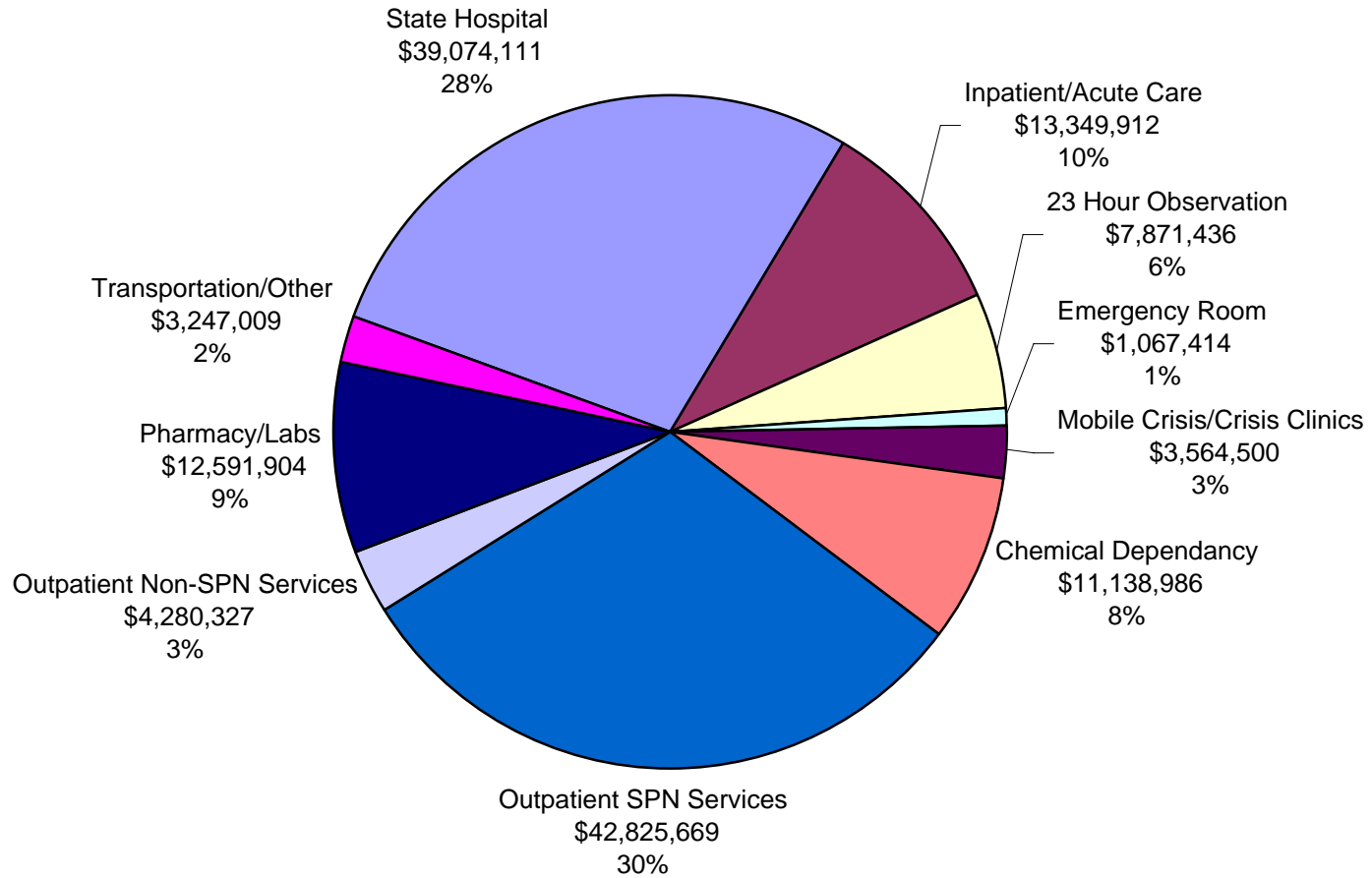
- a) 340-B Program
- b) Formulary Management
- c) Prescriber report production



