



Performance and Quality Improvement

Quarterly Report

Fiscal Year 2024, 3rd Quarter

The Bridge Performance Quality and Improvement Quarterly Report
January 1st, 2024 to March 31st, 2024.
3rd Quarter FY 2024

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Introduction:

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, 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:

Mental Health Counseling

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

Residential Services

We offer a safe haven for teens and young adults throughout our region, many of whom have experienced significant trauma. A high percentage of the girls we care for are victims of Domestic Minor Sex Trafficking. We provide: Specialized Trauma-Informed Treatment Assessment and Reunification (STTAR) youth shelters throughout Greater Hartford and beyond for children ages 11-18 (DCF referred); Quality parenting centers to assist with the reunification of families under the care of the State of Connecticut Department of Children and Families; and transitional and independent living programs for young adults ages 18-21.

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.

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. With an annual budget of \$ 10.5 million, the Bridge Family Center serves nearly 9,000 young people each year. 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 Bridge is governed by a Board of Directors composed of 13 individuals from West Hartford and the Greater Hartford community. About 160 staff members carry out the programs and services of the Bridge.

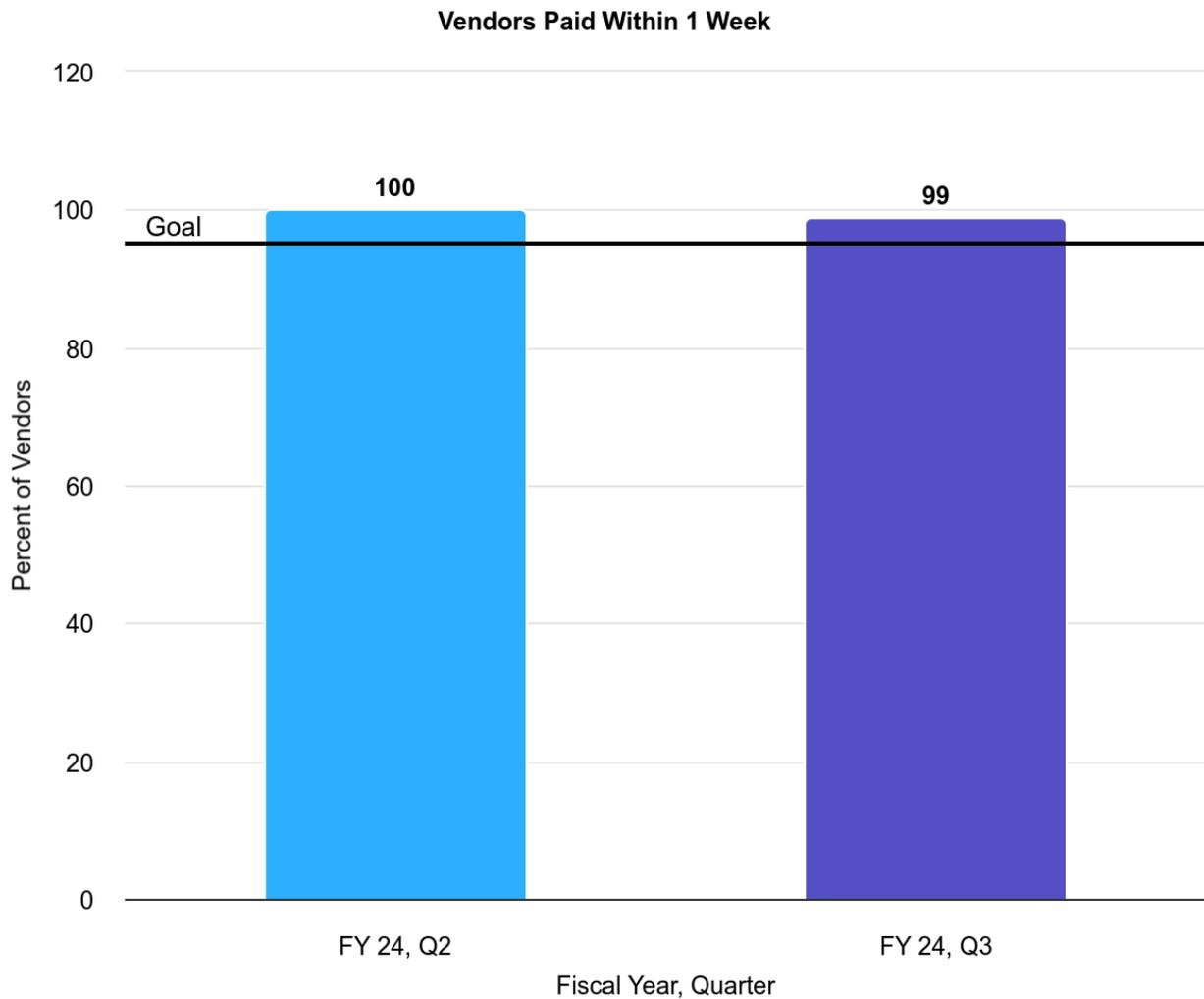
Finance and Administration

The Finance and Administration Department, encompassing Human Resources, serves as a cornerstone in bolstering the entire organization. This department oversees financial operations, IT systems, and facilitates seamless organizational functionality.

Goal: *The Finance and Administration Department aims to settle vendor payments within one week of receiving the invoice at the finance department.*

Outputs/Outcomes:

The finance department has established a target where 95% of vendors will receive payment within one week. In the 3rd quarter, 99% of vendors (539 Account Payable Transactions) were successfully paid within one week of receipt by the financial department.



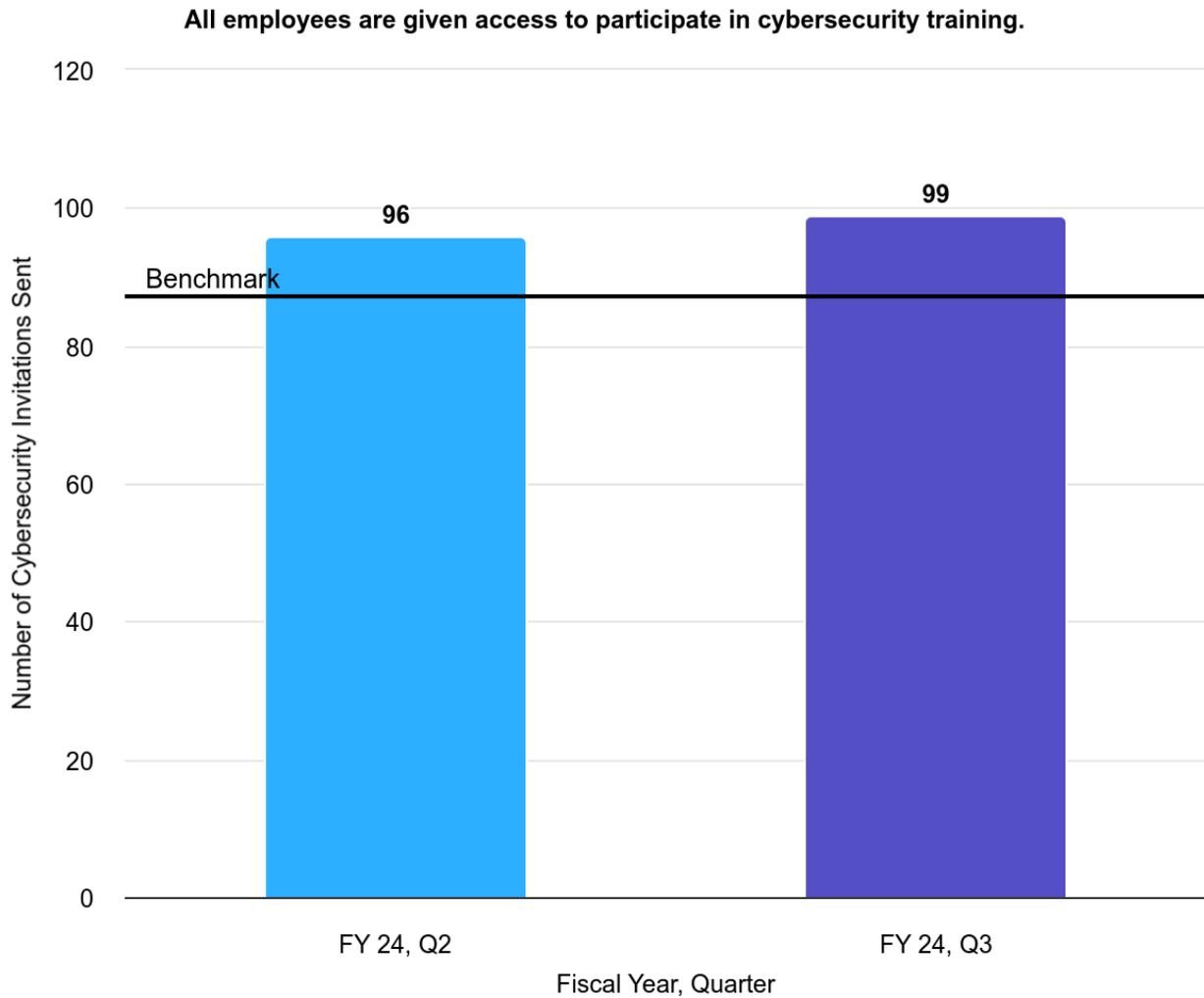
Improvement Plan:

No improvement plan needed.

Goal: *The Finance and Administration Department provides employees with access to cybersecurity training.*

Outputs/ Outcomes:

In the past quarter, two cybersecurity training sessions were conducted, with an average of 99 training invitations sent to employees across both sessions.



