



# Performance and Quality Improvement

Quarterly Report

Fiscal Year 2025, 2nd Quarter

The Bridge Performance Quality and Improvement Quarterly Report  
*October 1<sup>st</sup>, 2024 to December 30<sup>th</sup>, 2024.*  
**2nd Quarter FY 2025**

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## Introduction:

This report highlights key strengths, areas for improvement, and actions taken to support the continuous improvement of the Bridge's services. The Bridge aims to make this report as easy to read and understandable as possible. We acknowledge that many readers may not be familiar with or interested in jargon. Therefore, we will keep it simple by reporting on our goals, achievements, and the results of our efforts. We also share opportunities for improvement, acknowledging that sometimes we fall short of our goals and strive to learn and improve.

We welcome your input and feedback. Thank you for your ongoing interest and support of the Bridge. Please contact Judy Halpern, Performance and Quality Improvement Director, [jhalpern@bridgefamilycenter.org](mailto:jhalpern@bridgefamilycenter.org), to share comments or questions.

## **The Mission of the Bridge:**

To foster the courage and strength in children and families to meet life's challenges and build fulfilling lives.

Based in West Hartford, Connecticut, the Bridge Family Center is a comprehensive, regional nonprofit agency that provides a broad range of services for children and families throughout the Greater Hartford area. Founded in 1969, the Bridge offers a safe haven for children and families in crisis as well as positive, healthy intervention and prevention programs. The Bridge has an expansive array of services that is comprised of the following:

### Family Resource Center

Our Family Resource Center is a vital source of support for young children and parents. We offer significant parent education, in-school support groups for children going through divorce or separation, reading readiness programs, developmental screenings, after-school learning and enrichment activities, before- and after-school daycare for preschoolers, social skills groups, and early childhood intervention programs.

### Youth and Family Services

For more than four decades, we have served West Hartford as its Youth Service Bureau. We offer school-based programs, emergency in-school counseling response, positive youth development programs, mentoring, parenting services, and the West Hartford Teen Center.

### Outpatient Counseling Center

We have counseling centers in West Hartford, Farmington, and Rockville to support children, families, and adults. Our therapy team includes a psychiatrist. We accept private insurance, as well as Medicare and Medicaid.

### Specialized Trauma-Informed Treatment Assessment and Reunification

We offer high-quality care for every resident by providing for every need that a child has when she/he enters our program. Basic needs include shelter, food, clothing, medical and dental care, counseling and family reconciliation support, primary education, life skills training, drug and sex education, and recreational and social activities.

### Quality Parenting Center

With trained coaching staff, parents identify issues they wish to improve in their relationships with their children. Through guidance and instruction in child development, anger management, self-control, and other topics, coaching staff help parents change their behaviors with their children and their daily lives.

Families are referred by the Connecticut Department of Children and Families (DCF) and are typically enrolled for a six-month period. However, each family situation contains complicating factors that may extend the length of out-of-home care well into subsequent six-month visitation plans.

### Moving on Project

Our Moving on Project (MOP) is a transitional living apartment program that assists males, ages 18 to 21, in developing the skills needed to live independently. For a 12- to 18-month period, the Moving on Project provides DCF-referred youth with a safe, caring, and nurturing environment, as well as practical instruction. MOP programming offers authentic engagement, education, and coaching to help young adults develop mastery of "concrete" and "soft" skills associated with adult success. MOP programming will achieve a balance of providing guidance and support while also reinforcing each young adult's independence and autonomy so they can explore, pursue, and benefit from varied opportunities and maintain healthy permanent family/relative, natural supports, and community connections.

### Youth Independent Living

This department consists of the Community Housing Assistance Program (CHAP), Community Housing Employment Enrichment Resources (CHEER), and Youth in Transition (YIT).

Begun in 1996, CHAP and CHEER program consists of supervised scattered site apartments for DCF committed youth 18 years and older to provide support and guidance in their final steps toward independence. CHAP participants are enrolled in an educational or vocational program. CHEER participants are given resources to help their professional journey.

The Bridge Family Center's Youth in Transition (YIT) Transitional Living Program is an innovative and critical program for runaway and homeless youth (RHY) ages 16-23 (16-21 upon entry), including non-system youth and pregnant and parenting teens and their children in Central Connecticut, including Greater Hartford.

### Administrative

Finance: The Bridge Family Center services are funded by private donations from individuals, foundations, corporations, and organizations; the Town of West Hartford; the State of Connecticut Departments of Children and Families (DCF) and Education; and the U.S. Department of Health and Human Services. The organization works with an annual budget of \$11 million dollars.

Human Resources: We have worked hard to earn our reputation as a community leader. After more than 50 years of community work, we are known for service excellence, high standards of performance, and employing talented and dedicated employees who are committed to our mission and values.

Information Technology: these services enable streamlined client management through a custom database system, ensuring efficient case tracking and service delivery. Continuous upgrades and cybersecurity measures safeguard sensitive client data, maintaining confidentiality and trust.

Development and Communications: Our fundraising efforts leverage community partnerships and innovative campaigns to secure resources for expanding our impact locally and throughout the state. Transparent financial stewardship and donor engagement initiatives ensure that every contribution directly supports our mission to foster the courage and strength in children and families to meet life's challenges and build fulfilling lives.

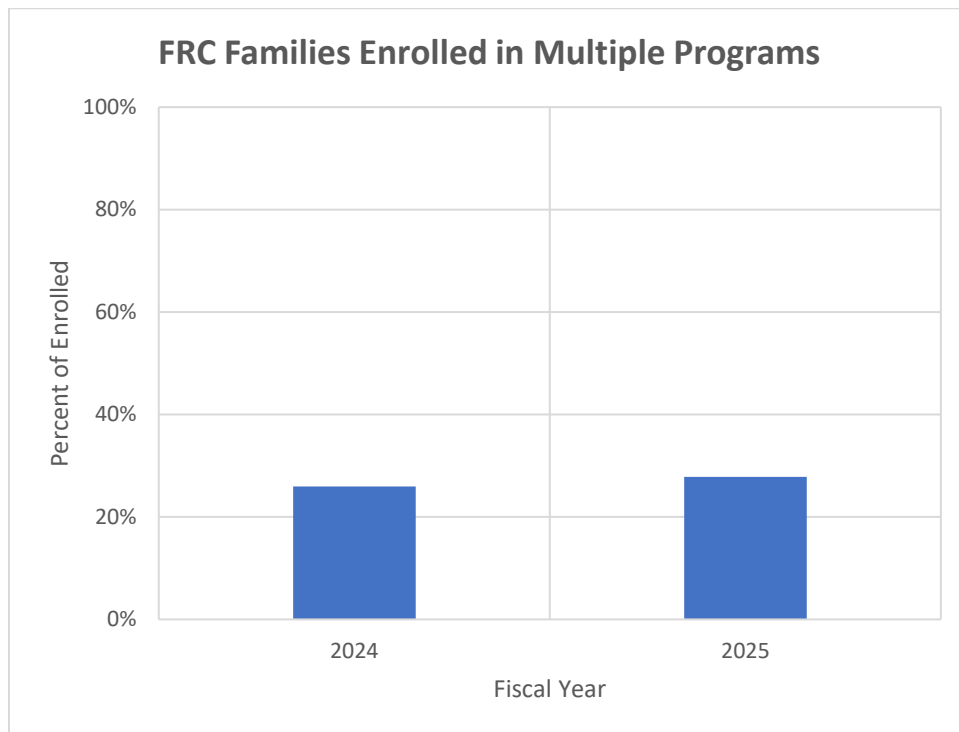
**Family Resource Center (FRC)**

**Goal:**

To increase the diversity and interest in the Family Resource Center’s (FRC) offerings, we aim to boost the percentage of children enrolled in multiple programs, reflecting the variety and appeal of available services. The benchmark is to have more families engaged in multiple programs than the year before.

**Outputs/Outcomes:**

Year to date, 22 (28% of total families enrolled in all programs) families are involved in more than 1 program showing interest and engagement with the Family Resource Center. In fiscal year 2024, there were 20 families enrolled in multiple programs, representing 26% of the family population at the FRC.



**Improvement Plan:**

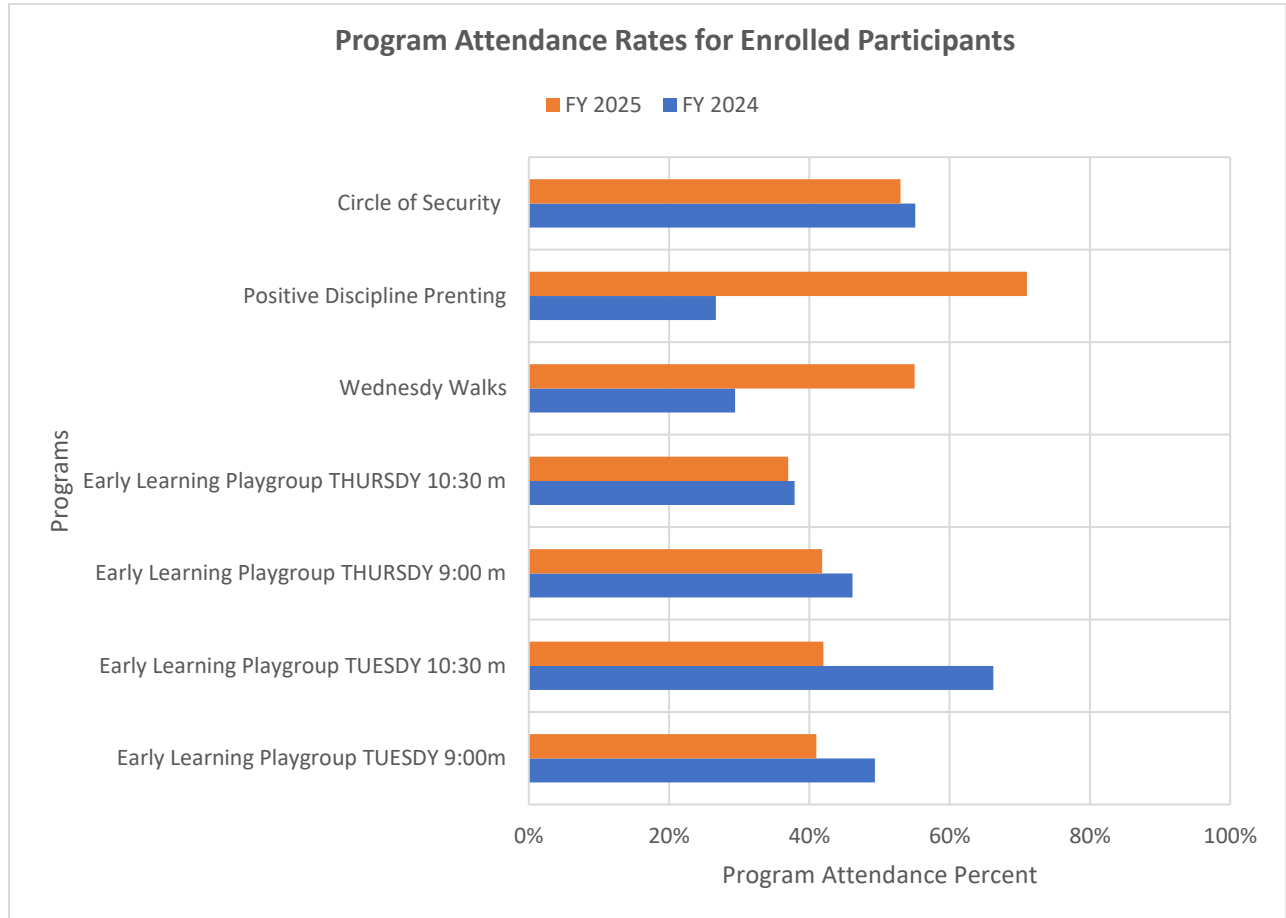
Goal met. No improvement plan needed.