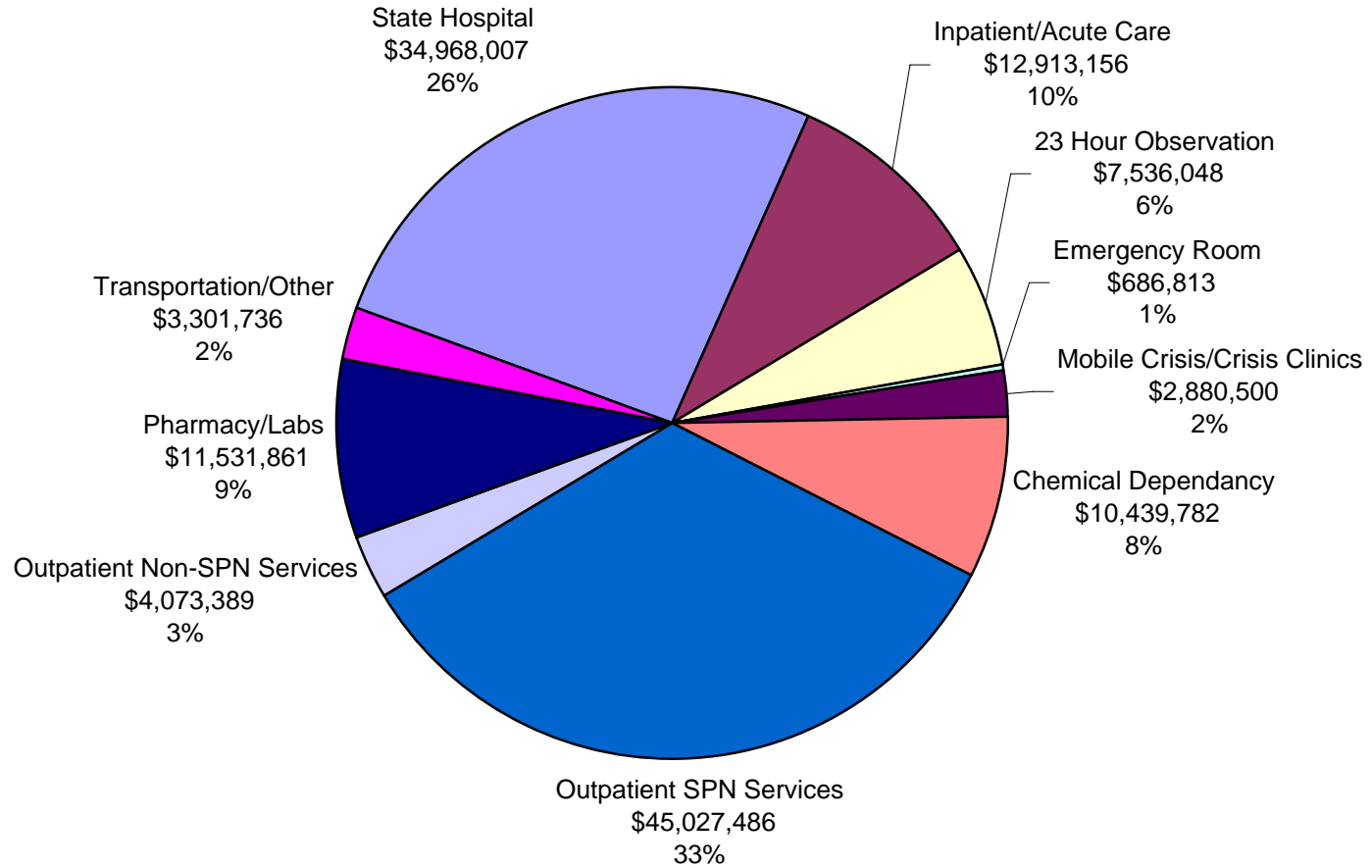
### FY11 YTD NorthSTAR Expenditures



## FY10 NorthSTAR Expenditures



## FY09 NorthSTAR Expenditures



### NorthSTAR Expenditures Breakdown FY11 YTD

	Medicaid		Indigent	
	Adult	Child	Adult	Child
State Hospital	\$ 3,838,253	\$ 1,175,341	\$ 16,457,956	\$ 389,043
Inpatient/Acute Care	\$ 1,980,571	\$ 1,561,864	\$ 4,769,368	\$ 516,983
23 Hour Observation	\$ 991,494	\$ 70,434	\$ 2,871,540	\$ 81,270
Emergency Room	\$ 161,485	\$ 24,974	\$ 491,458	\$ 13,953
Mobile Crisis/Crisis Clinics	\$ 491,968	\$ 160,950	\$ 1,372,366	\$ 69,091
Chemical Dependency	\$ 754,621	\$ 344,431	\$ 4,290,179	\$ 207,053
Outpatient SPN Services	\$ 6,343,120	\$ 5,102,892	\$ 11,775,545	\$ 686,995
Outpatient Non-SPN Services	\$ 248,098	\$ 1,013,789	\$ 898,648	\$ 143,637
Pharmacy/Labs	\$ 1,867,008	\$ 610,802	\$ 5,208,105	\$ 262,199
Transportation/Other	\$ 415,056	\$ 135,788	\$ 1,157,819	\$ 58,290

**FY10-FY11 TCOOMMI Budget and Expenditures**

<b>Program Name/Description</b>	<b>FY10 Annual Budget</b>	<b>FY10 Expenditures</b>	<b>FY10 Over budget amount</b>	<b>FY11 Annual Budget *</b>	<b>FY11 Expenditures (Sep-Feb)</b>	<b>FY11 Projected Expenditures **</b>	<b>FY10 Over budget amount</b>
Juvenile ICM	\$ 500,000	\$ 724,850	\$ 224,850	\$ 395,000	\$ 360,050	\$ 720,100	\$ 325,100
Adult ICM	\$ 240,245	\$ 365,100	\$ 124,855	\$ 143,145	\$ 180,000	\$ 360,000	\$ 216,855
Metrocare (Continuity of Care)	\$ 89,755	\$ 89,755	\$ (1)	\$ 90,855	\$ 37,208	\$ 90,855	\$ -
Adult Jail Diversion	\$ 400,000	\$ 563,152	\$ 163,152	\$ 164,000	\$ 175,800	\$ 351,600	\$ 187,600
Adult Residential (DDC)	\$ 520,000	\$ 651,119	\$ 131,119	\$ 315,243	\$ 306,832	\$ 613,663	\$ 298,420
	<b>\$ 1,750,000.00</b>	<b>\$ 2,393,975.54</b>	<b>\$ 643,975.54</b>	<b>\$ 1,108,243.00</b>	<b>\$ 1,059,889.79</b>	<b>\$ 2,136,218.44</b>	<b>\$ 1,027,975.44</b>

\* FY11 budget assumes funding from FY11 was used to pay FY10 amount over budget (numbers are from DSHS)

\*\* FY11 projected amount assumes no changes to current volumes or rates

	<b>FY11 Spend through 2/28/11</b>
<b>Adult ICM</b>	
Collin	\$ -
Dallas	\$ 179,400.00
Ellis	\$ 600.00
Hunt	\$ -
Kaufman	\$ -
Navarro	\$ -
Rockwall	\$ -
<b>Totals</b>	<b>\$ 180,000.00</b>

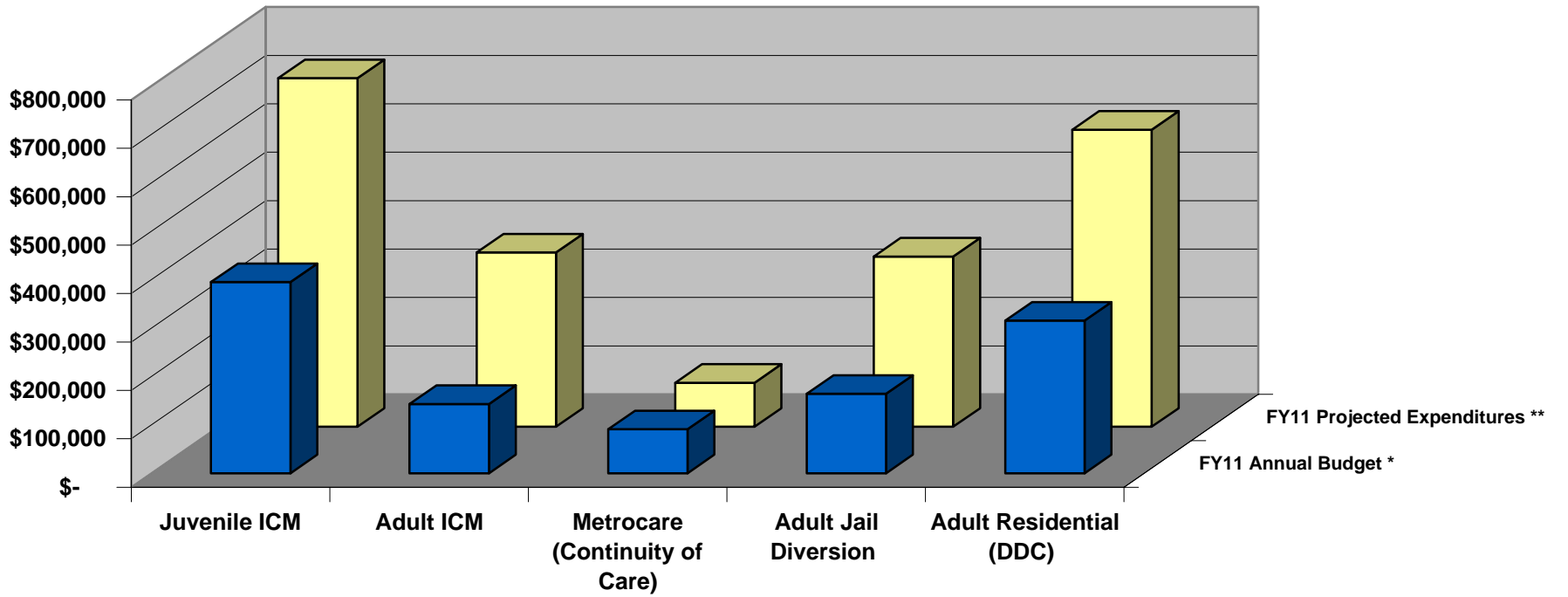
<b>Jail Diversion</b>	
Collin	\$ 1,500.00
Dallas	\$ 171,300.00
Ellis	\$ 1,800.00
Hunt	\$ 900.00
Kaufman	\$ 300.00
Navarro	\$ -
Rockwall	\$ -
<b>Totals</b>	<b>\$ 175,800.00</b>