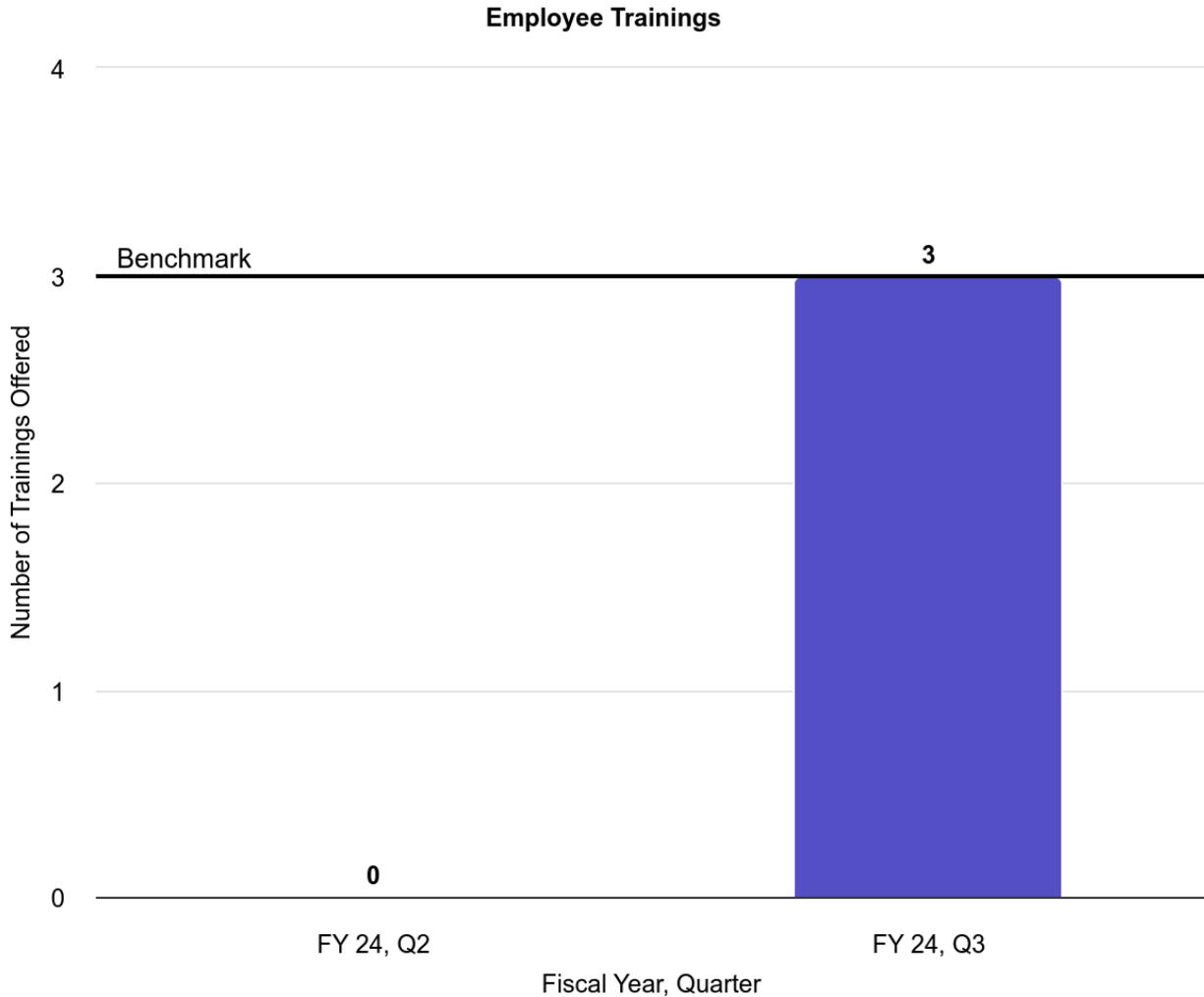
Improvement Plan:

No improvement plan needed.

Goal: *The Finance and Administration Department will conduct trainings for managers, staff, or any required participants every quarter.*

Outputs/ Outcomes:

Human resources (HR) is committed to providing three trainings for staff throughout each quarter. In Quarter 3, HR successfully conducted three trainings for the residential department and organization-wide participants.



Improvement Plan:

No improvement plan needed.

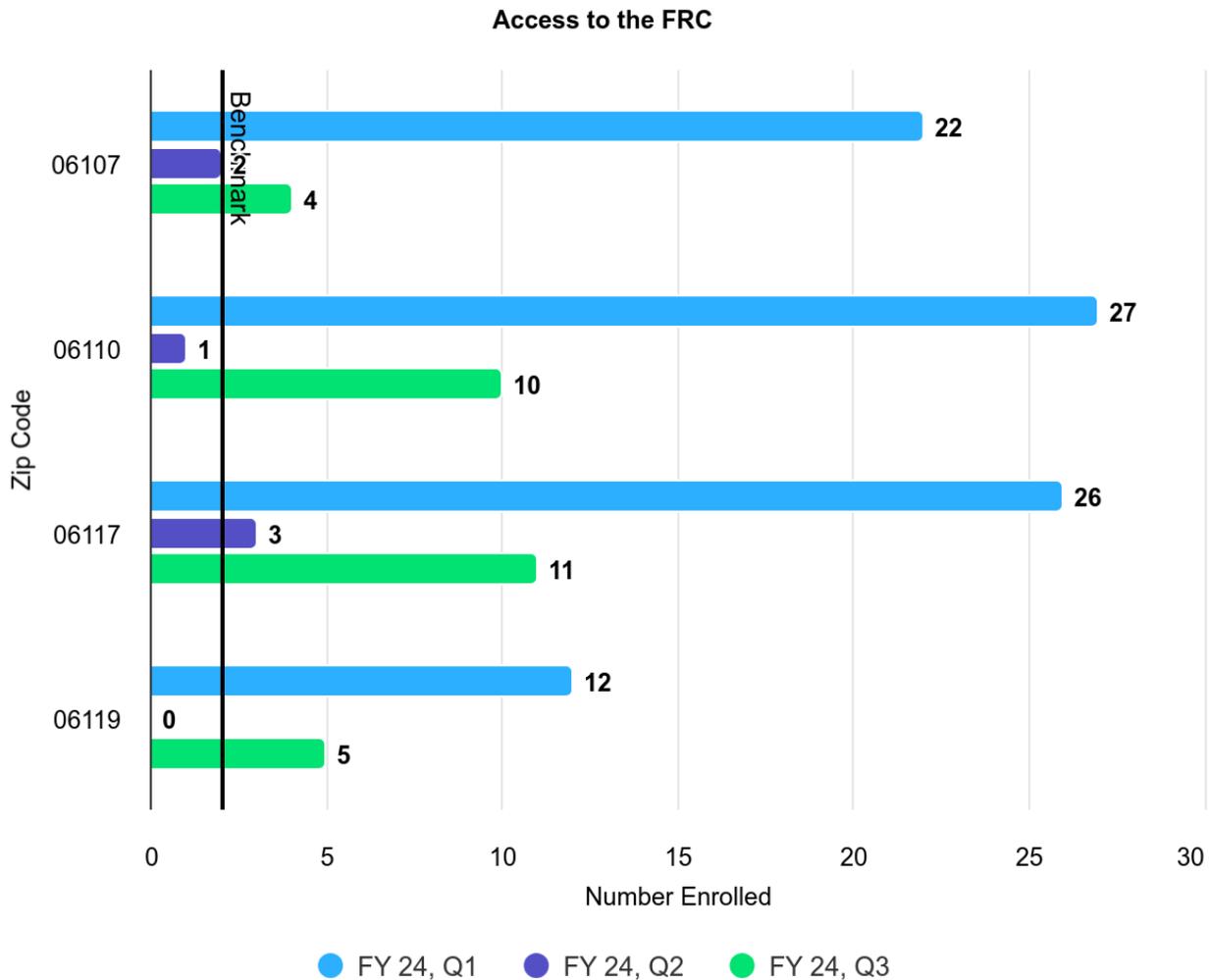
Date of Training	Name of Training	Department	# Of Participants
2/27/24	Supervision Documentation/ Corrective Actions/ Performance Management Reviews	Residential Services	5
3/26/24	Residential Orientation	Residential Services	4
3/27/24	Quarterly Breakfast for New Hires	Organization Wide	11

Family Resource Center (FRC)

The Bridge Family Center, in collaboration with Charter Oak Academy, established the Family Resource Center (FRC) to bolster the healthy development of families within the community. The FRC offers an array of family programs and support services aimed at enriching parenting skills, fostering family engagement with schools, and facilitating children's academic, social, and emotional success.

Goal: *Ensure that all residents of West Hartford have access to the Family Resource Center.*

Outputs/Outcomes: The FRC has set a goal to capture registration from all zip codes within West Hartford. In the 3rd quarter, registration forms successfully captured all four zip codes. The benchmark is to enroll at least two children from each zip code of West Hartford. On average, the fewest number of children enrolled are from the 06119 zip code.

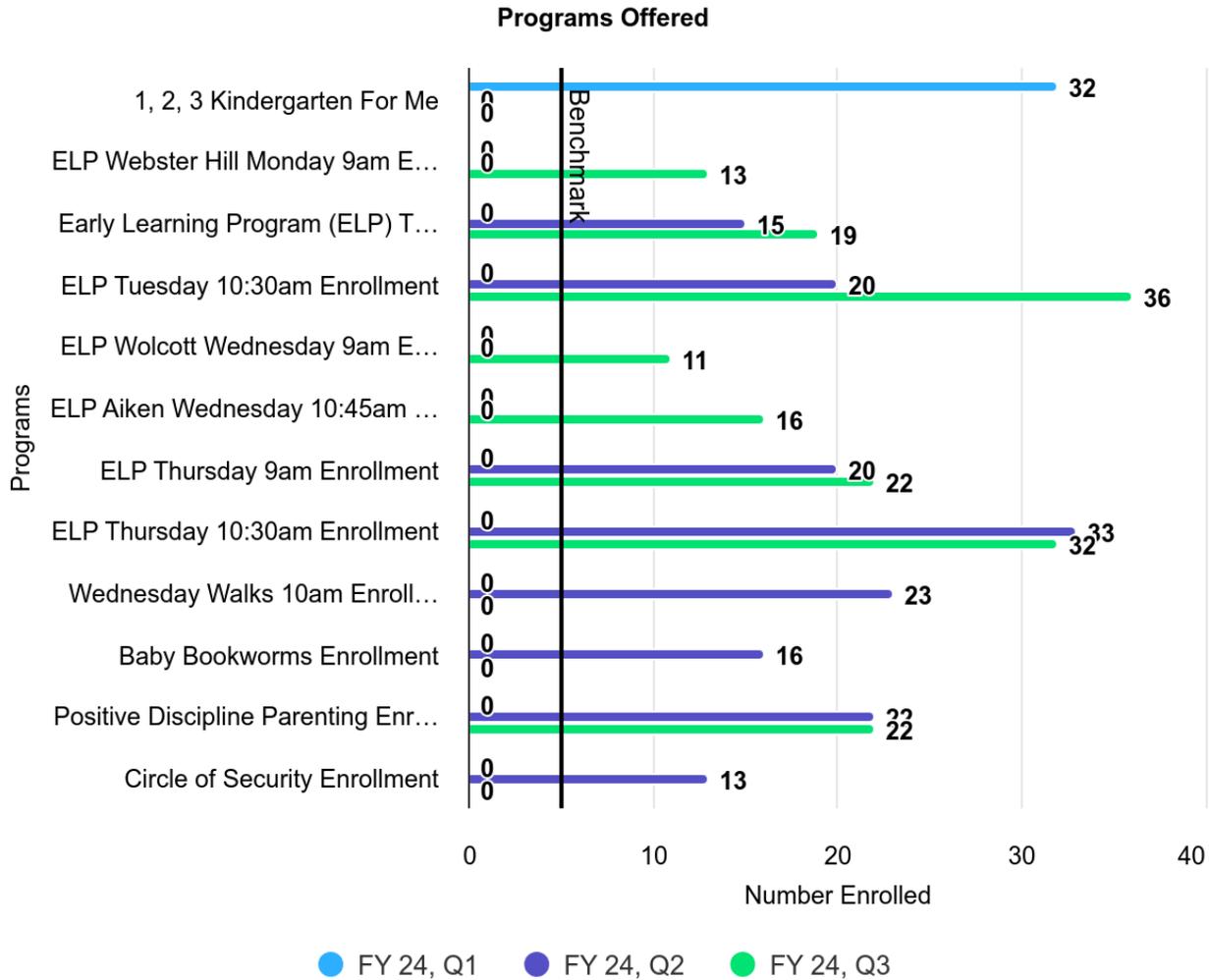


Improvement Plan:

The FRC will focus on engaging children attending schools in the 06119 zip code.