**Goal:**

To improve overall participation and engagement in FRC programs, we aim to increase the average attendance across all programs, ensuring that we are meeting community needs and maximizing resource utilization. The benchmark is to have 1 or more programs with a higher show rate of attendance than the year before.

**Outputs/Outcomes:**

Positive discipline is significantly higher than the year before with a 71% show rate in fiscal year 2025 compared to 27% show rate in fiscal year 2024. Wednesday walks increased the show rate in 2025 to 55%.



**Improvement Plan:**

Goal met. No improvement plan needed.

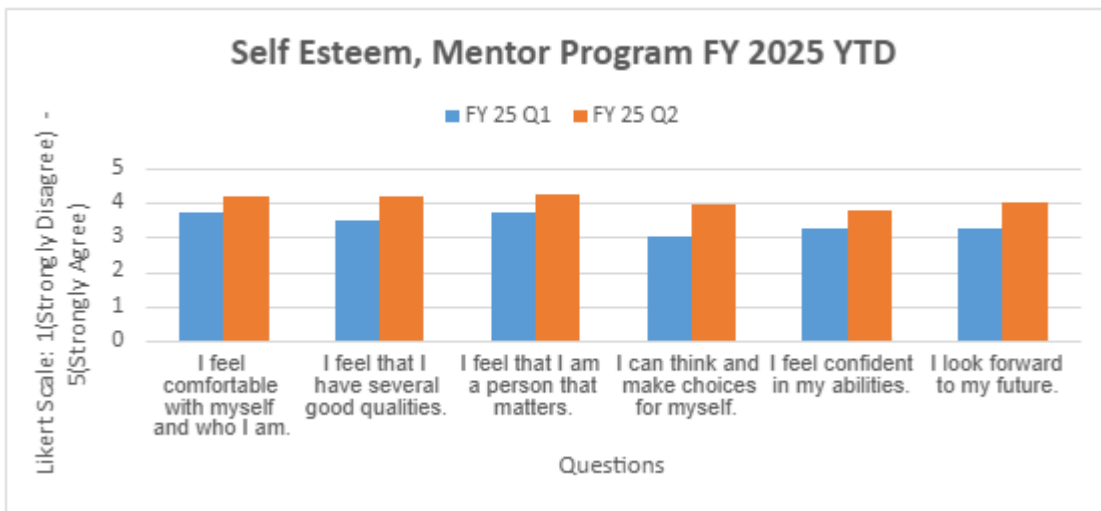
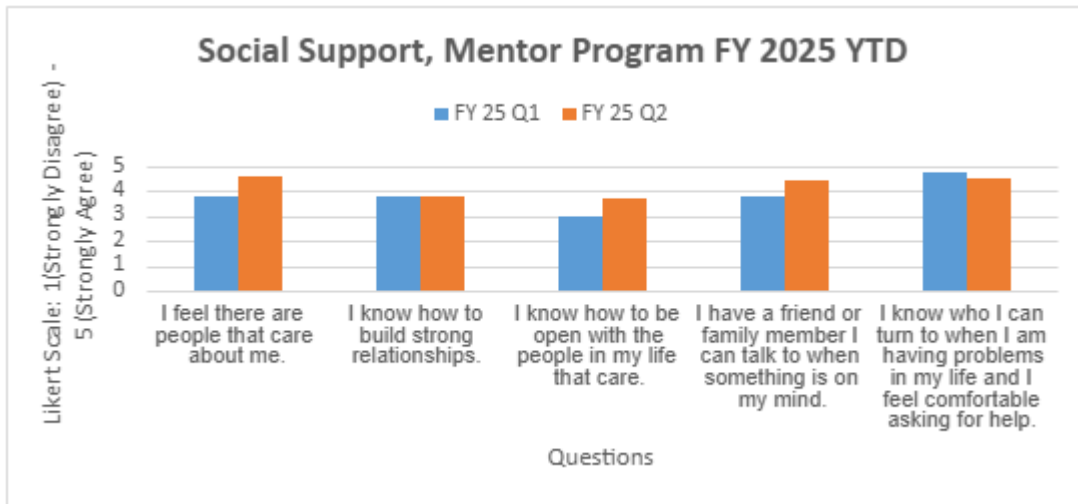
**Youth and Family Services (YFS):**

**Goal:**

To enhance the personal development and social well-being of youth participating in mentoring programs, we aim to increase self-esteem and perceived social support scores by the end of the program year. The benchmark is that the scores should be equal or greater than the scores from the past quarter, with the exception of quarter 1 as many times it takes students some time to feel comfortable with their mentor.

**Outputs/Outcomes:**

All categories are scored higher than the previous quarter.



**Improvement Plan:**

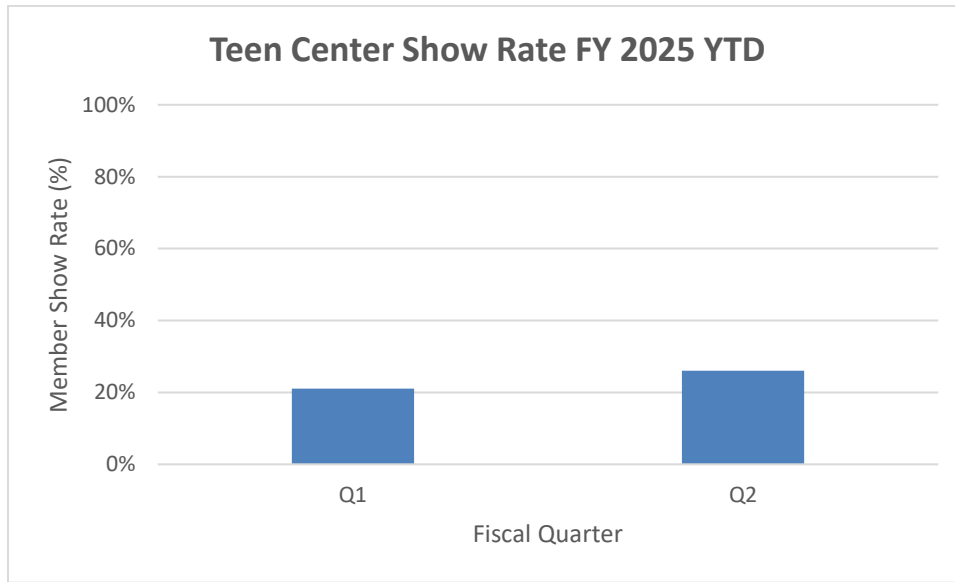
Goal met. No improvement plan needed.

**Goal:**

To create a more engaging and supportive environment for teens, we aim to increase overall attendance at the Teen Center by enhancing program offerings, outreach, and accessibility. The benchmark is to increase Teen Center attendance to be equal or higher than the previous quarter.

**Outputs/Outcomes:**

In quarter 1, the teen center member show rate was 21%. Quarter 2, had a 26% show rate at the teen center.



**Improvement Plan:**

Goal met. No improvement plan needed.