<b>Juvenile ICM</b>	
Collin	\$ -
Dallas	\$ 305,900.00
Ellis	\$ 54,150.00
Hunt	\$ -
Kaufman	\$ -
Navarro	\$ -
Rockwall	\$ -
<b>Totals</b>	<b>\$ 360,050.00</b>

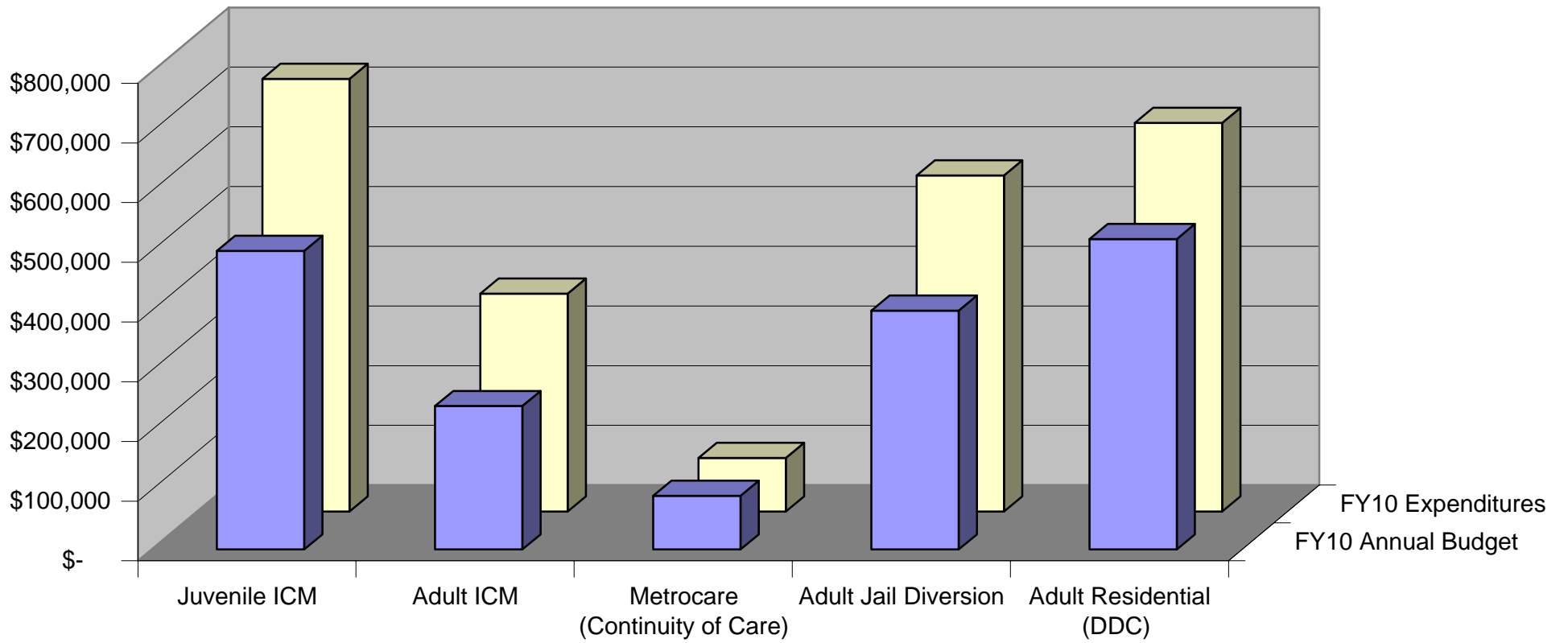
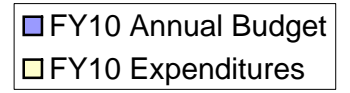
<b>Wilmer/DDC</b>	
Collin	\$ 2,789.92
Dallas	\$ 290,299.96
Ellis	\$ 2,700.88
Hunt	\$ 2,433.76
Kaufman	\$ 8,607.20
Navarro	\$ -
Rockwall	\$ -
<b>Totals</b>	<b>\$ 306,831.72</b>

### FY11 TCOMMI EXPENDITURES

■ FY11 Annual Budget \*  
■ FY11 Projected Expenditures \*\*



# FY10 TCOOMMI EXPENDITURES



## NorthSTAR Outcome Measures

**Figure 1. Adult Admission by SPN**

	Jan-11			Feb-11			Mar-11			Quarterly Rate
	Total Intensive Episodes with Active Webcare*	Total Webcare**	Episodes per 1000	Total Intensive Episodes with Active Webcare*	Total Webcare**	Episodes per 1000	Total Intensive Episodes with Active Webcare*	Total Webcare**	Episodes per 1000	
Adult	241	25989	9.3	271	25274	10.7	290	26537	10.9	10.3
Child	35	7422	4.7	36	7260	5.0	44	7725	5.7	5.1
Total	276	33411	8.3	307	32534	9.4	334	34262	9.7	9.2

Intensive Episodes include 23-hr obs, inpatient, and hospital-based detox

\* Active Webcare takes reassessment timeframe into consideration and should match authorization period

\*\* Members in Webcare any time in the month

**Figure 2. Readmissions to Inpatient Within 30 Days of Inpatient Discharge**

	Dec-10			Jan-11			Feb-11			Quarterly Rate
	Total Discharges	Total Readmits	Percent of Discharges with Readmit	Total Discharges	Total Readmits	Percent of Discharges with Readmit	Total Discharges	Total Readmits	Percent of Discharges with Readmit	
Collin	91	12	13%	86	9	10%	75	10	13%	12%
Dallas	404	52	13%	440	67	15%	423	49	12%	13%
Ellis	16	1	6%	20	3	15%	16	1	6%	10%
Hunt	22	3	14%	28	3	11%	22	3	14%	13%
Kaufman	18	0	0%	11	0	0%	12	1	8%	2%
Navarro	5	0	0%	10	2	20%	9	1	11%	13%
Rockwall	13	2	15%	4	0	0%	8	2	25%	16%
Other	17	5	29%	20	4	20%	18	3	17%	22%
Total	586	75	13%	619	88	14%	583	70	12%	13%

## NorthSTAR Outcome Measures

**Figure 3. ACT Community Crisis Services**  
**% ER, 23-Observation, Community Inpatient**

	Oct-10			Nov-10			Dec-10			Quarterly Rate
	# Members	# with Crisis Service	Percent with Crisis	# Members	# with Crisis Service	Percent with Crisis	# Members	# with Crisis Service	Percent with Crisis	
Collin	17	3	18%	16	1	6%	16	1	6%	10%
Dallas	461	37	8%	455	34	7%	455	35	8%	8%
Ellis	3	0	0%	3	0	0%	4	0	0%	0%
Hunt	30	0	0%	29	0	0%	30	1	3%	1%
Kaufman	28	1	4%	28	0	0%	26	0	0%	1%
Navarro	0	0	na	0	0	na	0	0	na	na
Rockwall	6	0	0%	7	1	14%	7	1	14%	10%
Other	12	2	17%	11	0	0%	14	0	0%	5%
Grand Total	557	43	8%	549	36	7%	552	38	7%	7%