Goal: *The Family Resource Center provides a diverse range of activities.*

Outputs/Outcomes: The FRC offers numerous activities throughout the year, with data tracked from program enrollment to identify trends. The benchmark is set at a minimum of 5 children registered for each program. Each quarter has shown significant demand from residents. In the past quarter, the average enrollment in each available program exceeded 5 children, with an average of 21 children enrolled.



Improvement Plan:

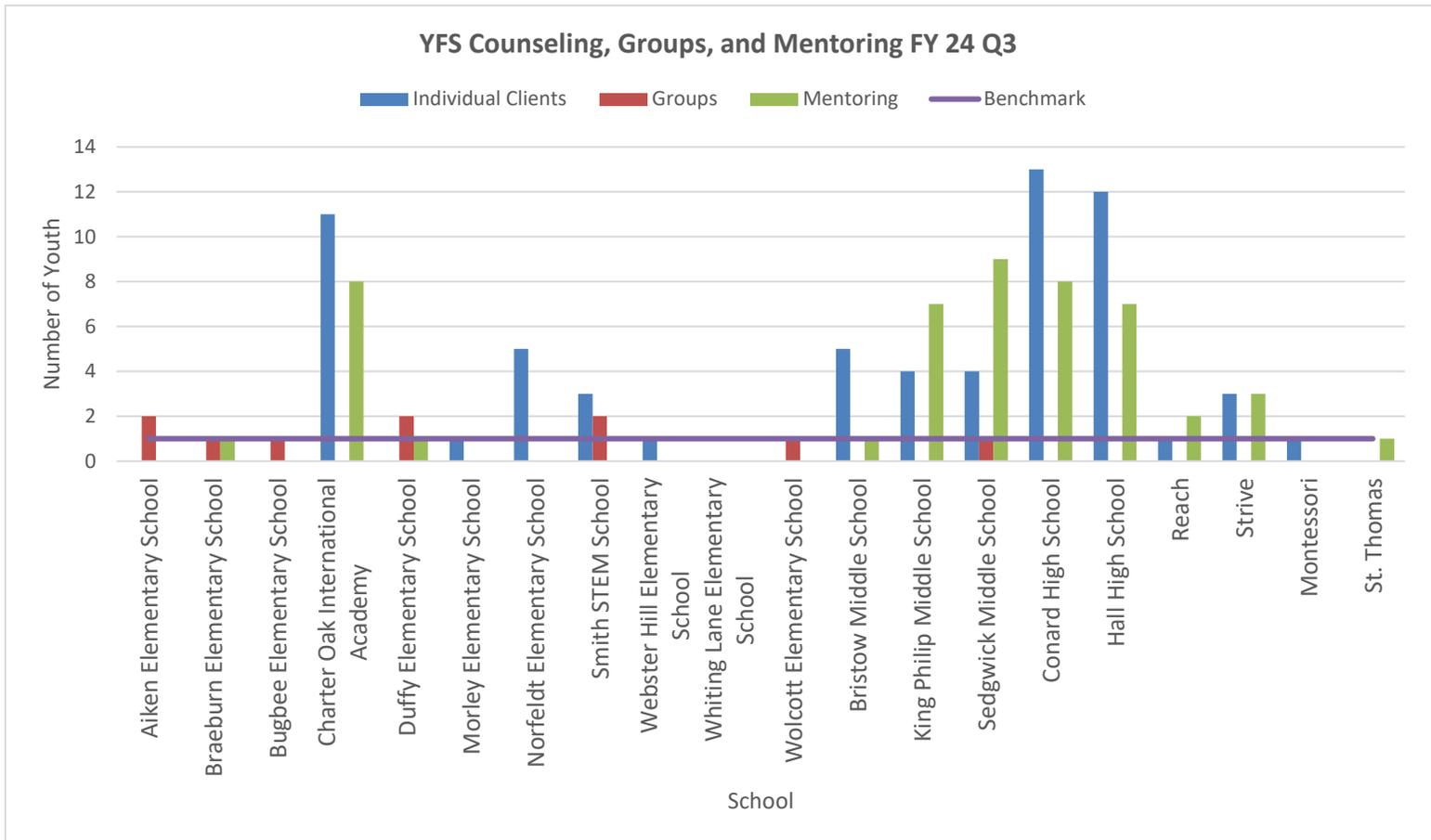
No improvement plan needed.

Youth and Family Services (YFS):

For nearly four decades, the Town of West Hartford has entrusted us with the role of its designated Youth Service Bureau, and we approach our commitment to caring for the mental health and well-being of the community's youth and families with utmost seriousness. The Bridge's Youth and Family Services encompass four key areas of programming: school-based counseling, positive youth development activities, mentoring, and the teen center.

Goal: *Ensure that all youth attending schools in West Hartford have access to counseling, mentoring, and support groups.*

Outputs/Outcomes: Each quarter, the Youth and Family Services (YFS) aims to serve at least one student at each school. In Quarter 3, out of the 20 schools in West Hartford, only one school, Whiting Lane Elementary, was not being serviced by the YFS.



Improvement Plan:

The YFS team will assess the sources of referrals and initiate contact with Whiting Lane Elementary to ensure they are aware of our services.

Goal: YFS Services aim to assist youth in developing self-esteem and social supports.

Outputs/Outcomes: Each quarter, our goal is to support youth and strive to ensure they score 4 (agree) on each of the mentor survey questions. The questions are as follows:

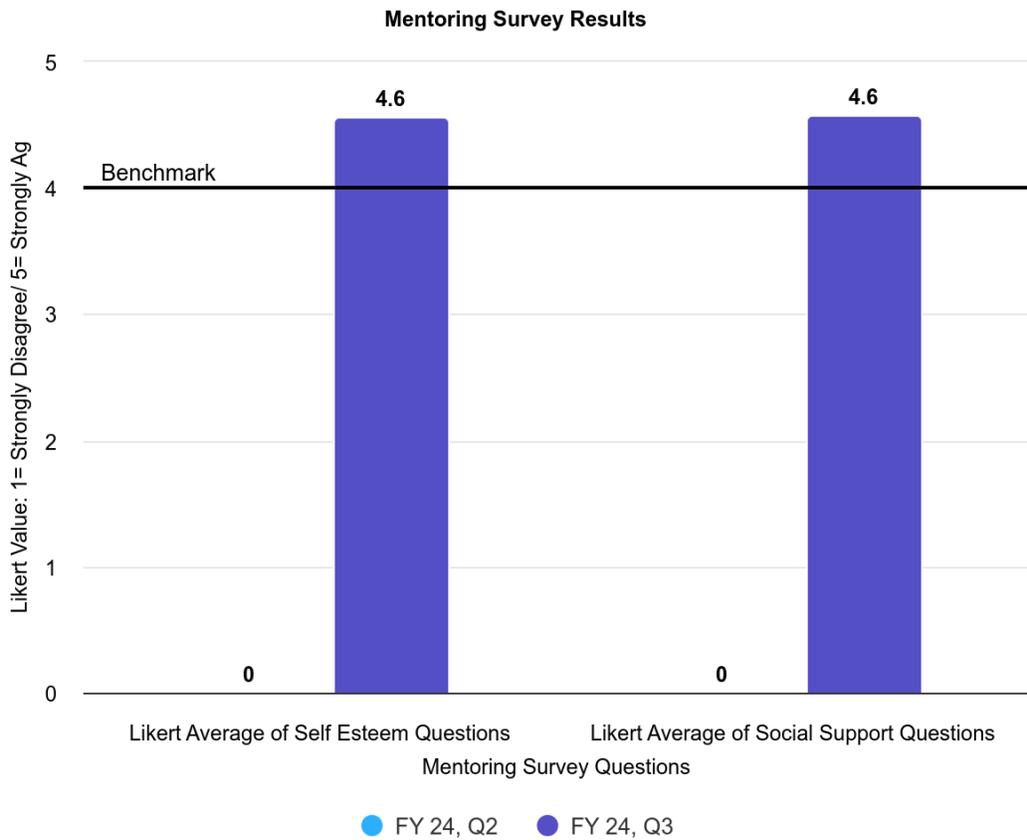
Self Esteem:

- I feel comfortable with myself and who I am.
- I feel that I have several good qualities.
- I feel that I am a person that matters.
- I can think and make choices for myself.
- I feel confident in my abilities.
- I look forward to my future.

Social Support:

- I feel that there are people that care about me.
- I know how to build strong relationships.
- I know how to be open with the people in my life that care.
- I have a friend or family member I can talk to when something is on my mind.
- I know who I can turn to when I am having problems in my life and I feel uncomfortable asking for help.

This quarter, all youth scored above 4 on the mentor survey, surpassing the benchmark.

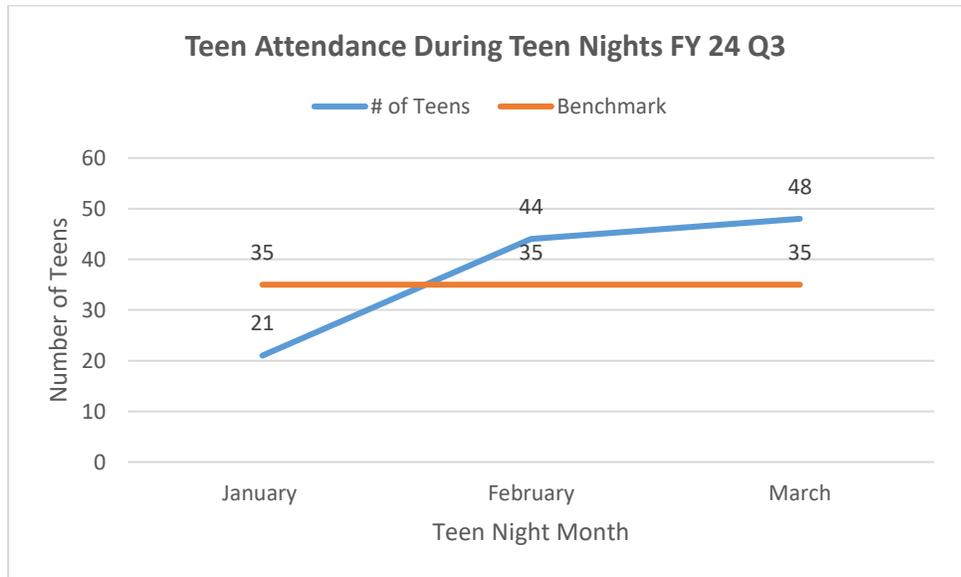
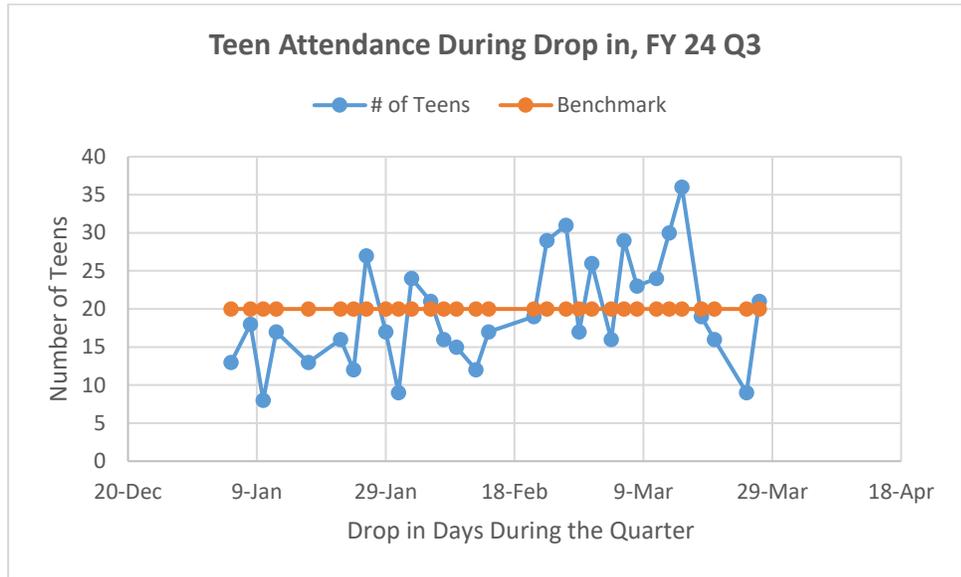


Improvement Plan:

No improvement plan needed.