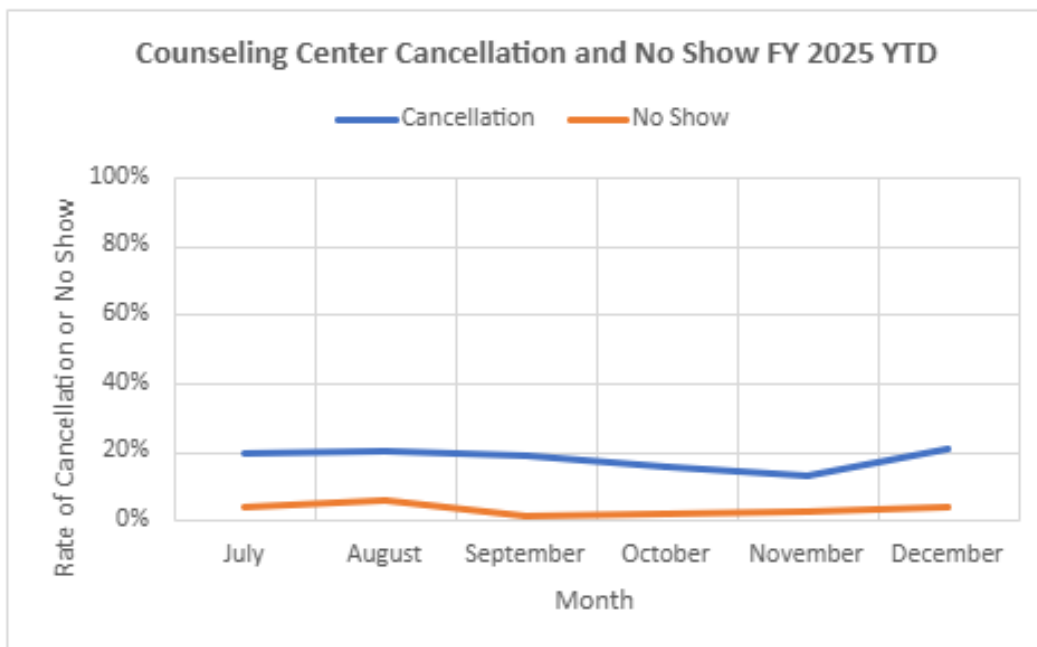
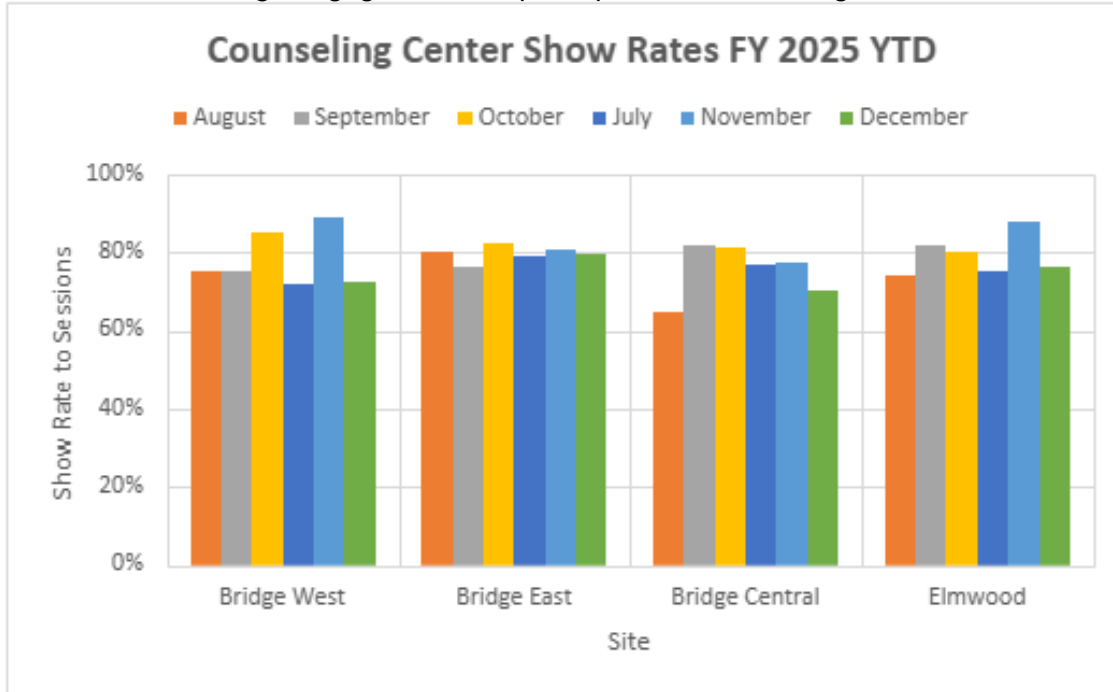
**Outpatient Counseling Center (OPCC)**

**Goal:**

The Counseling Center aims to foster strong, meaningful relationships between clinicians and clients, which will be reflected in high show rates.

**Outputs/Outcomes:**

The Outpatient Counseling Center will maintain high show rates for scheduled appointments, aiming for at least a 75% attendance rate across all services. This will be measured monthly by tracking the number of attended versus scheduled appointments, and any cancellations or no-shows will be addressed promptly through follow-up outreach and reminder systems. Regular monitoring will ensure continued high engagement and participation in counseling services.



**Improvement Plan:**

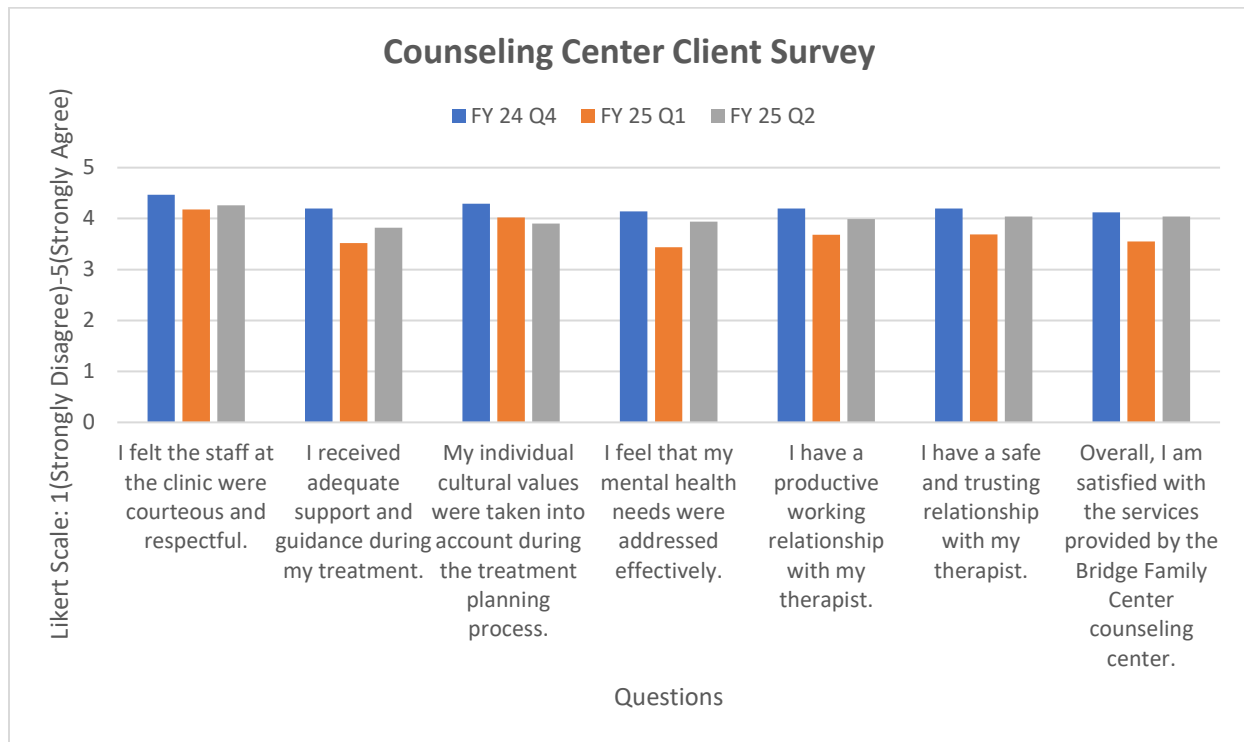
The goal of maintaining high attendance rates was achieved through the use of reminder systems and follow-up calls. These efforts will continue to be monitored for ongoing success.

**Goal:**

The Counseling Center will effectively meet the needs of its clients, as demonstrated by high levels of satisfaction in client feedback. The goal is to have equal or better client scores comparing with the previous quarter.

**Outputs/Outcomes:**

Only one question scored lower than the last quarter. “My individual cultural values were taken into account during the treatment planning process.” Note this margin is small. Q1, this question had an average score of 4.02 and this quarter this question received an average score of 3.9.



**Improvement Plan:**

Counseling Center Clinicians will pay special attention to cultural values of patients and support during treatment to ensure higher client survey scores in this category next quarter.

**Specialized Trauma-Informed Treatment Assessment and Reunification (STTAR)**

**Goal:**

Ensure STTAR residents are fully prepared for a successful transition to their next housing placement.

**Outputs/Outcomes:** While planned discharges are not at 100%, there is significant improvement from fiscal year 2024.

**Freymann**

**7** / **9** = **78%**  
FY 25 Planned Discharges      FY25 Total Discharges      =      Percent of Planned Discharges

**13** / **25** = **52%**  
FY 24 Planned Discharges      FY24 Total Discharges      =      Percent of Planned Discharges

**Hastings**

**1** / **1** = **100%**  
FY 25 Planned Discharges      FY25 Total Discharges      =      Percent of Planned Discharges

**6** / **7** = **86%**  
FY 24 Planned Discharges      FY24 Total Discharges      =      Percent of Planned Discharges

**Winifred**

**4** / **5** = **80%**  
FY 25 Planned Discharges      FY25 Total Discharges      =      Percent of Planned Discharges

**6** / **9** = **67%**  
FY 24 Planned Discharges      FY24 Total Discharges      =      Percent of Planned Discharges

**Improvement Plan:**

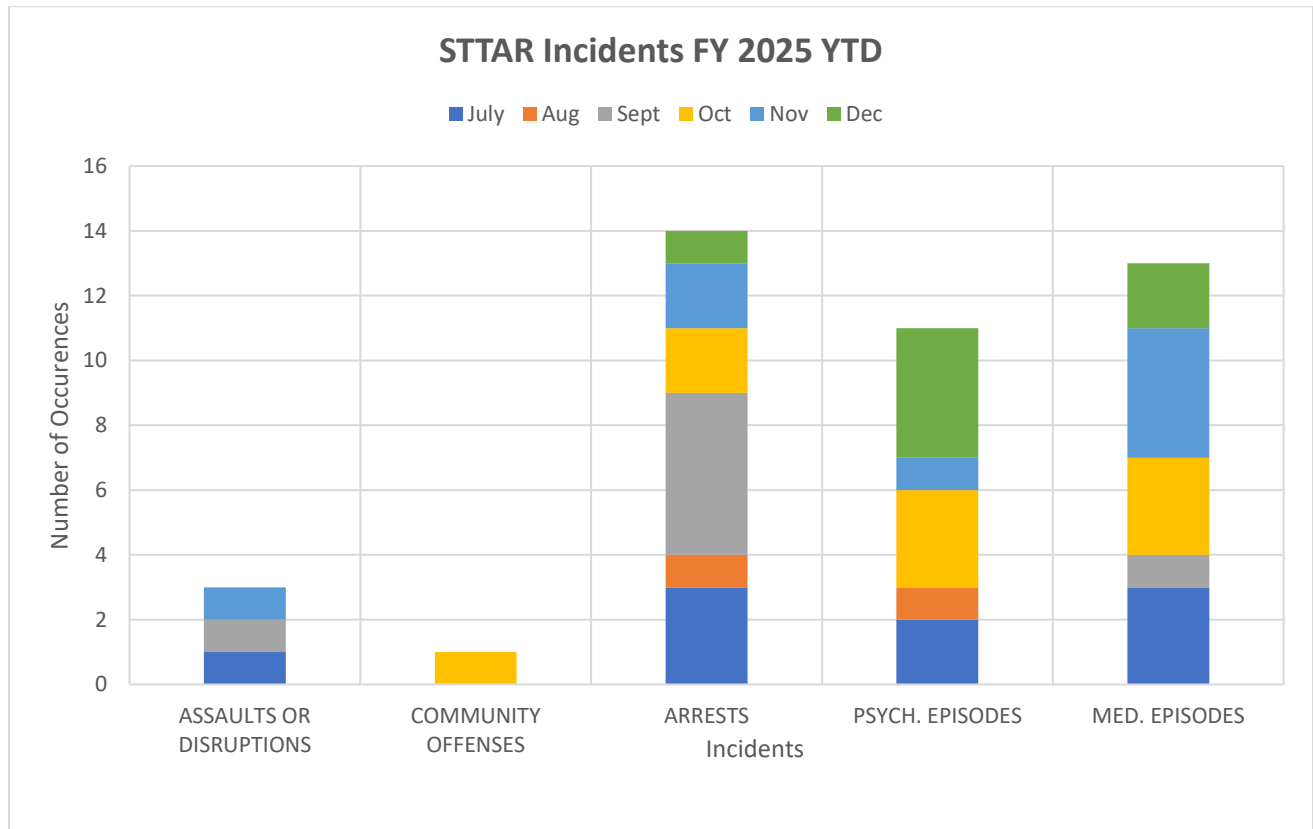
The STTAR team will continue to monitor this through monthly reviews.