**Figure 4. Crisis Residential Intensive Episodes**  
**% Inpatient or 23-Observation Within 30 Days**

	Dec-10			Jan-11			Feb-11		
	# Discharges	Intensive within 30 Days	Percent with Intensive	# Discharges	Inpatient within 30 Days	Percent with Inpatient	# Discharges	Inpatient within 30 Days	Percent with Inpatient
Collin	4	0	0%	3	1	33%	3	0	0%
Dallas	53	3	6%	65	10	15%	51	6	12%
Ellis	3	0	0%	3	0	0%	4	0	0%
Hunt	2	0	0%	6	1	17%	4	1	25%
Kaufman	3	0	0%	0	0	na	3	0	0%
Navarro	1	0	0%	3	0	0%	3	0	0%
Rockwall	0	0	na	0	0	na	1	0	0%
Other	8	0	0%	4	0	0%	1	0	0%
Grand Total	74	3	4%	84	12	14%	70	7	10%

## NorthSTAR Outcome Measures

**Figure 5. Pathways After Hours Clinic Service Summary  
% Inpatient or 23-Observation Within 30 Days**

	Oct-10			Nov-10			Dec-10		
	# Member-Service Days	Intensive within 30 Days	Percent with Intensive	# Member-Service Days	Intensive within 30 Days	Percent with Intensive	# Member-Service Days	Intensive within 30 Days	Percent with Intensive
Collin	30	7	23%	12	0	0%	24	2	8%
Dallas	178	8	4%	157	7	4%	150	10	7%
Ellis	7	1	14%	4	0	0%	9	1	11%
Hunt	0	0	na	7	0	0%	3	0	0%
Kaufman	2	0	0%	8	1	13%	9	2	22%
Navarro	1	0	0%	9	1	11%	3	1	33%
Rockwall	3	0	0%	2	1	50%	5	1	20%
Other	6	1	17%	7	0	0%	5	0	0%
Grand Total	227	17	7%	206	10	5%	208	17	8%

**Figure 6. Southern Area After Hours Clinic Service Summary  
% Inpatient or 23-Observation Within 30 Days**

	Oct-10			Nov-10			Dec-10		
	# Member-Service Days	Intensive within 30 Days	Percent with Intensive	# Member-Service Days	Intensive within 30 Days	Percent with Intensive	# Member-Service Days	Intensive within 30 Days	Percent with Intensive
Collin	19	1	5%	8	1	13%	7	0	0%
Dallas	30	2	7%	30	2	7%	42	0	0%
Ellis	25	0	0%	19	1	5%	12	0	0%
Hunt	1	0	0%	1	0	0%	3	0	0%
Kaufman	6	0	0%	4	0	0%	4	0	0%
Navarro	2	0	0%	1	0	0%	2	0	0%
Rockwall	0	0	na	2	0	0%	0	0	na
Other	1	0	0%	2	0	0%	4	0	0%
Grand Total	84	3	4%	67	4	6%	74	0	0%

## NorthSTAR Outcome Measures

Figure 7. C&A Webcare Package Distribution

	Jan-11	Feb-11	Mar-11
SP 0	0	4	3
SP 1.1	4595	4520	4857
SP 1.2	1594	1630	1773
SP 2.1	2	2	1
SP 2.2	420	434	483
SP 2.3	87	81	92
SP 2.4	315	291	301
SP 4	1534	1474	1518
SP 5	0	0	0
SP 9	0	0	0

## NorthSTAR Outcome Measures

### Quarterly Units of Service by County, Age, and Service Package

(Oct 2010 - Dec 2010)

#### Collin

##### Adult

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	741	7	1955	138	122	17	2980

##### Units of Service

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	605	3	97	2	49		756
CM	74		2417	12	4	9	2516
Crisis Rehab			4	4			8
Eng/Outrch	44	2	216	12	61	1	336
ER/Obs	59		17		12	3	91
Inpt	83		30		13	6	132
Nursing	83	3	753	7	89	6	941
Outpt Prg	3				1	8	12
Psych/Med	141	4	1043	74	138	8	1408
Rehab	37	4	390	20	978		1429
Routine Transp	5				8	7	20
Self Directed Care					2		2
<b>Grand Total</b>	<b>1134</b>	<b>16</b>	<b>4967</b>	<b>131</b>	<b>1355</b>	<b>48</b>	<b>7651</b>

##### Child

Members Served (Unduplicated by Package)	No UA	Child 0	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	227	1	330	99	11	4	7	240	919

##### Units of Service

Service Category	No UA	Child 0	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD	259		21	7			3	14	304
CM	81		287	43	29	29		370	839
Crisis Rehab		4							4
Eng/Outrch	31		96	6			6	70	209
ER/Obs	6		4	1					11
Inpt	99		39	9	4			16	167
Nursing	8		3	8				2	21
Psych/Med	273		360	335	14	20	10	281	1293
Rehab	64		2626	98	159	13		23	2983
<b>Grand Total</b>	<b>821</b>	<b>4</b>	<b>3436</b>	<b>507</b>	<b>206</b>	<b>62</b>	<b>19</b>	<b>776</b>	<b>5831</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

## NorthSTAR Outcome Measures

### Quarterly Units of Service by County, Age, and Service Package

(Oct 2010 - Dec 2010)

#### Dallas

##### Adult

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	6623	44	10857	2538	5674	528	26264

##### Units of Service

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	65731	13	10433	2350	9403	55	87985
CM	369	10	6198	498	340	13	7428
Crisis Rehab	5	12	40	36	30		123
Eng/Outrch	2620	17	7925	1792	5791	254	18399
ER/Obs	3089	3	524	143	631	219	4609
Inpt	2555		537	160	561	233	4046
Nursing	2031	23	9951	1832	5772	500	20109
Outpt Prg	1183		273	47	723	1713	3939
Psych/Med	3181	42	13098	4003	6483	84	26891
Rehab	1908	99	18791	2537	40891	228	64454
Routine Transp	293	4	413	68	483	605	1866
Self Directed Care	48		16	1	4		69
<b>Grand Total</b>	<b>83013</b>	<b>223</b>	<b>68199</b>	<b>13467</b>	<b>71112</b>	<b>3904</b>	<b>239918</b>

##### Child

Members Served (Unduplicated by Package)	No UA	Child 0	Child 1.1	Child 1.2	Child 2.1	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	3060	5	3902	1364	1	453	105	283	802	9975

##### Units of Service

Service Category	No UA	Child 0	Child 1.1	Child 1.2	Child 2.1	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD	1705	3	54	23		102	41	50	9	1987
CM	1129	4	1129	317		868	257	768	787	5259
Eng/Outrch	578	2	1179	315		176	77	156	401	2884
ER/Obs	52		5	4		3	2	8	5	79
Inpt	624	4	137	101		74	5	101	33	1079
Nursing	60		352	45		51	4	22	52	586
Outpt Prg	291		31	16	1	57	5	17		418
Psych/Med	3910	5	6283	5517		606	234	488	924	17967
Rehab	304		19105	286		987	10	13	75	20780
Rtn Transp	2		4							6
<b>Grand Total</b>	<b>8655</b>	<b>18</b>	<b>28279</b>	<b>6624</b>	<b>1</b>	<b>2924</b>	<b>635</b>	<b>1623</b>	<b>2286</b>	<b>51045</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