Goal: *The Teen Center aims to offer a safe alternative for high school youth in West Hartford and provide access to all teenagers in the West Hartford area.*

Outputs/Outcomes: Each quarter, the Teen Center endeavors to have at least 20 teens attend a drop-in day and 35 teens attend a teen night. This quarter, with the warmer weather approaching in February and March, the Teen Center frequently exceeded those goals.



Improvement Plan:

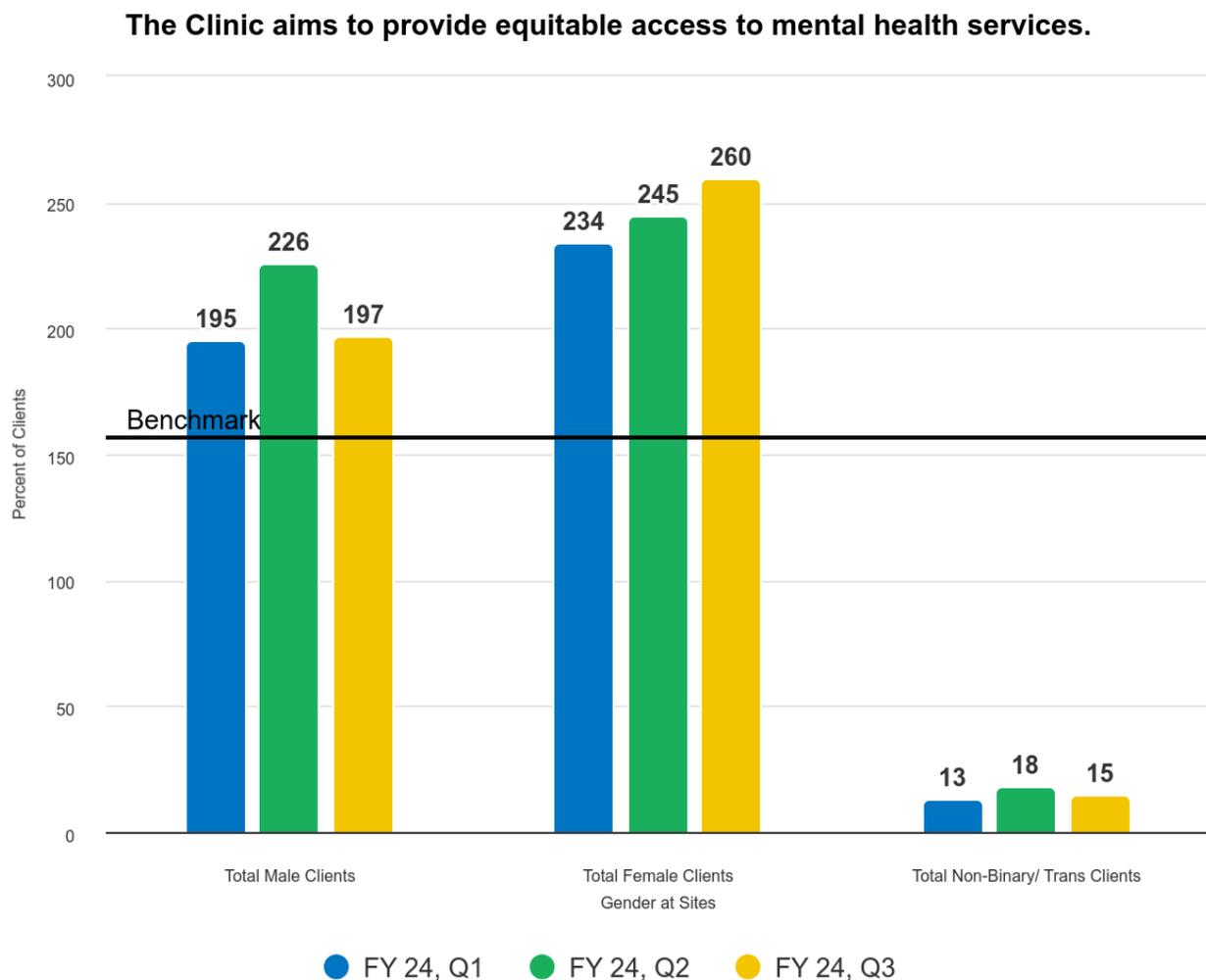
The Teen Center staff will ensure that Hall High School is represented as frequently as Conard High School. Conard is often represented more frequently due to its proximity to the Teen Center.

Outpatient Counseling Clinic (OPCC)

The counseling programs offered in the clinic provide crisis counseling, stabilization, and individual, couple, and family therapy. These services promote mental health, improve functioning, and effectively reduce the prevalence and incidence of mental illness, emotional disturbances, and social dysfunction. They are available to every individual and family, irrespective of their ability to pay.

Goal: *The Clinic aims to ensure equitable access to mental health services.*

Outputs/Outcomes: The Clinic provides mental health care without discrimination based on gender identity, ensuring that all individuals have access to services. In Quarter 3, the benchmark was set at 157 clients (1/3 of total clients) to establish an equitable goal regardless of gender identity. Progress was made towards this benchmark for each gender identifier during this quarter.



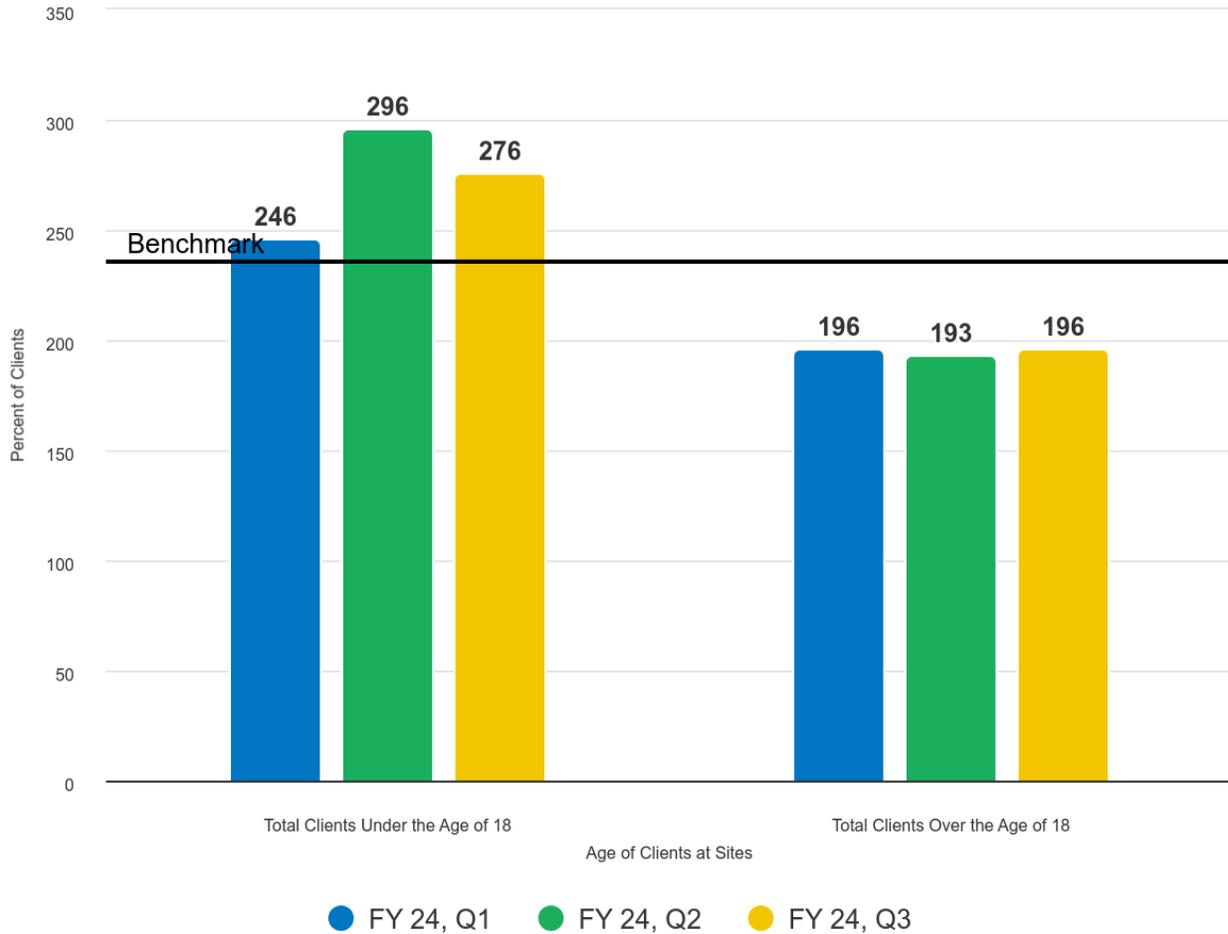
Improvement Plan:

The Clinic will continue targeting a wide range of demographics for the clinic by promoting and advertising its services.

Goal: *The Clinic is dedicated to enhancing mental health across all stages of life.*

Outputs/Outcomes: The Clinic assists individuals across all stages of life. The age outcome data indicates our goal to reach as many children as adults. In Quarter 3, the number of children and adults balanced out more evenly compared to previous quarters.

The Clinic works to improve Mental Health across the lifespan.



Improvement Plan:

The Clinic will continue targeting a wide range of demographics for the clinic by promoting and advertising its services.