**Goal:**

Ensure that STTAR consistently provides a stable and safe living environment for all residents.

**Outputs/Outcomes:**

The program aims to achieve a benchmark of no more than one incident per category each month, such as safety violations, behavioral issues, or conflicts. This is a challenging goal that is difficult to reach. Incidents have remained below 20 occurrences in each category.



**Improvement Plan:**

To improve STTAR's ability to consistently provide a stable and safe living environment, implement enhanced staff training focused on de-escalation techniques, medical response protocols, and proactive incident prevention strategies.

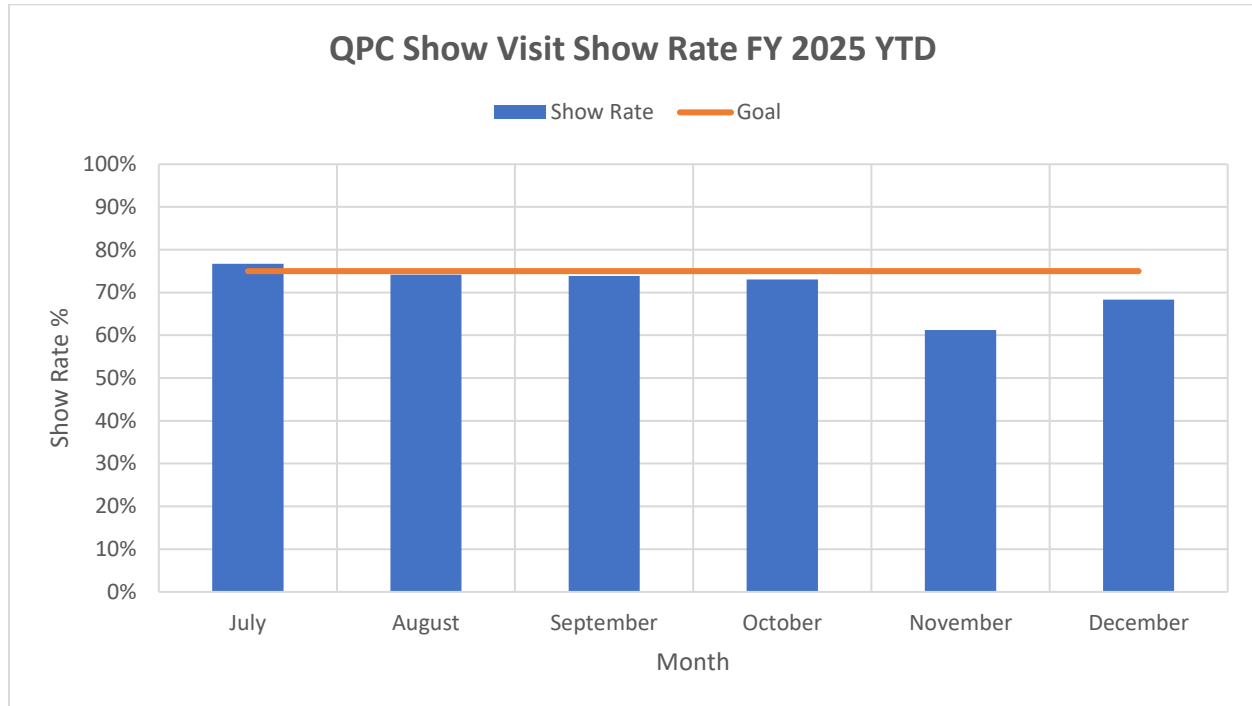
**Quality Parenting Center (QPC)**

**Goal:**

The QPC will improve the attendance rate (show rate) for scheduled meetings with the Family Visiting Coach, fostering better family engagement and support outcomes.

**Outputs/Outcomes:**

To maintain a consistent show rate of 75% for scheduled meetings with the Family Visiting Coach.



**Improvement Plan:**

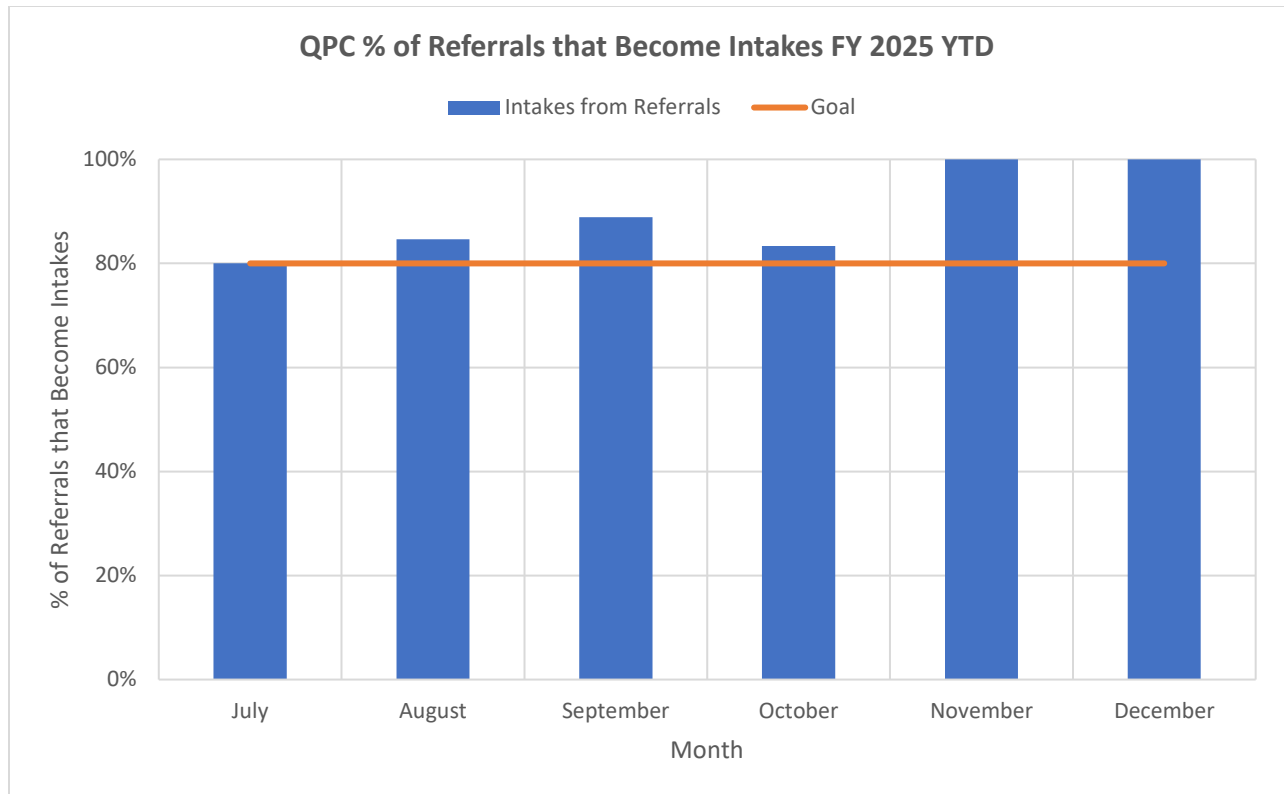
To improve the attendance rate for scheduled meetings with the Quality Parenting Center Family Visiting Coach, implement a reminder system that includes personalized text messages and follow-up calls, while offering flexible scheduling options to accommodate family needs.

**Goal:**

To increase the conversion rate of referrals into program intakes, ensuring that referred individuals are successfully engaged in the intake process within 30 days of the referral.

**Outputs/Outcomes:**

Achieve an 80% or higher conversion rate of all referrals to completed program intakes each month. This will enhance program access and ensure individuals referred are receiving needed services.



**Improvement Plan:**

Goal met. No improvement plan needed.

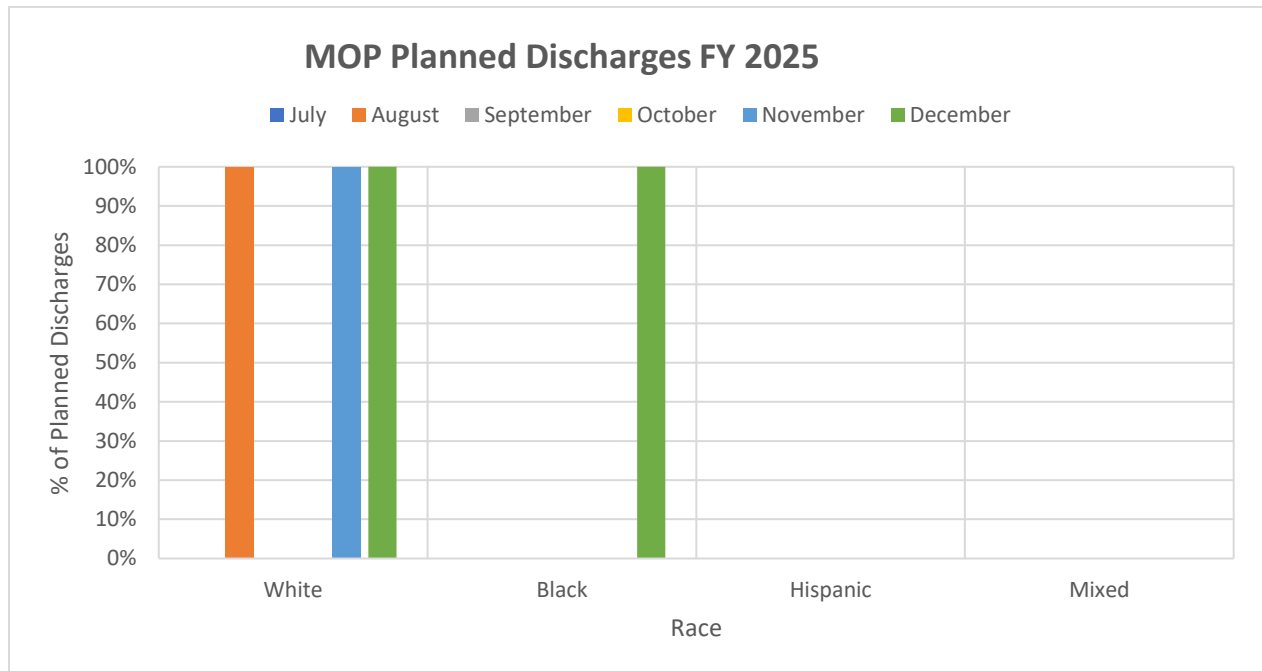
**Moving on Project (MOP)**

**Goal:**

The MOP ensures that residents transition into independent housing through well-structured and planned discharge procedures.