**Ellis**

*Adult*

**NorthSTAR Outcome Measures**

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	198	3	839	29	124	8	1201

**Units of Service**

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	605	3	97	2	49		756
CM	74		2417	12	4	9	2516
Crisis Rehab			4	4			8
Eng/Outrch	44	2	216	12	61	1	336
ER/Obs	59		17		12	3	91
Inpt	83		30		13	6	132
Nursing	83	3	753	7	89	6	941
Outpt Prg	3				1	8	12
Psych/Med	141	4	1043	74	138	8	1408
Rehab	37	4	390	20	978		1429
Routine Transp	5				8	7	20
Self Directed Care					2		2
<b>Grand Total</b>	<b>1134</b>	<b>16</b>	<b>4967</b>	<b>131</b>	<b>1355</b>	<b>48</b>	<b>7651</b>

*Child*

Members Served (Unduplicated by Package)	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	120	63	52	3	1	6	235	480

**Units of Service**

Service Category	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD	44			3			27	74
CM	69	24	7			28	725	853
Eng/Outrch	9	16	3	2	2	1	51	84
ER/Obs	2		1	1			1	5
Inpt	40		3	4			10	57
Nursing	9	2	1				37	49
Outpt Prg	12	1	1				9	23
Psych/Med	154	125	159	2		15	491	946
Rehab		285		14		4		303
<b>Grand Total</b>	<b>339</b>	<b>453</b>	<b>175</b>	<b>26</b>	<b>2</b>	<b>48</b>	<b>1351</b>	<b>2394</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

## NorthSTAR Outcome Measures

### Quarterly Units of Service by County, Age, and Service Package

(Oct 2010 - Dec 2010)

#### Hunt

##### Adult

Members Served (Unduplicated by Package)	No UA	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	252	722	16	192	29	1211

#### Units of Service

Service Category	No UA	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	494	79		39		612
CM	18	416		4		438
Eng/Outrch	5	16	6	19		46
ER/Obs	48	20	3	13	1	85
Inpt	93	45	10	20		168
Nursing	37	320		101	18	476
Outpt Prg	53			35	65	153
Psych/Med	230	627	38	169		1064
Rehab	403	3243	2	5880	4	9532
Routine Transp				9		9
<b>Grand Total</b>	<b>1381</b>	<b>4766</b>	<b>59</b>	<b>6289</b>	<b>88</b>	<b>12583</b>

##### Child

Members Served (Unduplicated by Package)	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.4	Child 4	Grand Total
	151	199	39	5	3	59	456

#### Units of Service

Service Category	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.4	Child 4	Grand Total
CD	5				3		8
CM	14	165		20	102	147	448
Eng/Outrch	10	3				37	50
ER/Obs	2	1					3
Inpt	32	51	3	4		4	94
Nursing		2					2
Outpt Prg	1						1
Psych/Med	279	234	193	7	9	63	785
Rehab	95	3163	4	6		8	3276
<b>Grand Total</b>	<b>438</b>	<b>3619</b>	<b>200</b>	<b>37</b>	<b>114</b>	<b>259</b>	<b>4667</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

## NorthSTAR Outcome Measures

### Quarterly Units of Service by County, Age, and Service Package

(Oct 2010 - Dec 2010)

#### Kaufman

##### Adult

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	161	1	615	15	240	29	1061

#### Units of Service

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	441		164		90		695
CM	28	1	1012	3	2		1046
Eng/Outrch	9		78	1	22		110
ER/Obs	35		9	1	10	3	58
Inpt	45		32		10	8	95
Nursing	48		491	13	184	14	750
Outpt Prg	13		11		35	57	116
Psych/Med	91	1	507	29	170		798
Rehab	241	2	2549	41	4253		7086
Routine Transp					2	9	11
<b>Grand Total</b>	<b>951</b>	<b>4</b>	<b>4853</b>	<b>88</b>	<b>4778</b>	<b>91</b>	<b>10765</b>

##### Child

Members Served (Unduplicated by Package)	No UA	Child 0	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	97	1	196	37	9	1	5	56	402

#### Units of Service

Service Category	No UA	Child 0	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD			4				1		5
CM	2		67	4	52			30	155
Eng/Outrch	12		9	8	2	1	4	53	89
ER/Obs	3								3
Inpt	27		35					7	69
Nursing			12					2	14
Outpt Prg	1							2	3
Psych/Med	140	1	197	147	10		7	69	571
Rehab	50		2999		38		4	66	3157
<b>Grand Total</b>	<b>235</b>	<b>1</b>	<b>3323</b>	<b>159</b>	<b>102</b>	<b>1</b>	<b>16</b>	<b>229</b>	<b>4066</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

## NorthSTAR Outcome Measures

### Quarterly Units of Service by County, Age, and Service Package

(Oct 2010 - Dec 2010)

#### Navarro

##### Adult

Members Served (Unduplicated by Package)	No UA	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	165	631	2	21	7	826

##### Units of Service

Service Category	No UA	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	233	48		12		293
CM	149	1600	2		15	1766
Eng/Outrch	55	400	1	12	6	474
ER/Obs	14	10		1	2	27
Inpt	22	16		4	4	46
Nursing	22	172	1	13	1	209
Outpt Prg	30				1	31
Psych/Med	189	718	1	20	5	933
Rehab	85	241	4	191		521
<b>Grand Total</b>	<b>799</b>	<b>3205</b>	<b>9</b>	<b>253</b>	<b>34</b>	<b>4300</b>

##### Child

Members Served (Unduplicated by Package)	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.4	Child 4	Grand Total
	56	40	23	1	1	127	248

##### Units of Service

Service Category	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.4	Child 4	Grand Total
CM	7	46			4	329	386
Eng/Outrch	17	15	5		1	132	170
Inpt	12					10	22
Nursing						2	2
Psych/Med	91	40	95	1	5	153	385
Rehab		275					275
<b>Grand Total</b>	<b>127</b>	<b>376</b>	<b>100</b>	<b>1</b>	<b>10</b>	<b>626</b>	<b>1240</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

## NorthSTAR Outcome Measures

### Quarterly Units of Service by County, Age, and Service Package

(Oct 2010 - Dec 2010)

#### Rockwall

##### Adult

Members Served (Unduplicated by Package)	No UA	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	72	144	15	47	7	285

#### Units of Service

Service Category	No UA	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	216	181	7	21		425
CM		308	1	4		313
Eng/Outrch	9	11	5	7		32
ER/Obs	32	7	1	4	1	45
Inpt	59	30	6	13	4	112
Nursing	3	94	12	51	0	160
Outpt Prg				1	19	20
Psych/Med	50	149	31	47		277
Rehab	18	576	4	896		1494
<b>Grand Total</b>	<b>387</b>	<b>1356</b>	<b>67</b>	<b>1044</b>	<b>24</b>	<b>2878</b>

##### Child

Members Served (Unduplicated by Package)	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.4	Child 4	Grand Total
	54	24	24	3	3	10	118