Specialized Trauma-Informed Treatment Assessment and Reunification (STTAR)

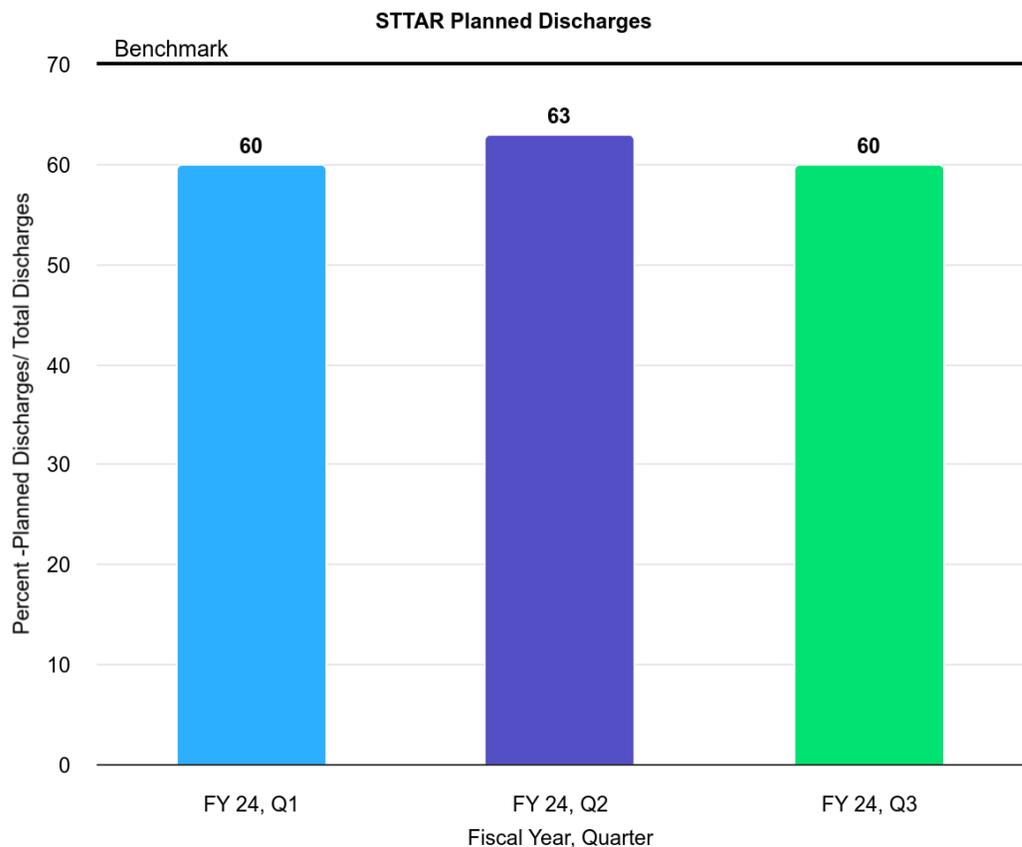
During the past quarter, Short Term Assessment Respite (STAR) underwent a name change to Specialized Trauma-Informed Treatment Assessment and Reunification (STTAR), reflecting a trauma-informed approach to care. We operate three STTAR homes in Hartford, West Hartford, and Wolcott. The Hartford and Wolcott homes accommodate boys, while the West Hartford home is designated for girls. Each STTAR home has a licensed bed capacity of six (nine in West Hartford) for girls or boys aged 11-20. Teenagers in our shelters receive assessment and clinical services in a small, structured, home-like setting.

We ensure high-quality care for every resident by addressing their every need upon entering our program. Basic needs, including 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, are provided.

The target length of stay for our residents is 30-90 days. A primary responsibility of an STTAR home is to prepare young people for their next placement, whether it involves reunification with their family, placement with a foster family, placement in a group home, or transition to other Bridge residential programs.

Goal: *Ensure STTAR residents are prepared for their next housing placement.*

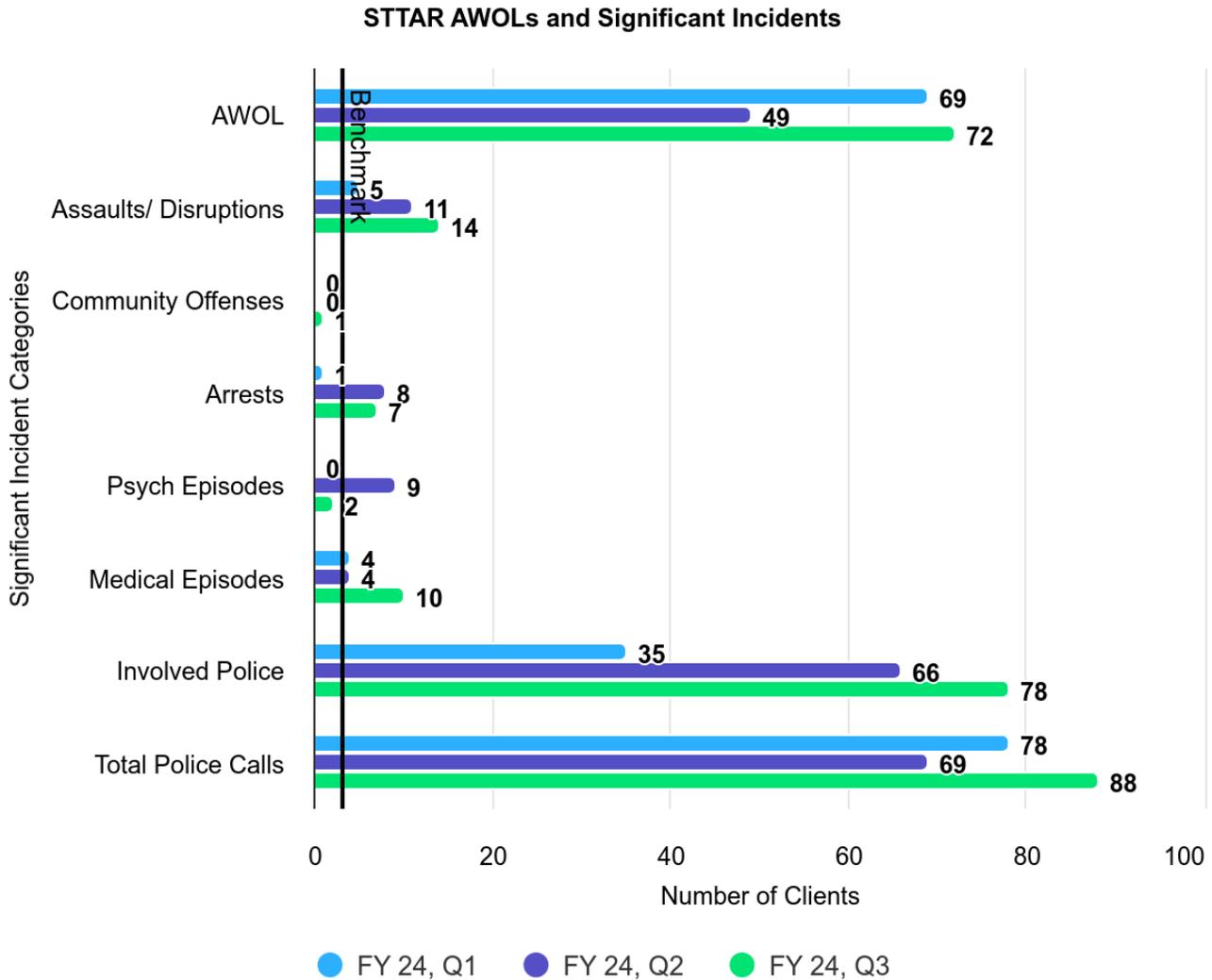
Outputs/Outcomes: STTAR programs achieved just over a 60% planned discharge rate out of total discharges. The program aims to achieve a 10% increase in planned discharges compared to the previous quarter. For Quarter 3, the benchmark was set at 70% planned discharges. Unfortunately, the program fell short with 60% planned discharges.



Improvement Plan: STTAR will hire a program supervisor to assist with the second shift.

Goal: *Ensure STTAR maintains a stable and safe environment for residents.*

Outputs/Outcomes: While many young people in this program come from unstable backgrounds, STTAR is committed to providing stability and safety to residents. STTAR aims to maintain a low level of incidents, with a benchmark of one incident per quarter. Unfortunately, this past quarter experienced higher incidents compared to any other quarter.



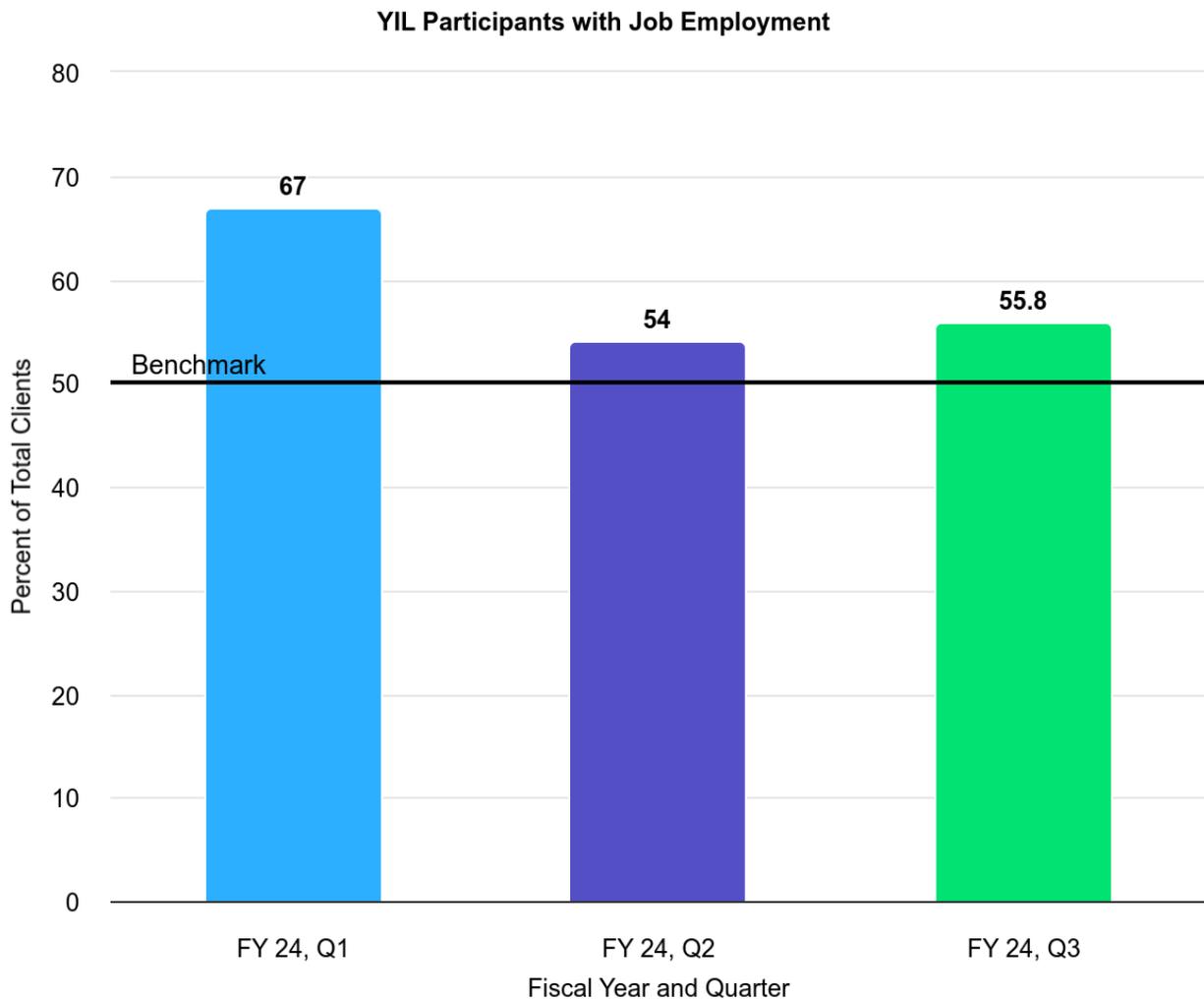
Improvement Plan: STTAR will hire a program supervisor to assist with the second shift.