**Outputs/ Outcomes:**

MOP is dedicated to equipping young adults with the essential skills needed for success in adulthood, particularly those who may lack prior experience due to their backgrounds. The benchmark for successful discharges is set at 90% of all discharged clients.



**Moving on Project (MOP)**

<b>4</b> FY 25 Planned Discharges	<b>5</b> FY25 Total Discharges	=	<b>80%</b> Percent of Planned Discharges
<b>7</b> FY 24 Planned Discharges	<b>8</b> FY24 Total Discharges	=	<b>88%</b> Percent of Planned Discharges

**Improvement Plan:**

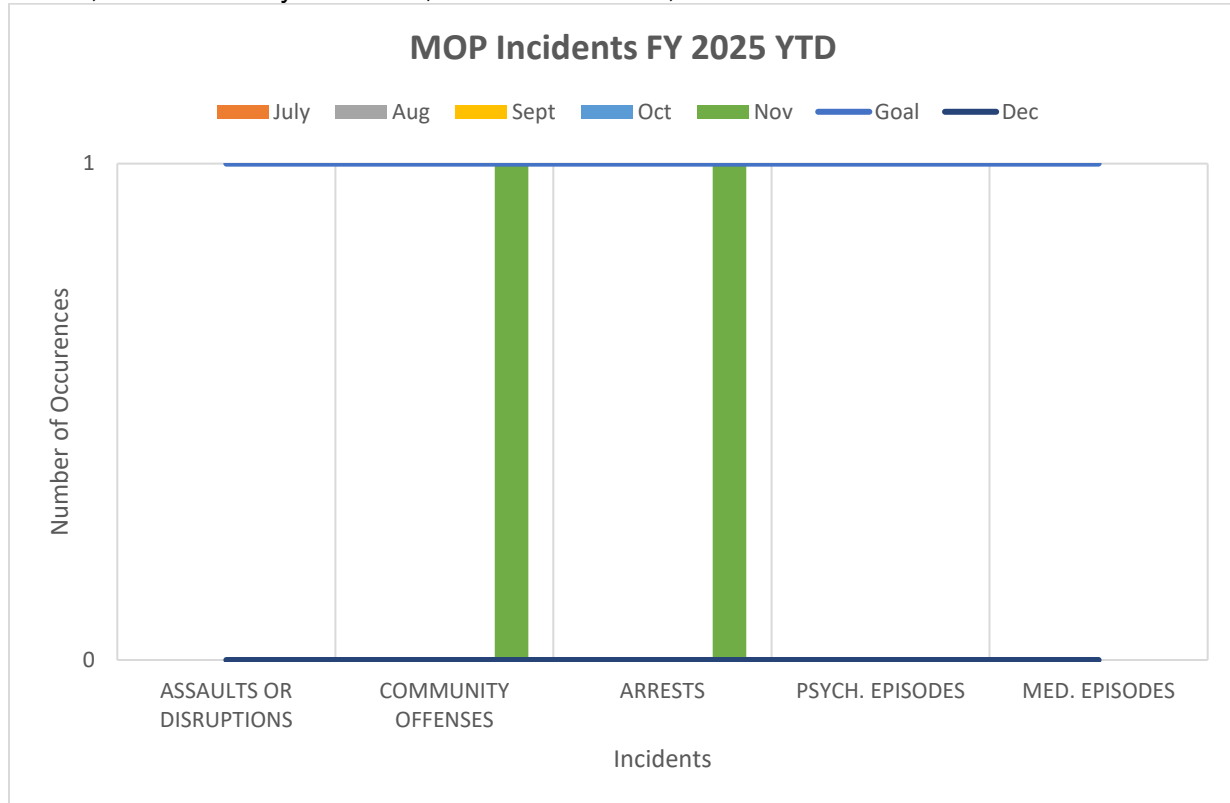
To improve the MOP will provide tailored support plans for each resident, ensuring they are fully prepared for the transition to independent housing.

**Goal:**

Ensure that the MOP provides and maintains a stable and safe environment for all residents, fostering security and well-being throughout their stay.

**Outputs/Outcomes:**

The program aims to achieve a benchmark of no more than one incident per category each month, such as safety violations, behavioral issues, or conflicts.



**Improvement Plan:**

Goal met. No improvement plan needed.



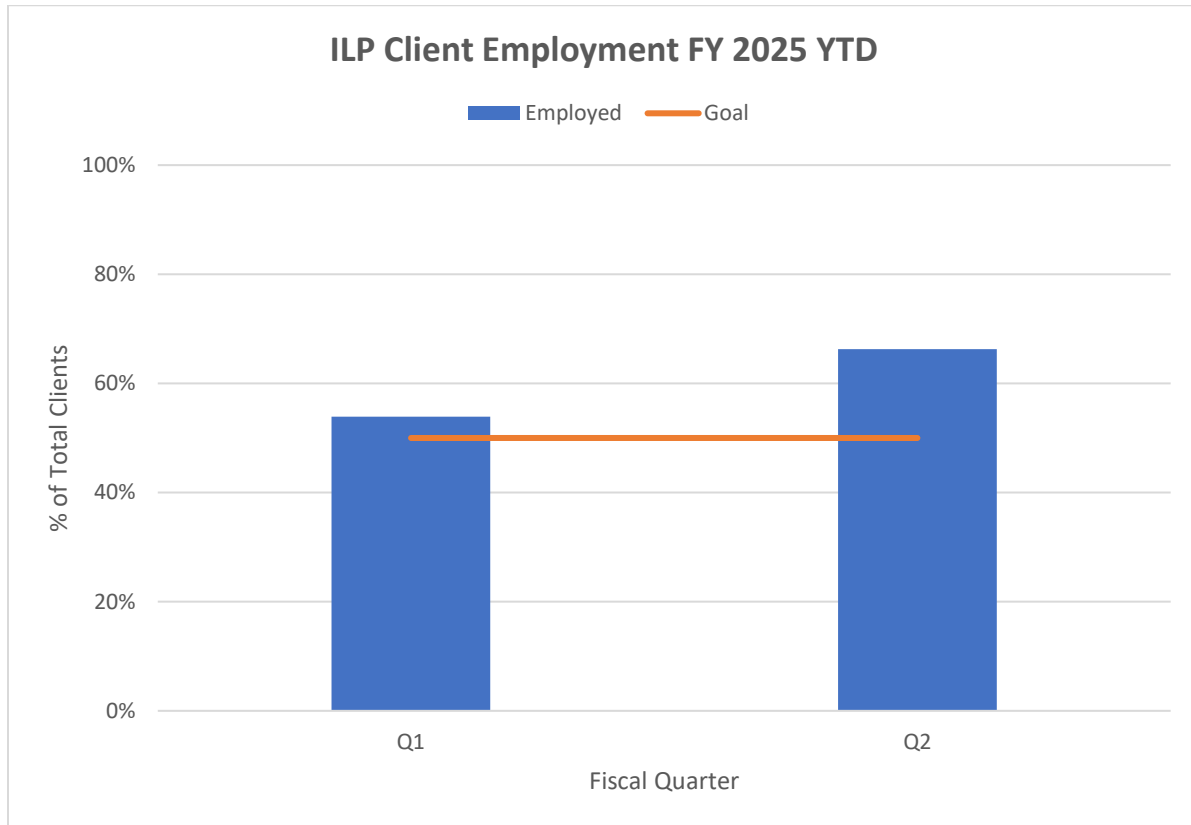
**Youth Independent Living (YIL)**

**Goal:**

Independent living prepares participants to develop job readiness skills. The goal is to have at least 50% of participants employed.

**Outputs/Outcomes:**

In quarter 2, clients exceeded this goal at 66% employment.



**Improvement Plan:**

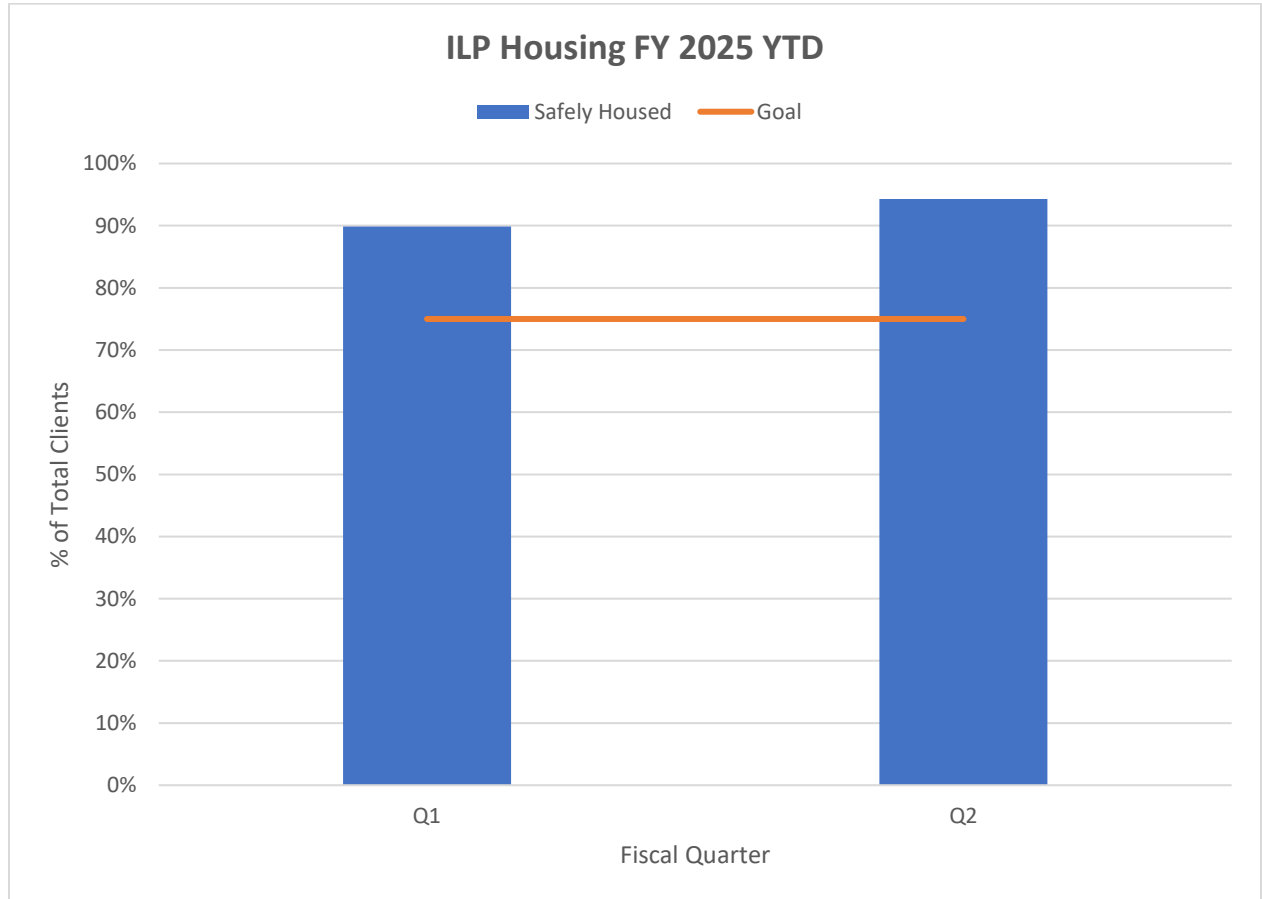
Goal met. No improvement plan needed.