#### Units of Service

Service Category	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.4	Child 4	Grand Total
CD	4						4
CM	5	17	2		65	10	99
Eng/Outrch	6	4	2		1	4	17
ER/Obs	1						1
Inpt	18	14			6		38
Nursing	1	1				4	6
Psych/Med	92	29	68	4	3	13	209
Rehab	4	194					198
<b>Grand Total</b>	<b>131</b>	<b>259</b>	<b>72</b>	<b>4</b>	<b>75</b>	<b>31</b>	<b>572</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

## NorthSTAR Outcome Measures

### Quarterly Units of Service by County, Age, and Service Package

(Oct 2010 - Dec 2010)

#### Ellis

##### Adult

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	198	3	839	29	124	8	1201

#### Units of Service

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	605	3	97	2	49		756
CM	74		2417	12	4	9	2516
Crisis Rehab			4	4			8
Eng/Outrch	44	2	216	12	61	1	336
ER/Obs	59		17		12	3	91
Inpt	83		30		13	6	132
Nursing	83	3	753	7	89	6	941
Outpt Prg	3				1	8	12
Psych/Med	141	4	1043	74	138	8	1408
Rehab	37	4	390	20	978		1429
Routine Transp	5				8	7	20
Self Directed Care					2		2
<b>Grand Total</b>	<b>1134</b>	<b>16</b>	<b>4967</b>	<b>131</b>	<b>1355</b>	<b>48</b>	<b>7651</b>

##### Child

Members Served (Unduplicated by Package)	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	120	63	52	3	1	6	235	480

#### Units of Service

Service Category	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD	44			3			27	74
CM	69	24	7			28	725	853
Eng/Outrch	9	16	3	2	2	1	51	84
ER/Obs	2		1	1			1	5
Inpt	40		3	4			10	57
Nursing	9	2	1				37	49
Outpt Prg	12	1	1				9	23
Psych/Med	154	125	159	2		15	491	946
Rehab		285		14		4		303
<b>Grand Total</b>	<b>339</b>	<b>453</b>	<b>175</b>	<b>26</b>	<b>2</b>	<b>48</b>	<b>1351</b>	<b>2394</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

## NorthSTAR Outcome Measures

**Figure 1. Adult Admission by SPN**

	Jan-11			Feb-11			Mar-11			Quarterly Rate
	Total Intensive Episodes with Active Webcare*	Total Webcare**	Episodes per 1000	Total Intensive Episodes with Active Webcare*	Total Webcare**	Episodes per 1000	Total Intensive Episodes with Active Webcare*	Total Webcare**	Episodes per 1000	
Adult	241	25989	9.3	271	25274	10.7	290	26537	10.9	10.3
Child	35	7422	4.7	36	7260	5.0	44	7725	5.7	5.1
Total	276	33411	8.3	307	32534	9.4	334	34262	9.7	9.2

Intensive Episodes include 23-hr obs, inpatient, and hospital-based detox

\* Active Webcare takes reassessment timeframe into consideration and should match authorization period

\*\* Members in Webcare any time in the month

**Figure 2. Readmissions to Inpatient Within 30 Days of Inpatient Discharge**

	Dec-10			Jan-11			Feb-11			Quarterly Rate
	Total Discharges	Total Readmits	Percent of Discharges with Readmit	Total Discharges	Total Readmits	Percent of Discharges with Readmit	Total Discharges	Total Readmits	Percent of Discharges with Readmit	
Collin	91	12	13%	86	9	10%	75	10	13%	12%
Dallas	404	52	13%	440	67	15%	423	49	12%	13%
Ellis	16	1	6%	20	3	15%	16	1	6%	10%
Hunt	22	3	14%	28	3	11%	22	3	14%	13%
Kaufman	18	0	0%	11	0	0%	12	1	8%	2%
Navarro	5	0	0%	10	2	20%	9	1	11%	13%
Rockwall	13	2	15%	4	0	0%	8	2	25%	16%
Other	17	5	29%	20	4	20%	18	3	17%	22%
Total	586	75	13%	619	88	14%	583	70	12%	13%

**Figure 3. ACT Community Crisis Services**  
**% ER, 23-Observation, Community Inpatient**

	Oct-10			Nov-10			Dec-10			Quarterly Rate
	# Members	# with Crisis Service	Percent with Crisis	# Members	# with Crisis Service	Percent with Crisis	# Members	# with Crisis Service	Percent with Crisis	
Collin	17	3	18%	16	1	6%	16	1	6%	10%
Dallas	461	37	8%	455	34	7%	455	35	8%	8%
Ellis	3	0	0%	3	0	0%	4	0	0%	0%
Hunt	30	0	0%	29	0	0%	30	1	3%	1%
Kaufman	28	1	4%	28	0	0%	26	0	0%	1%
Navarro	0	0	na	0	0	na	0	0	na	na
Rockwall	6	0	0%	7	1	14%	7	1	14%	10%
Other	12	2	17%	11	0	0%	14	0	0%	5%
Grand Total	557	43	8%	549	36	7%	552	38	7%	7%

**Figure 4. Crisis Residential Intensive Episodes**  
**% Inpatient or 23-Observation Within 30 Days**

	Dec-10			Jan-11			Feb-11		
	# Discharges	Intensive within 30 Days	Percent with Intensive	# Discharges	Inpatient within 30 Days	Percent with Inpatient	# Discharges	Inpatient within 30 Days	Percent with Inpatient
Collin	4	0	0%	3	1	33%	3	0	0%
Dallas	53	3	6%	65	10	15%	51	6	12%
Ellis	3	0	0%	3	0	0%	4	0	0%
Hunt	2	0	0%	6	1	17%	4	1	25%
Kaufman	3	0	0%	0	0	na	3	0	0%
Navarro	1	0	0%	3	0	0%	3	0	0%
Rockwall	0	0	na	0	0	na	1	0	0%
Other	8	0	0%	4	0	0%	1	0	0%
Grand Total	74	3	4%	84	12	14%	70	7	10%

**Figure 5. Pathways After Hours Clinic Service Summary  
% Inpatient or 23-Observation Within 30 Days**

	Oct-10			Nov-10			Dec-10		
	# Member-Service Days	Intensive within 30 Days	Percent with Intensive	# Member-Service Days	Intensive within 30 Days	Percent with Intensive	# Member-Service Days	Intensive within 30 Days	Percent with Intensive
Collin	30	7	23%	12	0	0%	24	2	8%
Dallas	178	8	4%	157	7	4%	150	10	7%
Ellis	7	1	14%	4	0	0%	9	1	11%
Hunt	0	0	na	7	0	0%	3	0	0%
Kaufman	2	0	0%	8	1	13%	9	2	22%
Navarro	1	0	0%	9	1	11%	3	1	33%
Rockwall	3	0	0%	2	1	50%	5	1	20%
Other	6	1	17%	7	0	0%	5	0	0%
Grand Total	227	17	7%	206	10	5%	208	17	8%