Youth Independent Living (YIL)

In 1988, we established the Independent Living Programs to assist older teens in developing a high level of self-sufficiency as they transition from dependency to independent living.

Goal: *Prepare participants in Youth Independent Living to develop job readiness skills.*

Outputs/Outcomes: The Youth Independent Living team supports clients by assisting them in securing what may sometimes be their first job. The benchmark for this goal is to have at least half of the total clients employed. In Quarter 3, just over half of the clients, at 55.8%, are currently employed.

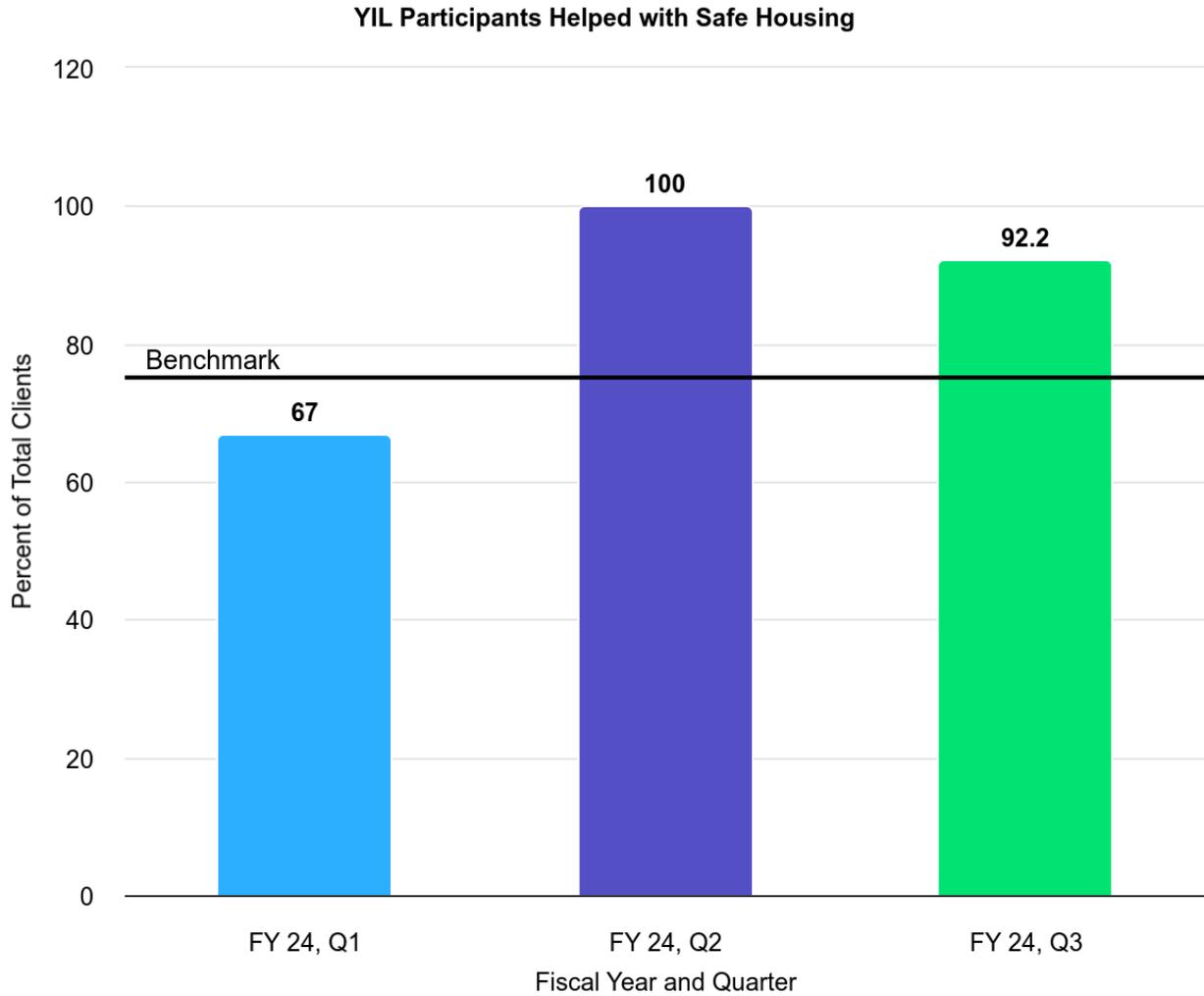


Improvement Plan:

No improvement plan needed.

Goal: *Ensure that participants in Youth Independent Living have access to safe housing.*

Outputs/Outcomes: The Youth Independent Living team supports clients by ensuring that all clients are housed. The benchmark for this goal is that at least 75% of total clients are housed with the assistance of the department. In Quarter 3, 92.2% of clients were housed with the help of Youth Independent Living.

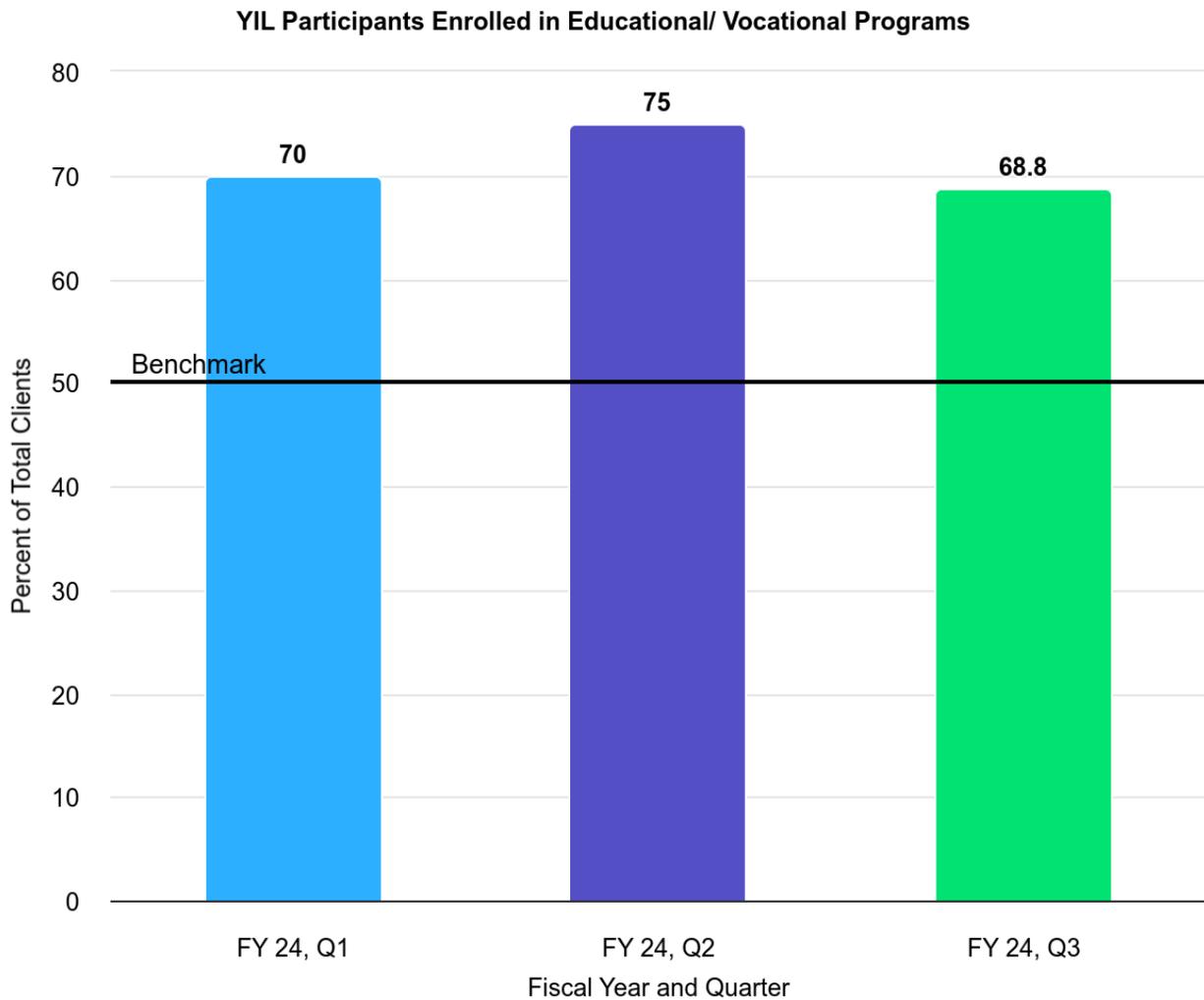


Improvement Plan:

No improvement plan needed.

Goal: *Ensure that Youth Independent Living supports participants in pursuing educational goals.*

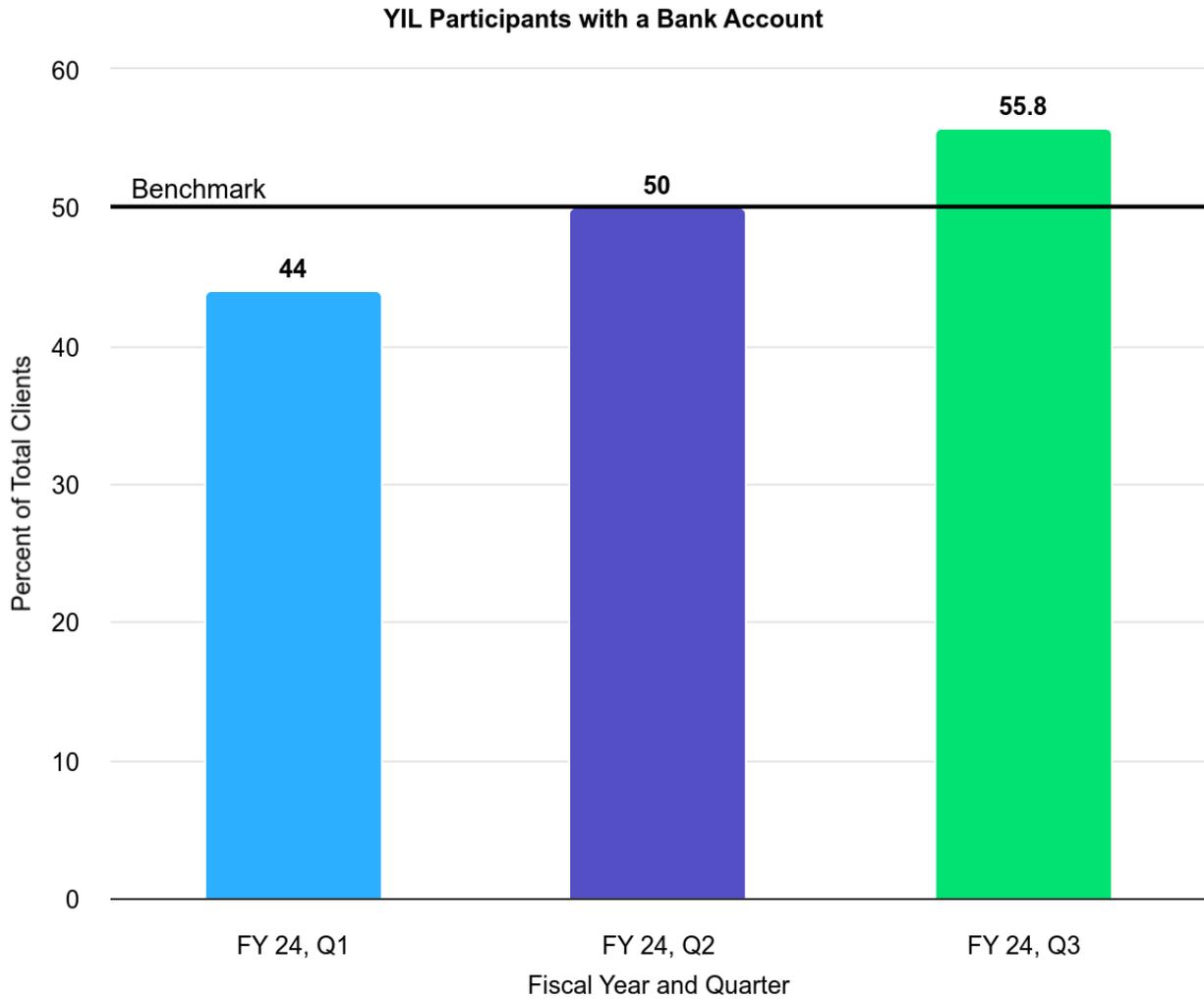
Outputs/Outcomes: The Youth Independent Living team assists clients in enrolling in either an educational or vocational program, aiming to help them become more well-rounded and developed individuals. The benchmark outcome for this goal is to have 50% of clients enrolled in an educational/vocational program. In Quarter 3, 68.8% of clients are enrolled in an educational/vocational program.