**Goal:**

Ensure that participants in Youth Independent Living have access to safe housing. The Youth Independent Living team is dedicated to supporting clients by ensuring they secure stable housing. The benchmark for this goal is that at least 75% of all clients receive housing assistance from the department, helping them transition to independent living.

**Outputs/Outcomes:**

In quarter 2, 94% of clients are safely housed. Case managers are closely working with all clients to make sure they all land in a safe location.



**Improvement Plan:**

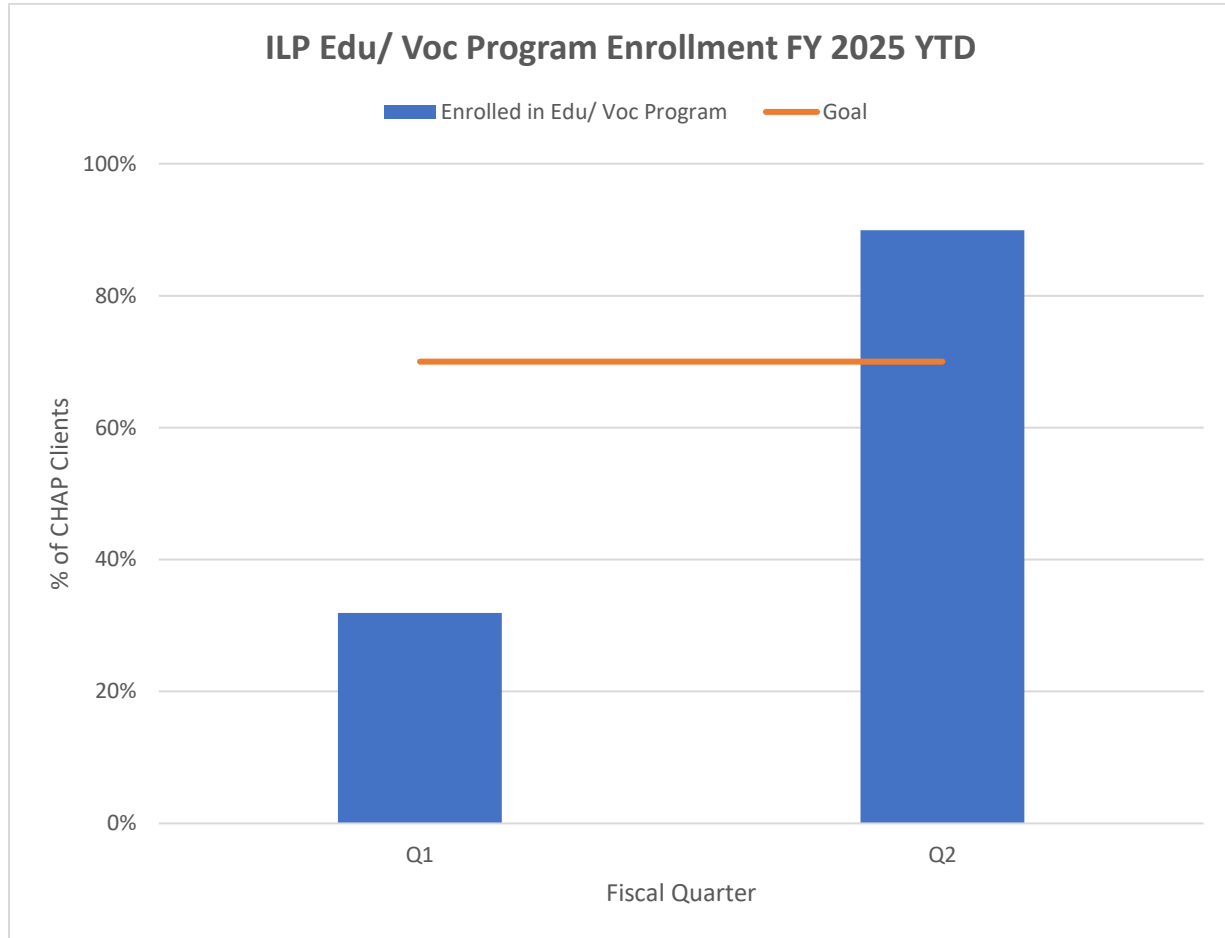
Goal met. No improvement plan needed.

**Goal:**

Ensure that Youth Independent Living supports participants in pursuing educational goals. The Youth Independent Living team assists CHAP clients in enrolling in either educational or vocational programs, aiming to foster their overall development. The benchmark for this goal is to have 70% of CHAP clients enrolled in such programs.

**Outputs/Outcomes:**

In quarter 2, 90% of CHAP clients are enrolled in an educational or vocational program.



**Improvement Plan:**

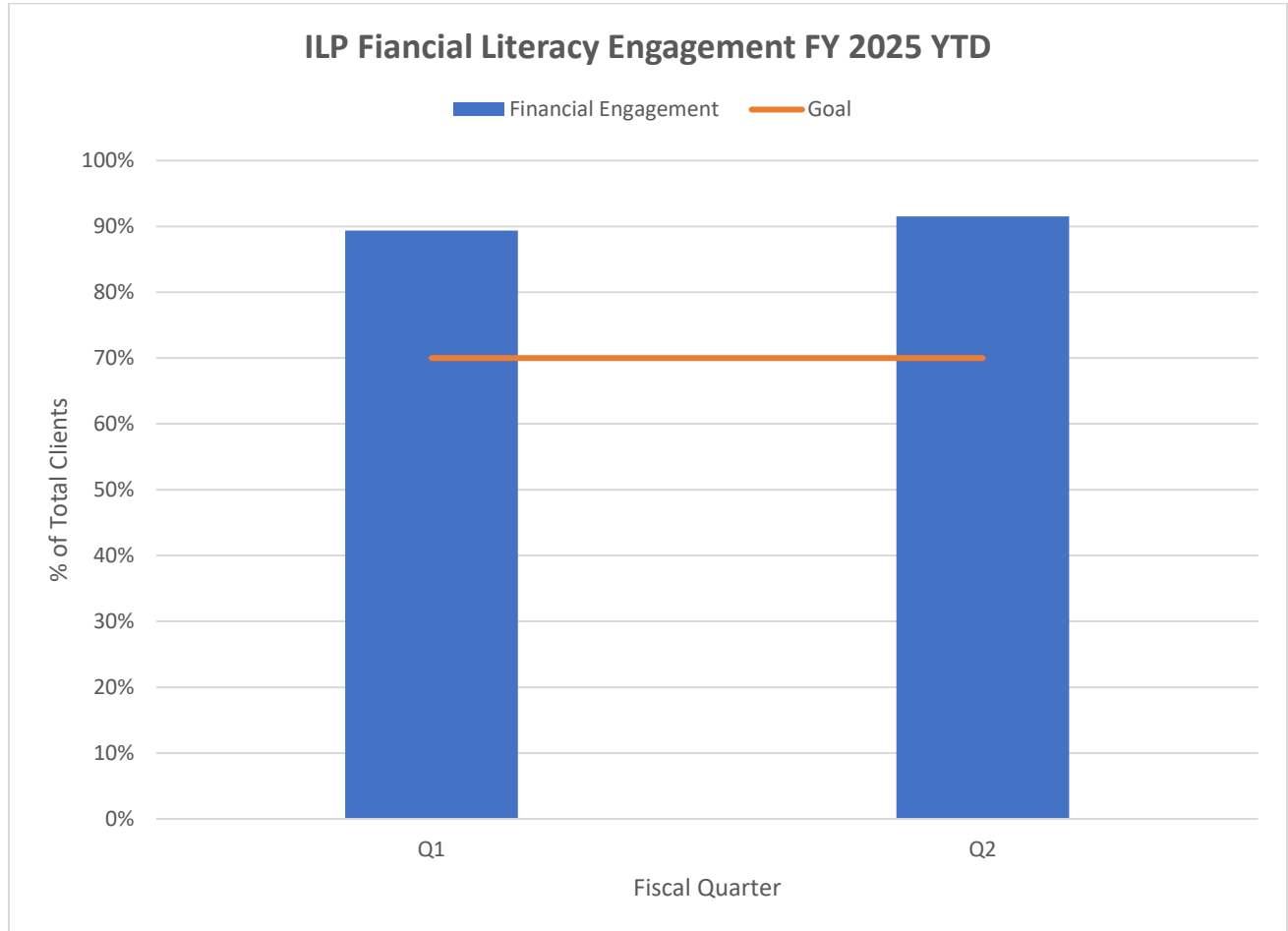
Goal met. No Improvement plan needed.

**Goal:**

Ensure that Youth Independent Living teaches participants financial literacy skills. The Youth Independent Living team empowers clients to begin understanding finances for their future. The benchmark for this outcome is to have at least 70% of clients to engage in financial literacy.

**Outputs/Outcomes:**

In quarter 2, 91% of clients engaged in financial literacy.



**Improvement Plan:**

Goal met. No improvement plan needed.