**Figure 6. Southern Area After Hours Clinic Service Summary  
% Inpatient or 23-Observation Within 30 Days**

	Oct-10			Nov-10			Dec-10		
	# Member-Service Days	Intensive within 30 Days	Percent with Intensive	# Member-Service Days	Intensive within 30 Days	Percent with Intensive	# Member-Service Days	Intensive within 30 Days	Percent with Intensive
Collin	19	1	5%	8	1	13%	7	0	0%
Dallas	30	2	7%	30	2	7%	42	0	0%
Ellis	25	0	0%	19	1	5%	12	0	0%
Hunt	1	0	0%	1	0	0%	3	0	0%
Kaufman	6	0	0%	4	0	0%	4	0	0%
Navarro	2	0	0%	1	0	0%	2	0	0%
Rockwall	0	0	na	2	0	0%	0	0	na
Other	1	0	0%	2	0	0%	4	0	0%
Grand Total	84	3	4%	67	4	6%	74	0	0%

**Figure 7. C&A Webcare Package Distribution**

	<b>Jan-11</b>	<b>Feb-11</b>	<b>Mar-11</b>
SP 0	0	4	3
SP 1.1	4595	4520	4857
SP 1.2	1594	1630	1773
SP 2.1	2	2	1
SP 2.2	420	434	483
SP 2.3	87	81	92
SP 2.4	315	291	301
SP 4	1534	1474	1518
SP 5	0	0	0
SP 9	0	0	0

Quarterly Units of Service by County, Age, and Service Package

(Oct 2010 - Dec 2010)

**Collin**

*Adult*

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	741	7	1955	138	122	17	2980

**Units of Service**

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	5104		1358	123	238		6823
CM	146		5395	89	6	2	5638
Crisis Rehab	8	24	16				48
Eng/Outrch	57		767	38	125	-0	987
ER/Obs	272		51	4	11	3	341
Inpt	625		207	12	35	6	885
Nursing	103		1313	42	151	6	1615
Outpt Prg	9		10		4	39	62
Psych/Med	444	4	2443	414	112	3	3420
Rehab	35		1408	67	1230		2740
Routine Transp			12		1		13
Grand Total	6803	28	12980	789	1913	59	22572

*Child*

Members Served (Unduplicated by Package)	No UA	Child 0	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	227	1	330	99	11	4	7	240	919

**Units of Service**

Service Category	No UA	Child 0	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD	259		21	7			3	14	304
CM	81		287	43	29	29		370	839
Crisis Rehab		4							4
Eng/Outrch	31		94	6			6	70	207
ER/Obs	6		4	1					11
Inpt	99		39	9	4			16	167
Nursing	8		3	8				2	21
Psych/Med	273		360	335	14	20	10	281	1293
Rehab	64		2626	98	159	13		23	2983
Grand Total	821	4	3434	507	206	62	19	776	5829

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

**Quarterly Units of Service by County, Age, and Service Package**

(Oct 2010 - Dec 2010)

**Dallas**

*Adult*

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	6623	44	10857	2538	5674	528	26264

**Units of Service**

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	65731	13	10433	2350	9403	55	87985
CM	369	10	6198	498	340	13	7428
Crisis Rehab	5	12	40	36	30		123
Eng/Outrch	2620	17	7925	1792	5791	254	18399
ER/Obs	3089	3	524	143	631	219	4609
Inpt	2555		537	160	561	233	4046
Nursing	2031	23	9951	1832	5772	500	20109
Outpt Prg	1183		273	47	723	1713	3939
Psych/Med	3181	42	13098	4003	6483	84	26891
Rehab	1908	99	18791	2537	40891	228	64454
Routine Transp	293	4	413	68	483	605	1866
Self Directed Care	48		16	1	4		69
<b>Grand Total</b>	<b>83013</b>	<b>223</b>	<b>68199</b>	<b>13467</b>	<b>71112</b>	<b>3904</b>	<b>239918</b>

*Child*

Members Served (Unduplicated by Package)	No UA	Child 0	Child 1.1	Child 1.2	Child 2.1	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	3060	5	3902	1364	1	453	105	283	802	9975

**Units of Service**

Service Category	No UA	Child 0	Child 1.1	Child 1.2	Child 2.1	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD	1705	3	54	23		102	41	50	9	1987
CM	1129	4	1129	317		868	257	768	787	5259
Eng/Outrch	578	2	1179	315		176	77	156	401	2884
ER/Obs	52		5	4		3	2	8	5	79
Inpt	624	4	137	101		74	5	101	33	1079
Nursing	60		352	45		51	4	22	52	586
Outpt Prg	291		31	16	1	57	5	17		418
Psych/Med	3910	5	6283	5517		606	234	488	924	17967
Rehab	304		19105	286		987	10	13	75	20780
Rtn Transp	2		4							6
<b>Grand Total</b>	<b>8655</b>	<b>18</b>	<b>28279</b>	<b>6624</b>	<b>1</b>	<b>2924</b>	<b>635</b>	<b>1623</b>	<b>2286</b>	<b>51045</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program





**Quarterly Units of Service by County, Age, and Service Package**

(Oct 2010 - Dec 2010)

**Hunt**

*Adult*

Members Served (Unduplicated by Package)	<b>No UA</b>	<b>Adult 1</b>	<b>Adult 2</b>	<b>Adult 3</b>	<b>Adult 4</b>	<b>Grand Total</b>
	252	722	16	192	29	1211

**Units of Service**

<b>Service Category</b>	<b>No UA</b>	<b>Adult 1</b>	<b>Adult 2</b>	<b>Adult 3</b>	<b>Adult 4</b>	<b>Grand Total</b>
CD	494	79		39		612
CM	18	416		4		438
Eng/Outrch	5	16	6	19		46
ER/Obs	48	20	3	13	1	85
Inpt	93	45	10	20		168
Nursing	37	320		101	18	476
Outpt Prg	53			35	65	153
Psych/Med	230	627	38	169		1064
Rehab	403	3243	2	5880	4	9532
Routine Transp				9		9
<b>Grand Total</b>	<b>1381</b>	<b>4766</b>	<b>59</b>	<b>6289</b>	<b>88</b>	<b>12583</b>

*Child*

Members Served (Unduplicated by Package)	<b>No UA</b>	<b>Child 1.1</b>	<b>Child 1.2</b>	<b>Child 2.2</b>	<b>Child 2.4</b>	<b>Child 4</b>	<b>Grand Total</b>
	151	199	39	5	3	59	456

**Units of Service**

<b>Service Category</b>	<b>No UA</b>	<b>Child 1.1</b>	<b>Child 1.2</b>	<b>Child 2.2</b>	<b>Child 2.4</b>	<b>Child 4</b>	<b>Grand Total</b>
CD	5				3		8
CM	14	165		20	102	147	448
Eng/Outrch	10	3				37	50
ER/Obs	2	1					3
Inpt	32	51	3	4		4	94
Nursing		2					2
Outpt Prg	1						1
Psych/Med	279	234	193	7	9	63	785
Rehab	95	3163	4	6		8	3276
<b>Grand Total</b>	<b>438</b>	<b>3619</b>	<b>200</b>	<b>37</b>	<b>114</b>	<b>259</b>	<b>4667</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

**Quarterly Units of Service by County, Age, and Service Package**

(Oct 2010 - Dec 2010)