Improvement Plan:
No improvement plan needed.

Goal: *Ensure that Youth Independent Living teaches participants financial literacy skills.*

Outputs/Outcomes: The Youth Independent Living team empowers clients to start saving for their future. The benchmark for this outcome is to have at least 50% of clients maintain their own savings account. In Quarter 3, 55.8% of clients have their own savings account.



Improvement Plan:

No improvement plan needed.

Moving on Project (MOP)

Our Moving on Project (MOP) is a transitional living apartment program designed to assist males, aged 18 to 21, in acquiring the skills necessary for independent living. Over a 12- to 18-month period, DCF-referred youth are provided with a safe, nurturing environment and practical instruction.

To gain admission to MOP, a young man must demonstrate a clear commitment to the program. Emphasizing responsibility, accountability, and respect, all participants are required to sign a contract outlining their responsibilities. Upon admission, each resident is assigned a case manager, who meets with them at least once a week. Initially, supervision is intensive as residents adjust to their new environment, gradually decreasing as their decision-making skills improve.

Situated in an apartment building in Manchester, MOP residents occupy two-bedroom apartments, while staff offices are located on the first floor. Conveniently located on a bus line, the apartments provide accessibility to employment opportunities, stores, offices, banks, and schools.

Case managers develop individualized transitional programs for each resident, providing instruction and assistance both individually and in group settings. Tutors and mentors are assigned as needed. Topics covered include:

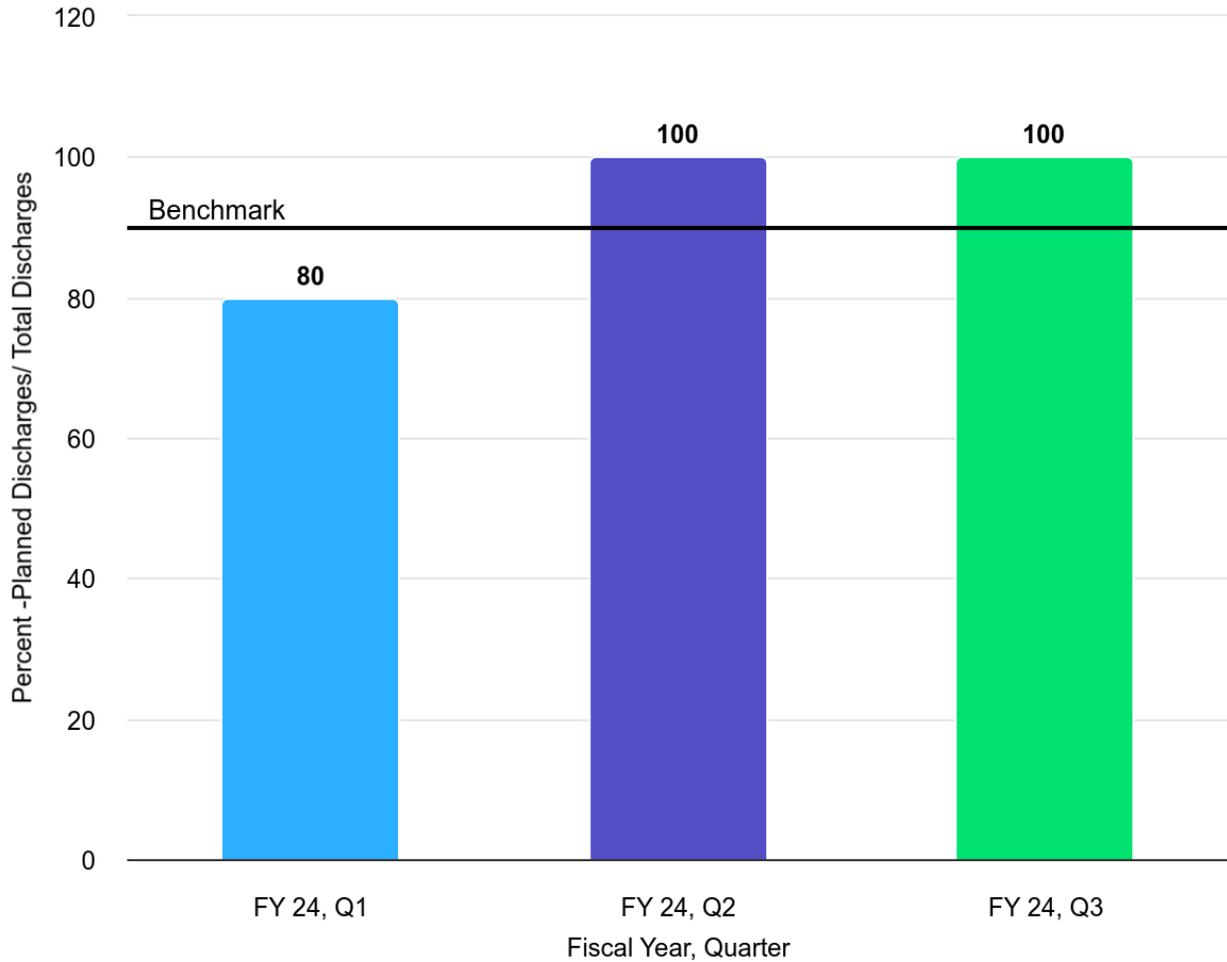
- Money management
- Household maintenance
- Nutrition and meal planning
- Health care, hygiene, and fitness
- Smart shopping
- Consumer information and protection
- Transportation
- Educational needs
- Employment/career exploration
- Community services and resources
- Decision-making, goal-setting, and problem-solving skills
- Self-esteem
- Relationships and interpersonal skills
- Communication and conflict resolution
- Sexual issues and information
- Parenting skills

MOP offers a practical environment for real-world experience, teaching residents a variety of life skills and acquainting them with useful community resources. The program's goal is to empower each resident to develop a life plan for the present and future, striving to reach their full potential.

Goal: *Ensure that residents transition into autonomous housing through planned discharge procedures.*

Outputs/ Outcomes: MOP is dedicated to equipping young adults with the skills they need to thrive in the adult world. Many of these individuals come from homes where they lack the necessary experience to succeed. The benchmark for successful discharges is set at 90% of discharged clients. During the past quarter, there were no unplanned discharges.

Residents transition into autonomous housing through planned discharges.

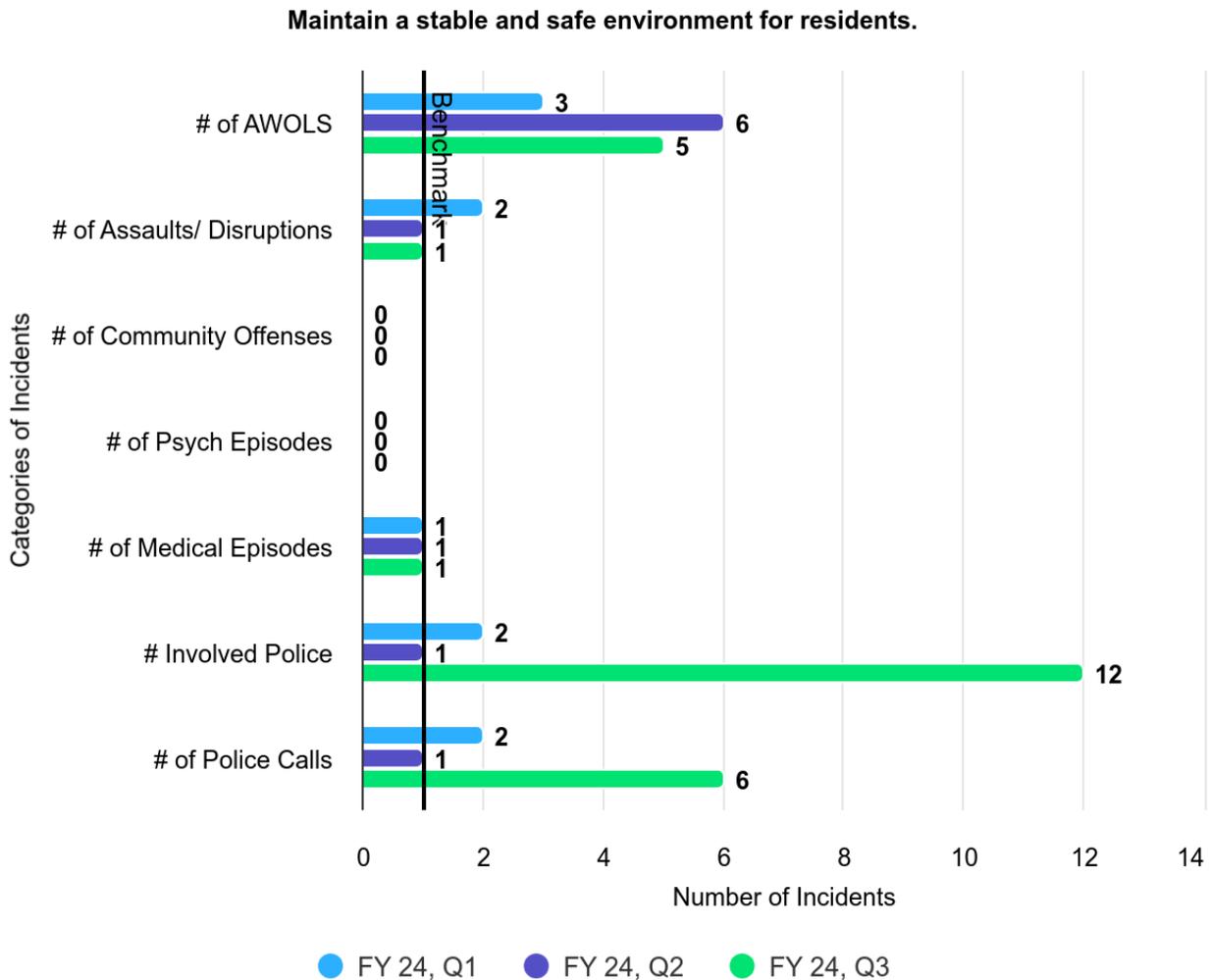


Improvement Plan:

No improvement plan needed.