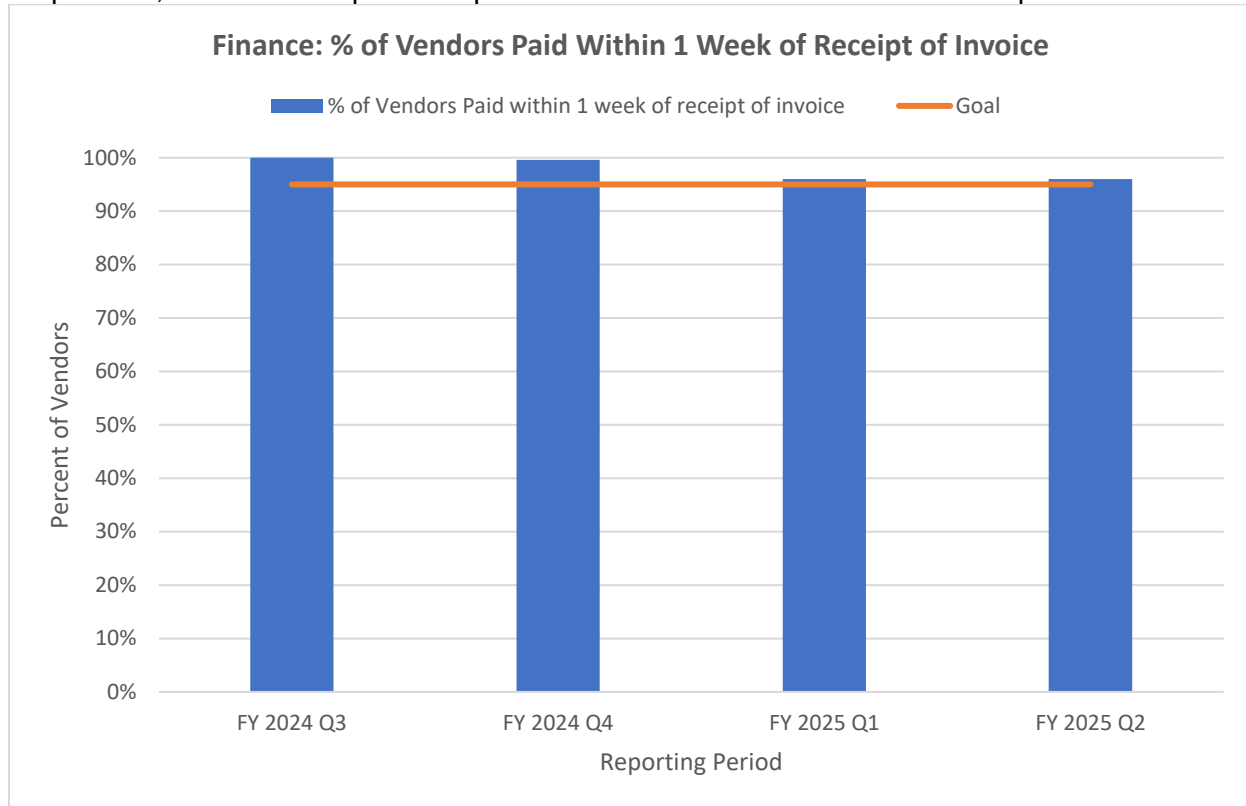
**Administrative**

**Goal:**

The Finance and Administration Department aims to settle vendor payments within one week of receiving the invoice at the finance department. The finance department has set a target for 95% of vendors to receive payment within one week.

**Outputs/Outcomes:**

In quarter 2, the finance department paid 96% of vendors within 1 week of receipt of the invoice.



**Improvement Plan:**

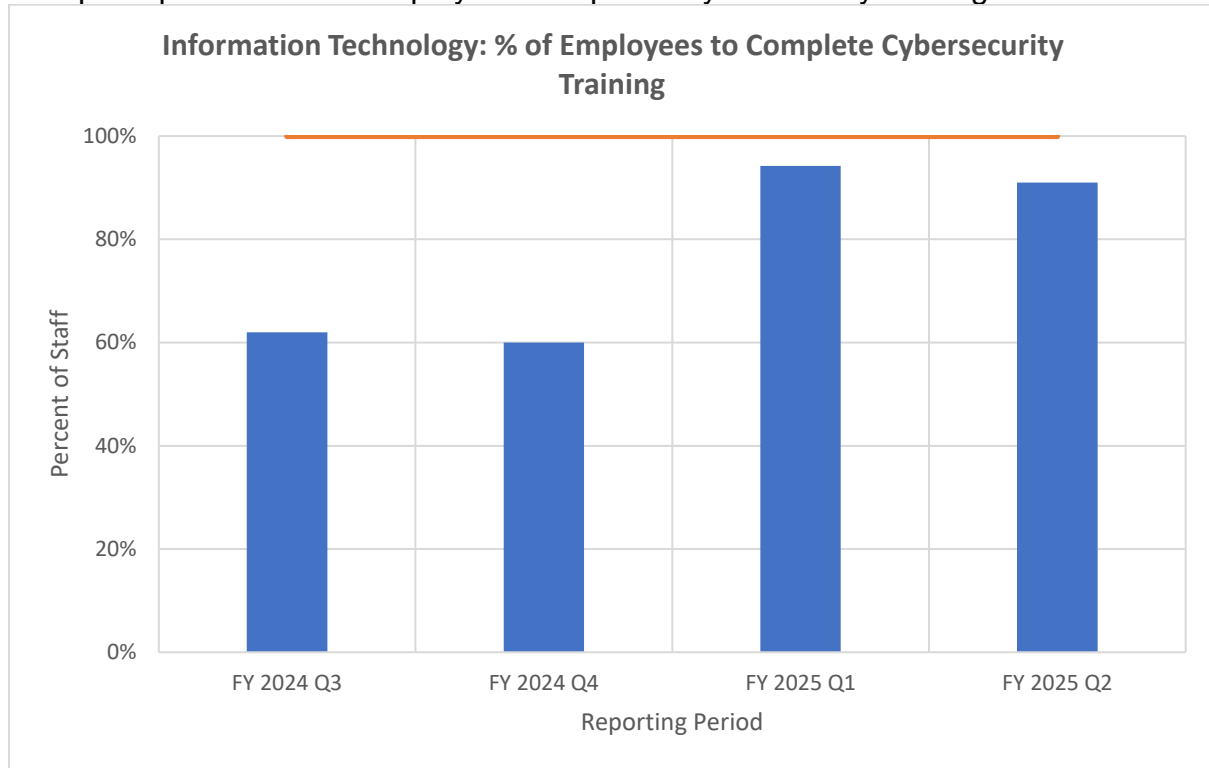
Goal met. No improvement plan needed.

**Goal:**

Information Technology provides employees (with email addresses) with access to cybersecurity training. Trainings are sent out at least once per quarter, if not more. IT has a goal to have all employees complete the cybersecurity training.

**Outputs/ Outcomes:**

This past quarter 91% of employees completed cybersecurity training.



**Improvement Plan:**

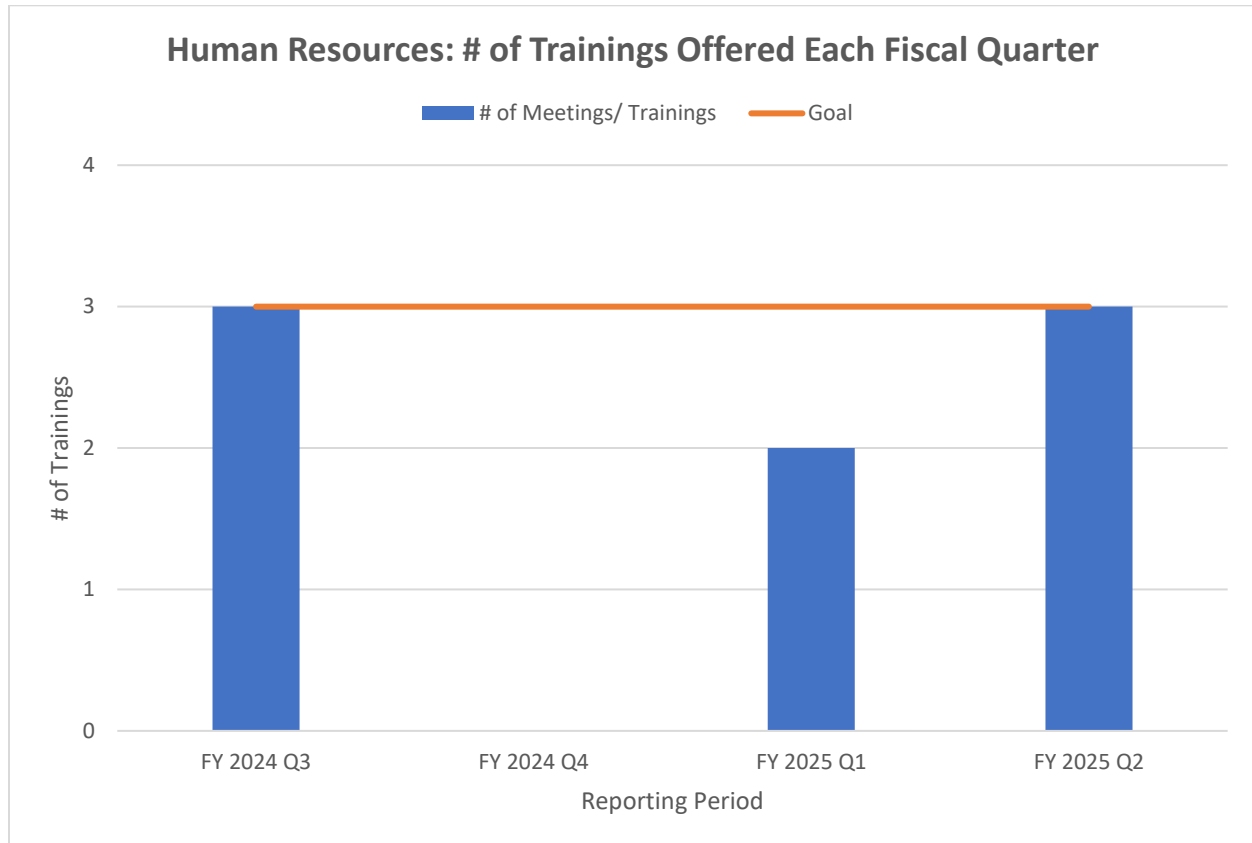
IT will collaborate with directors to insure completion of the cybersecurity training.

**Goal:**

Human Resources will conduct trainings for managers, staff, or any required participants every quarter. Human Resources (HR) is dedicated to conducting three training sessions for staff each quarter.