**Kaufman**

*Adult*

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	161	1	615	15	240	29	1061

**Units of Service**

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	441		164		90		695
CM	28	1	1012	3	2		1046
Eng/Outrch	9		78	1	22		110
ER/Obs	35		9	1	10	3	58
Inpt	45		32		10	8	95
Nursing	48		491	13	184	14	750
Outpt Prg	13		11		35	57	116
Psych/Med	91	1	507	29	170		798
Rehab	241	2	2549	41	4253		7086
Routine Transp					2	9	11
<b>Grand Total</b>	<b>951</b>	<b>4</b>	<b>4853</b>	<b>88</b>	<b>4778</b>	<b>91</b>	<b>10765</b>

*Child*

Members Served (Unduplicated by Package)	No UA	Child 0	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	97	1	196	37	9	1	5	56	402

**Units of Service**

Service Category	No UA	Child 0	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD			4				1		5
CM	2		67	4	52			30	155
Eng/Outrch	12		9	8	2	1	4	53	89
ER/Obs	3								3
Inpt	27		35					7	69
Nursing			12					2	14
Outpt Prg	1							2	3
Psych/Med	140	1	197	147	10		7	69	571
Rehab	50		2999		38		4	66	3157
<b>Grand Total</b>	<b>235</b>	<b>1</b>	<b>3323</b>	<b>159</b>	<b>102</b>	<b>1</b>	<b>16</b>	<b>229</b>	<b>4066</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

**Quarterly Units of Service by County, Age, and Service Package**

(Oct 2010 - Dec 2010)

**Navarro**

*Adult*

Members Served (Unduplicated by Package)	<b>No UA</b>	<b>Adult 1</b>	<b>Adult 2</b>	<b>Adult 3</b>	<b>Adult 4</b>	<b>Grand Total</b>
	165	631	2	21	7	826

**Units of Service**

<b>Service Category</b>	<b>No UA</b>	<b>Adult 1</b>	<b>Adult 2</b>	<b>Adult 3</b>	<b>Adult 4</b>	<b>Grand Total</b>
CD	233	48		12		293
CM	149	1600	2		15	1766
Eng/Outrch	55	400	1	12	6	474
ER/Obs	14	10		1	2	27
Inpt	22	16		4	4	46
Nursing	22	172	1	13	1	209
Outpt Prg	30				1	31
Psych/Med	189	718	1	20	5	933
Rehab	85	241	4	191		521
<b>Grand Total</b>	<b>799</b>	<b>3205</b>	<b>9</b>	<b>253</b>	<b>34</b>	<b>4300</b>

*Child*

Members Served (Unduplicated by Package)	<b>No UA</b>	<b>Child 1.1</b>	<b>Child 1.2</b>	<b>Child 2.2</b>	<b>Child 2.4</b>	<b>Child 4</b>	<b>Grand Total</b>
	56	40	23	1	1	127	248

**Units of Service**

<b>Service Category</b>	<b>No UA</b>	<b>Child 1.1</b>	<b>Child 1.2</b>	<b>Child 2.2</b>	<b>Child 2.4</b>	<b>Child 4</b>	<b>Grand Total</b>
CM	7	46			4	329	386
Eng/Outrch	17	15	5		1	132	170
Inpt	12					10	22
Nursing						2	2
Psych/Med	91	40	95	1	5	153	385
Rehab		275					275
<b>Grand Total</b>	<b>127</b>	<b>376</b>	<b>100</b>	<b>1</b>	<b>10</b>	<b>626</b>	<b>1240</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

**Quarterly Units of Service by County, Age, and Service Package**

(Oct 2010 - Dec 2010)

**Rockwall**

*Adult*

Members Served (Unduplicated by Package)	<b>No UA</b>	<b>Adult 1</b>	<b>Adult 2</b>	<b>Adult 3</b>	<b>Adult 4</b>	<b>Grand Total</b>
	72	144	15	47	7	285

**Units of Service**

<b>Service Category</b>	<b>No UA</b>	<b>Adult 1</b>	<b>Adult 2</b>	<b>Adult 3</b>	<b>Adult 4</b>	<b>Grand Total</b>
CD	216	181	7	21		425
CM		308	1	4		313
Eng/Outrch	9	11	5	7		32
ER/Obs	32	7	1	4	1	45
Inpt	59	30	6	13	4	112
Nursing	3	94	12	51	0	160
Outpt Prg				1	19	20
Psych/Med	50	149	31	47		277
Rehab	18	576	4	896		1494
<b>Grand Total</b>	<b>387</b>	<b>1356</b>	<b>67</b>	<b>1044</b>	<b>24</b>	<b>2878</b>

*Child*

Members Served (Unduplicated by Package)	<b>No UA</b>	<b>Child 1.1</b>	<b>Child 1.2</b>	<b>Child 2.2</b>	<b>Child 2.4</b>	<b>Child 4</b>	<b>Grand Total</b>
	54	24	24	3	3	10	118

**Units of Service**

<b>Service Category</b>	<b>No UA</b>	<b>Child 1.1</b>	<b>Child 1.2</b>	<b>Child 2.2</b>	<b>Child 2.4</b>	<b>Child 4</b>	<b>Grand Total</b>
CD	4						4
CM	5	17	2		65	10	99
Eng/Outrch	6	4	2		1	4	17
ER/Obs	1						1
Inpt	18	14			6		38
Nursing	1	1				4	6
Psych/Med	92	29	68	4	3	13	209
Rehab	4	194					198
<b>Grand Total</b>	<b>131</b>	<b>259</b>	<b>72</b>	<b>4</b>	<b>75</b>	<b>31</b>	<b>572</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program

**Quarterly Units of Service by County, Age, and Service Package**

(Oct 2010 - Dec 2010)

**Ellis**

*Adult*

Members Served (Unduplicated by Package)	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
	198	3	839	29	124	8	1201

**Units of Service**

Service Category	No UA	Adult 0	Adult 1	Adult 2	Adult 3	Adult 4	Grand Total
CD	605	3	97	2	49		756
CM	74		2417	12	4	9	2516
Crisis Rehab			4	4			8
Eng/Outrch	44	2	216	12	61	1	336
ER/Obs	59		17		12	3	91
Inpt	83		30		13	6	132
Nursing	83	3	753	7	89	6	941
Outpt Prg	3				1	8	12
Psych/Med	141	4	1043	74	138	8	1408
Rehab	37	4	390	20	978		1429
Routine Transp	5				8	7	20
Self Directed Care					2		2
<b>Grand Total</b>	<b>1134</b>	<b>16</b>	<b>4967</b>	<b>131</b>	<b>1355</b>	<b>48</b>	<b>7651</b>

*Child*

Members Served (Unduplicated by Package)	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
	120	63	52	3	1	6	235	480

**Units of Service**

Service Category	No UA	Child 1.1	Child 1.2	Child 2.2	Child 2.3	Child 2.4	Child 4	Grand Total
CD	44			3			27	74
CM	69	24	7			28	725	853
Eng/Outrch	9	16	3	2	2	1	51	84
ER/Obs	2		1	1			1	5
Inpt	40		3	4			10	57
Nursing	9	2	1				37	49
Outpt Prg	12	1	1				9	23
Psych/Med	154	125	159	2		15	491	946
Rehab		285		14		4		303
<b>Grand Total</b>	<b>339</b>	<b>453</b>	<b>175</b>	<b>26</b>	<b>2</b>	<b>48</b>	<b>1351</b>	<b>2394</b>

\* Units of Service vary by the type of service and can be from a 15 min service to a monthly program