Goal: *Ensure that the MOP maintains a stable and safe environment for residents.*

Outputs/Outcomes: While many young men in this program come from unstable backgrounds, the MOP is committed to providing stability and safety to residents. The MOP aims to maintain a low level of incidents, with a benchmark of one incident each quarter. This past quarter, there were minimal issues, with numbers from the past three months showing 5 AWOLS, 1 assault, 1 medical episode, 12 police-involved incidents, and 6 police calls.



Improvement Plan:

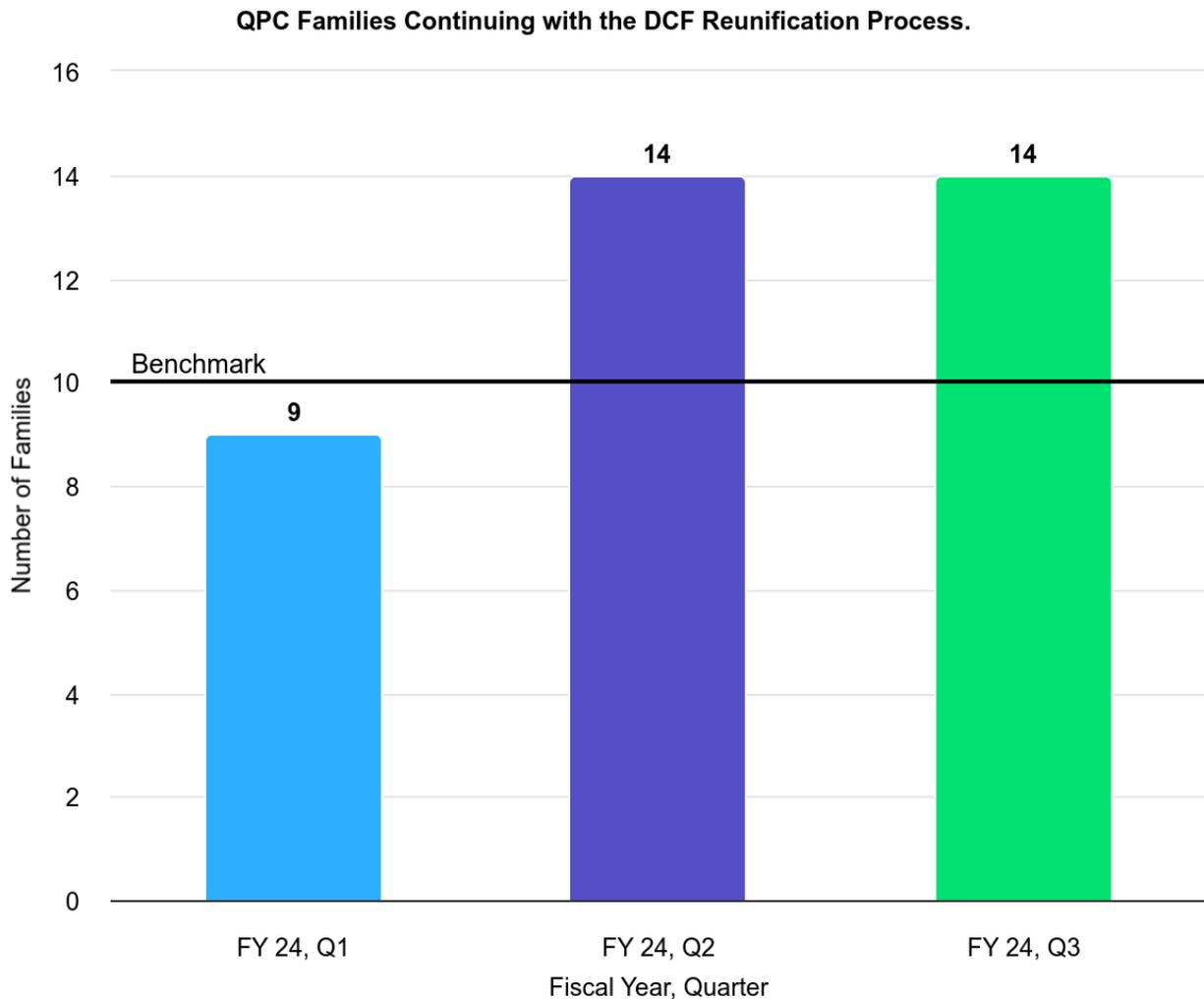
The MOP will continue to have staff work closely with residents to build strong relationships, aiming to reduce the number of incidents.

Quality Parenting Center (QPC)

Our Quality Parenting Center (QPC), known as the Mosaic Parenting Center, is situated in Hartford. The QPC provides structured support and coaching during family visitation sessions for parents involved in the family reunification process following a child's removal from the home. With trained coaching staff, parents identify areas they aim to enhance in their relationships with their children. Through guidance and instruction in child development, anger management, self-control, and other pertinent topics, coaching staff assist parents in modifying their behaviors both with their children and in their daily lives.

Goal: *The QPC supports families in progressing through the DCF reunification process.*

Outputs/Outcomes: The Quality Parenting Center aids families who have experienced separation, increasing their chances of reunification. The QPC aims to support at least 10 families in continuing the reunification process. In the 3rd quarter, the QPC assisted 14 families in advancing through the reunification process.

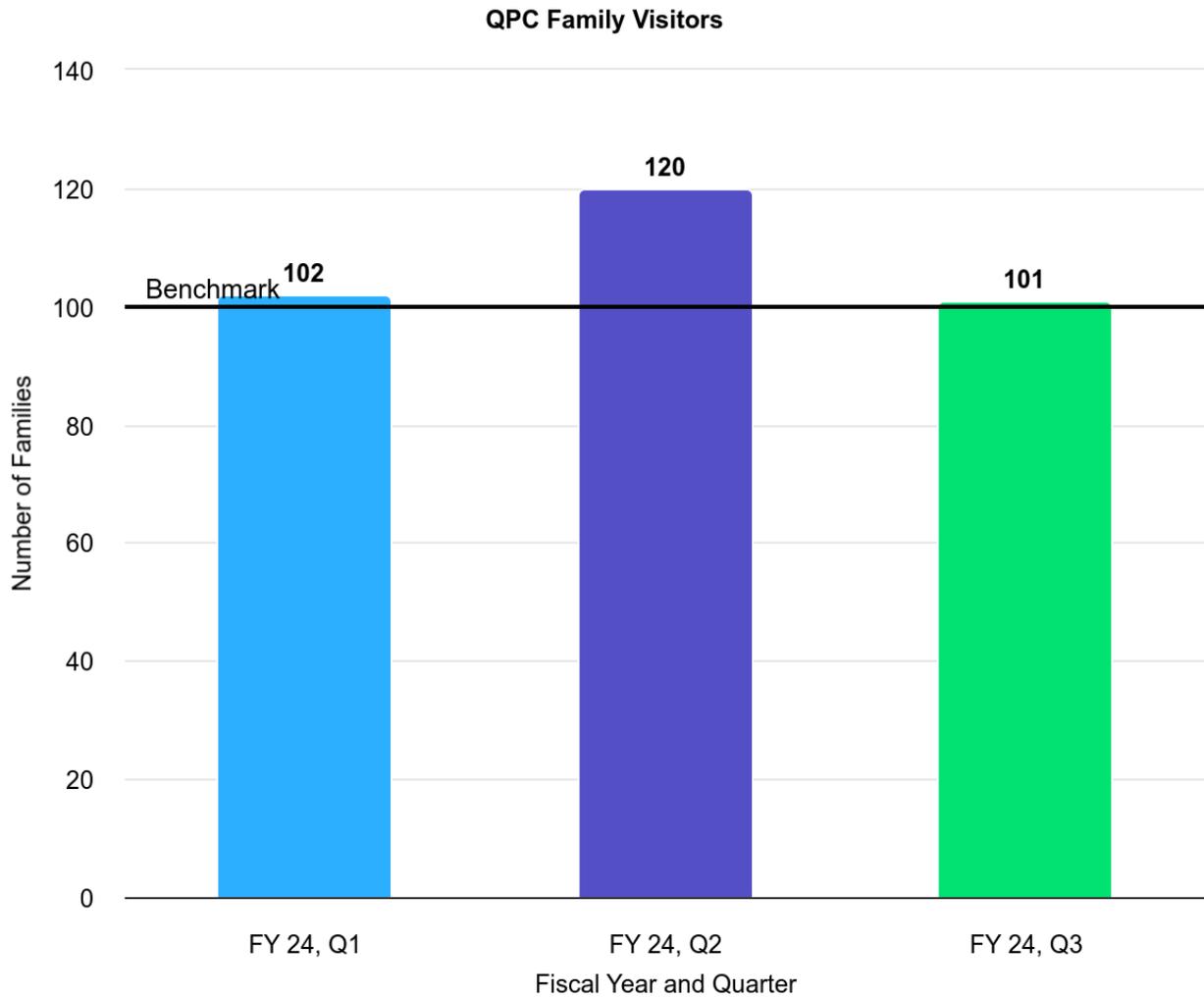


Improvement Plan:

No improvement plan needed.

Goal: *The QPC creates a welcoming environment for families, demonstrated by the significant number of families served by the facility.*

Outputs/Outcomes: The QPC aims to assist as many families as possible, with a quarterly goal of serving at least 100 families. In the 3rd quarter, they surpassed this benchmark by serving 101 families.



Improvement Plan:
No improvement plan needed.

Summary:

In summary, the improvement plans for the Bridge Family Center are as follows:

- The FRC will focus on engaging children attending schools in the 06119 zip code.
- The YFS team will assess the sources of referrals and initiate contact with Whiting Lane Elementary to ensure they are aware of our services.
- The Teen Center staff will ensure that Hall High School is represented as frequently as Conard High School. Conard is often represented more frequently due to its proximity to the Teen Center.
- The Clinic will continue targeting a wide range of demographics for the clinic by promoting and advertising its services.
- STTAR will hire a program supervisor to assist with the second shift.
- The MOP will continue to have staff work closely with residents to build strong relationships, aiming to reduce the number of incidents.

Quarterly PQI achieved goals include the following:

- The Finance and Administration Department aims to settle vendor payments within one week of receiving the invoice at the finance department.
- The Finance and Administration Department provides employees with access to cybersecurity training.
- The Finance and Administration Department will conduct trainings for managers, staff, or any required participants every quarter.
- The Family Resource Center provides a diverse range of activities.
- YFS Services aim to assist youth in developing self-esteem and social supports.
- Prepare participants in Youth Independent Living to develop job readiness skills.
- Ensure that participants in Youth Independent Living have access to safe housing.
- Ensure that Youth Independent Living supports participants in pursuing educational goals.
- Ensure that Youth Independent Living teaches participants financial literacy skills.
- Ensure that residents transition into autonomous housing through planned discharge procedures.
- The QPC supports families in progressing through the DCF reunification process.
- The QPC creates a welcoming environment for families, demonstrated by the significant number of families served by the facility.