**Outputs/ Outcomes:**

In quarter 2, human resources have accomplished this goal by hosting 3 organization trainings or meetings.



**Improvement Plan:**

Goal met. No improvement plan needed.

**Goal:**

Enhance donor retention rates for the Bridge Family Center each quarter through targeted engagement strategies, personalized donor communications, and strengthened stewardship efforts.

**Outputs/ Outcomes:**

Development is implementing a new initiative to track donor retention, with a goal of retaining 45% of donors from the previous year (industry standard). The current donor retention rate is 49%.

**Improvement Plan:**

Goal met. No improvement plan needed.



## **Summary:**

In summary, the achievements and improvement plan for this quarter are as follows:

### **Achieved Goals:**

- To increase the diversity and interest in the Family Resource Center's (FRC) offerings, we aim to boost the percentage of children enrolled in multiple programs, reflecting the variety and appeal of available services. The benchmark is to have more families engaged in multiple programs than the year before.
- To improve overall participation and engagement in FRC programs, we aim to increase the average attendance across all programs, ensuring that we are meeting community needs and maximizing resource utilization. The benchmark is to have 1 or more programs with a higher show rate of attendance than the year before.
- To enhance the personal development and social well-being of youth participating in mentoring programs, we aim to increase self-esteem and perceived social support scores by the end of the program year. The benchmark is that the scores should be equal or greater than the scores from the past quarter, with the exception of quarter 1 as many times it takes students some time to feel comfortable with their mentor.
- To create a more engaging and supportive environment for teens, we aim to increase overall attendance at the Teen Center by enhancing program offerings, outreach, and accessibility. The benchmark is to increase Teen Center attendance to be equal or higher than the previous quarter.
- The QPC will increase the conversion rate of referrals into program intakes, ensuring that referred individuals are successfully engaged in the intake process within 30 days of the referral.
- Ensure that the MOP provides and maintains a stable and safe environment for all residents, fostering security and well-being throughout their stay.
- Independent living prepares participants to develop job readiness skills. The goal is to have at least 50% of participants employed.
- Ensure that participants in Youth Independent Living have access to safe housing. The Youth Independent Living team is dedicated to supporting clients by ensuring they secure stable housing. The benchmark for this goal is that at least 75% of all clients receive housing assistance from the department, helping them transition to independent living.
- Ensure that Youth Independent Living supports participants in pursuing educational goals. The Youth Independent Living team assists CHAP clients in enrolling in either educational or vocational programs, aiming to foster their overall development. The benchmark for this goal is to have 70% of CHAP clients enrolled in such programs.
- Ensure that Youth Independent Living teaches participants financial literacy skills. The Youth Independent Living team empowers clients to begin understanding finances for their future. The benchmark for this outcome is to have at least 70% of clients to engage in financial literacy.
- The Finance and Administration Department aims to settle vendor payments within one week of receiving the invoice at the finance department. The finance department has set a target for 95% of vendors to receive payment within one week.
- Human Resources will conduct trainings for managers, staff, or any required participants every quarter. Human Resources (HR) is dedicated to conducting three training sessions for staff each quarter.
- Enhance donor retention rates for the Bridge Family Center each quarter through targeted engagement strategies, personalized donor communications, and strengthened stewardship efforts.

Areas in Need of Improvement:

- Counseling Center Clinicians will pay special attention to cultural values of patients and support during treatment to ensure higher client survey scores in this category next quarter.
- The STTAR team will continue to monitor this through monthly reviews.
- To improve STTAR's ability to consistently provide a stable and safe living environment, implement enhanced staff training focused on de-escalation techniques, medical response protocols, and proactive incident prevention strategies.
- To improve the attendance rate for scheduled meetings with the Quality Parenting Center Family Visiting Coach, implement a reminder system that includes personalized text messages and follow-up calls, while offering flexible scheduling options to accommodate family needs.
- To improve the MOP will provide tailored support plans for each resident, ensuring they are fully prepared for the transition to independent housing.
- IT will collaborate with directors to insure completion of the cybersecurity training.

## Chart Audits

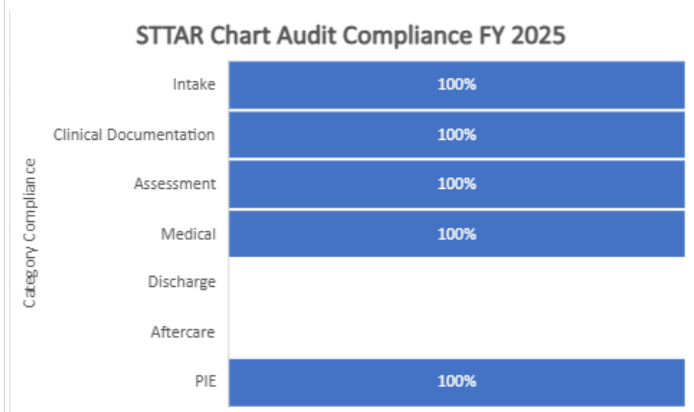
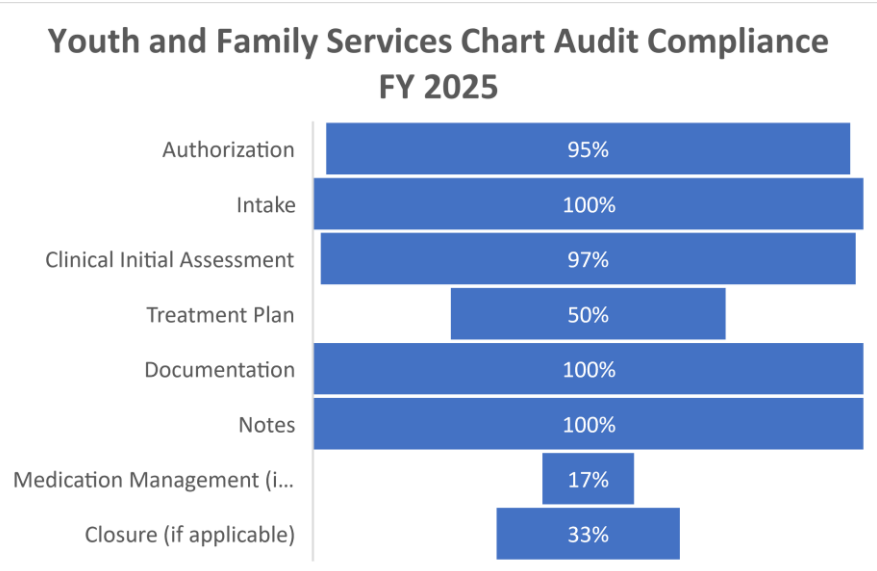
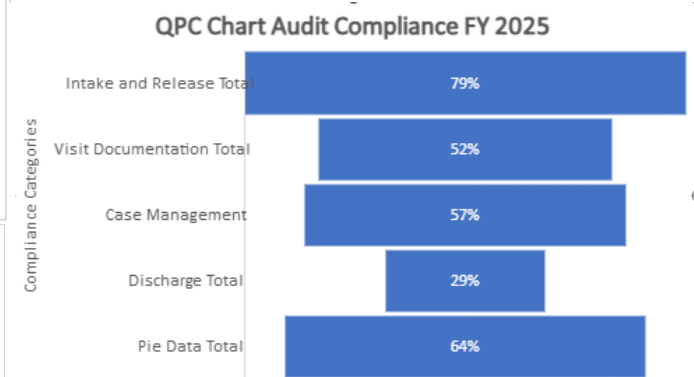
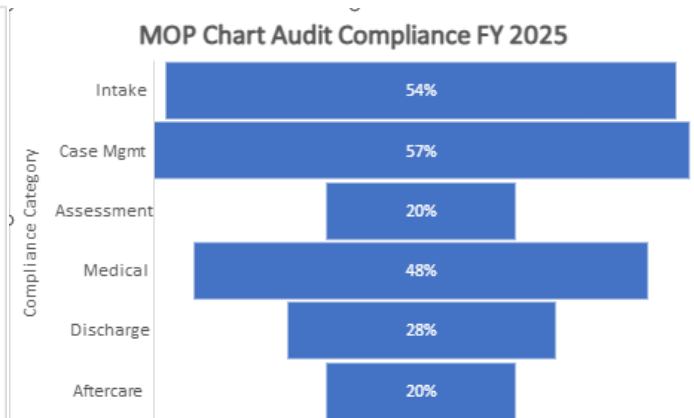
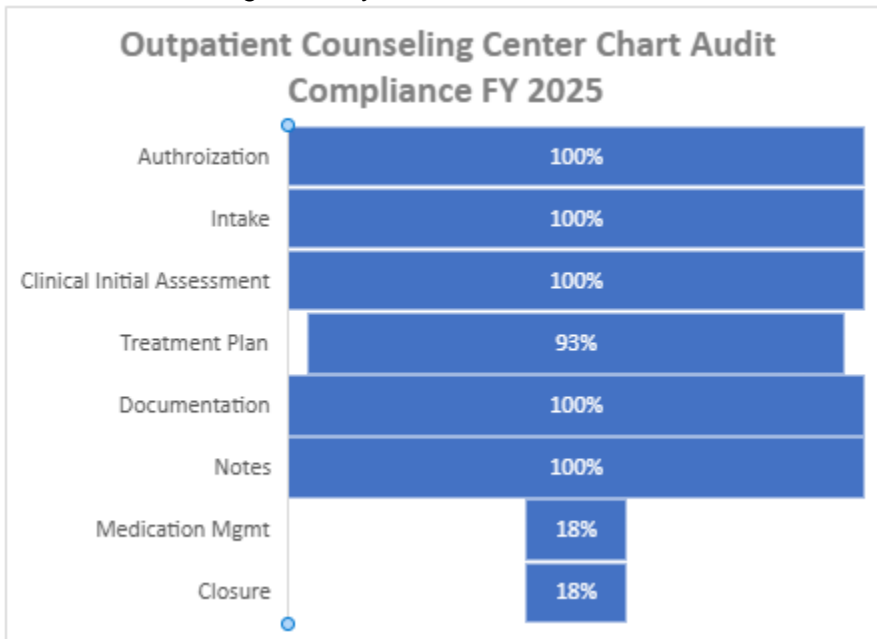
### Strengths:

Staff are consistently completing chart audits and it appears to be more accessible process.

### Areas of Improvement:

There can be more review done of discharged clients to ensure compliance in past, present, and future.

Note: Youth and Family Services and the Quality Parenting Center do not have frequent discharges, if any at all.



Appendix A: PQI Data Points FY 2025

