



# Performance and Quality Improvement

Quarterly Report

Fiscal Year 2024, 2nd Quarter

The Bridge Performance Quality and Improvement Quarterly Report  
*October 1<sup>st</sup>, 2023 to December 31<sup>st</sup>, 2023.*  
**2<sup>nd</sup> Quarter FY 2024**

## Contents

Introduction: .....	4
The Mission of the Bridge:.....	4
Finance and administration.....	5
Family Resource Center (FRC) .....	6
Youth and Family Services (YFS): .....	7
Outpatient Counseling Clinic.....	9
Short Term and Assessment and Respite (STAR).....	13
Youth Independent Living.....	16
Moving on Project .....	18
Quality Parenting Center.....	20

## **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](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:

### **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: Short-Term Assessment and Respite 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, including Human Resources, plays a pivotal role in supporting the entire organization. The department manages finances, IT systems, and ensures smooth organizational functioning.

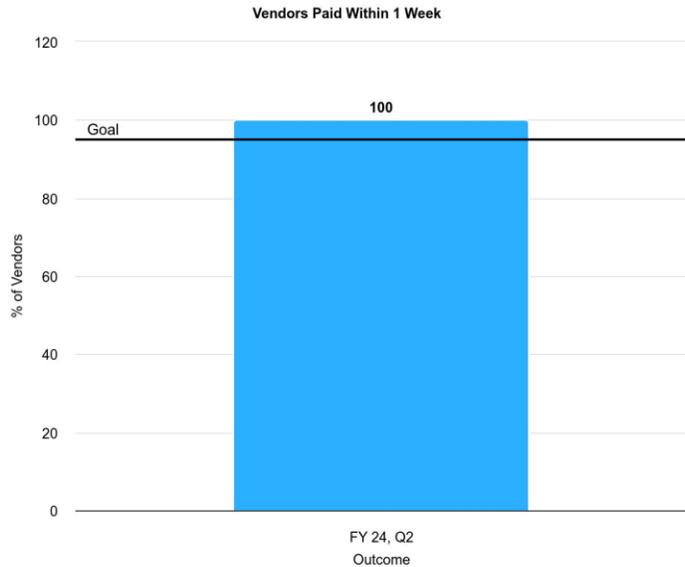
**Goal:** *The Finance and Administration Department pays vendors within one week of receipt of the invoice.*

**Outputs/Outcomes:**

The finance department has set a goal that 95% of vendors will be paid within one week. During the 2<sup>nd</sup> quarter, 100% of vendors were paid within one within one week.

**Improvement Plan:**

No improvement plan needed.



**Goal:** *The Finance and Administration Department gives access to all employees to participate in cybersecurity training.*

**Outputs/ Outcomes:**

This past quarter, there were two cybersecurity trainings that went out. The average employees between the two trainings were 96 employees.

**Improvement Plan:**

No improvement plan needed.

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

**Outputs/ Outcomes:**

This outcome was established during the 2<sup>nd</sup> quarter. Therefore, this no data yet. The quarterly trainings will begin soon.

**Improvement Plan:**

No improvement plan needed.

### **Family Resource Center (FRC)**

The Bridge Family Center, in partnership with Charter Oak Academy, established the Family Resource Center (FRC) to support the healthy development of families in the community. The FRC offers a variety of family programs and support services that enhance parenting, promote family involvement with the schools, and help children to succeed academically, socially, and emotionally.

**Goal:** *All of West Hartford has access to the Family Resource Center.*

**Outputs/Outcomes:** The FRC has set a goal that all zip codes will be captured in registration for programming. In the 2<sup>nd</sup> quarter, all 4 zip codes were captured on the registration form. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *There are many people that frequently visit the resource center.*

**Outputs/Outcomes:** The FRC is still working on gathering data to view trends and then will set a goal. In the 2<sup>nd</sup> quarter, 685 people visited the Family Resource Center. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

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

For nearly four decades, the Town of West Hartford has entrusted us to be its designated Youth Service Bureau, and we take our commitment to caring for the mental health and well-being of the community's youth and families very seriously. There are four areas of programming within the Bridge's Youth and Family Services. These areas are school based counseling, positive youth development activities, mentoring, and the teen center.

### **School Based Counseling**

**Goal:** *Kids feel comfortable with our services and participate frequently.*

**Outputs/Outcomes:** During the 2<sup>nd</sup> quarter, there were 64 clients seen across the district. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *YFS Services are spread out through the public schools of west Hartford.*

**Outputs/Outcomes:** No data has been identified yet as this is a new goal for YFS. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *Contracted groups are implemented as planned.*

**Outputs/Outcomes:** This past quarter there were 7 unique groups hosted by YFS. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

### **Positive Youth Development Activities:**

**Goal:** *Kids feel comfortable with our services and participate frequently.*

**Outputs/Outcomes:** No data has been identified yet as this is a new goal for YFS. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *Kids have opportunities to get together and experience positive youth development through groups.*

**Outputs/Outcomes:** No data has been identified yet as this is a new goal for YFS. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

Mentoring:

**Goal:** *Kids feel a strong sense of self-esteem due to mentoring.*

**Outputs/Outcomes:** YFS is looking into a new method of data collection. Training and preparation is undergo. Data points will be available for the third quarter. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *Kids feel a strong sense of social support due to mentoring.*

**Outputs/Outcomes:** YFS is looking into a new method of data collection. Training and preparation is undergo. Data points will be available for the third quarter. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

Teen Center:

**Goal:** *Teens feel comfortable with our services and participate frequently.*

**Outputs/Outcomes:** 503 teen visitors came to the Teen Center during the 2<sup>nd</sup> quarter. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *Teens have opportunities to get together and experience teen events.*

**Outputs/Outcomes:** 3 teen nights occurred as well as 3 volunteer events for the teen leadership committee during the 2<sup>nd</sup> quarter. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Outpatient Counseling Clinic**

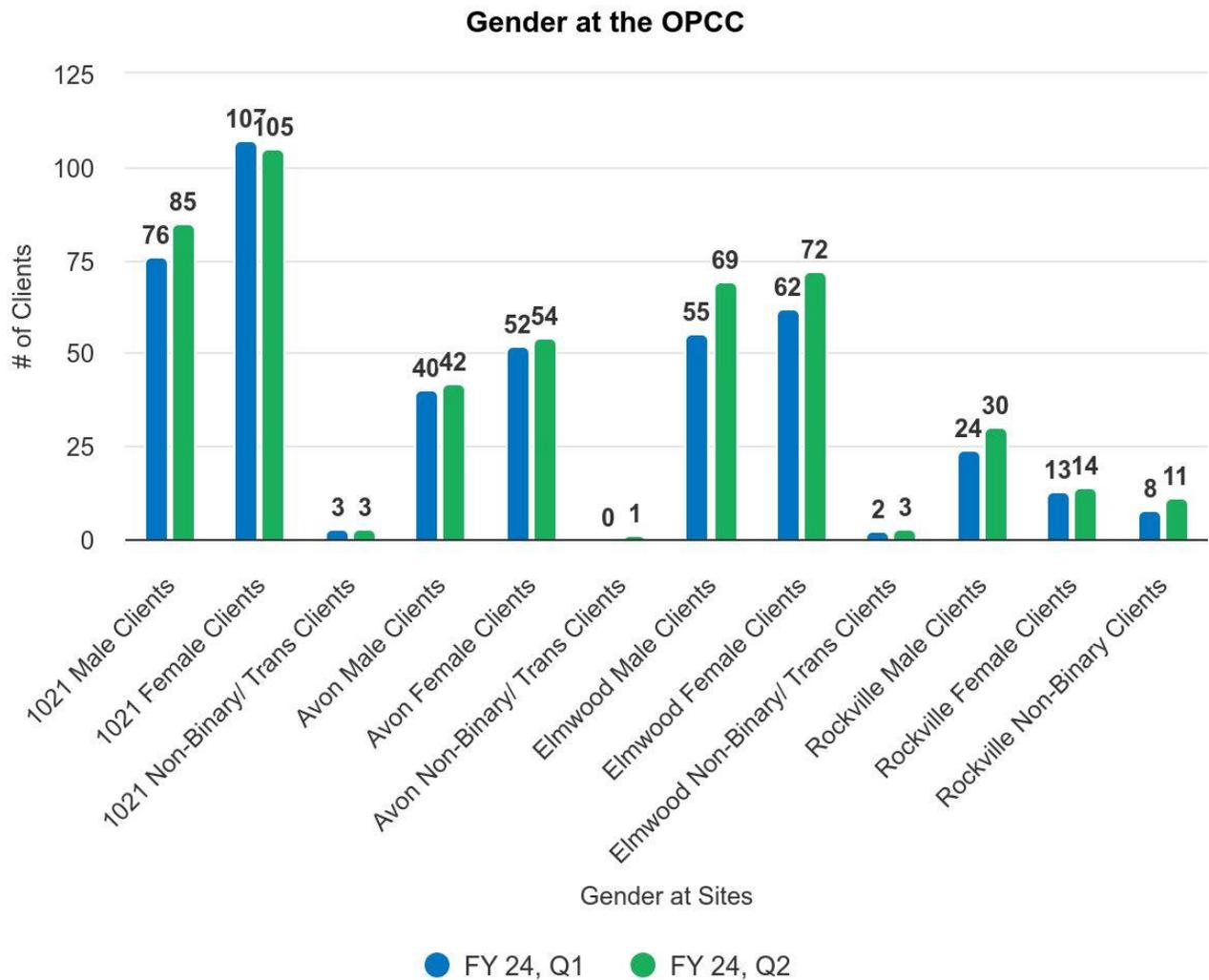
Counseling programs offered in the clinic provide crisis counseling, stabilization, and individual, couple, and family therapy. They promote mental health, improve functioning, and effectively decrease the prevalence and incidence of mental illness, emotional disturbances, and social dysfunction. The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

**Goal:** *All people have access to counseling services and the ability to develop as a person.*

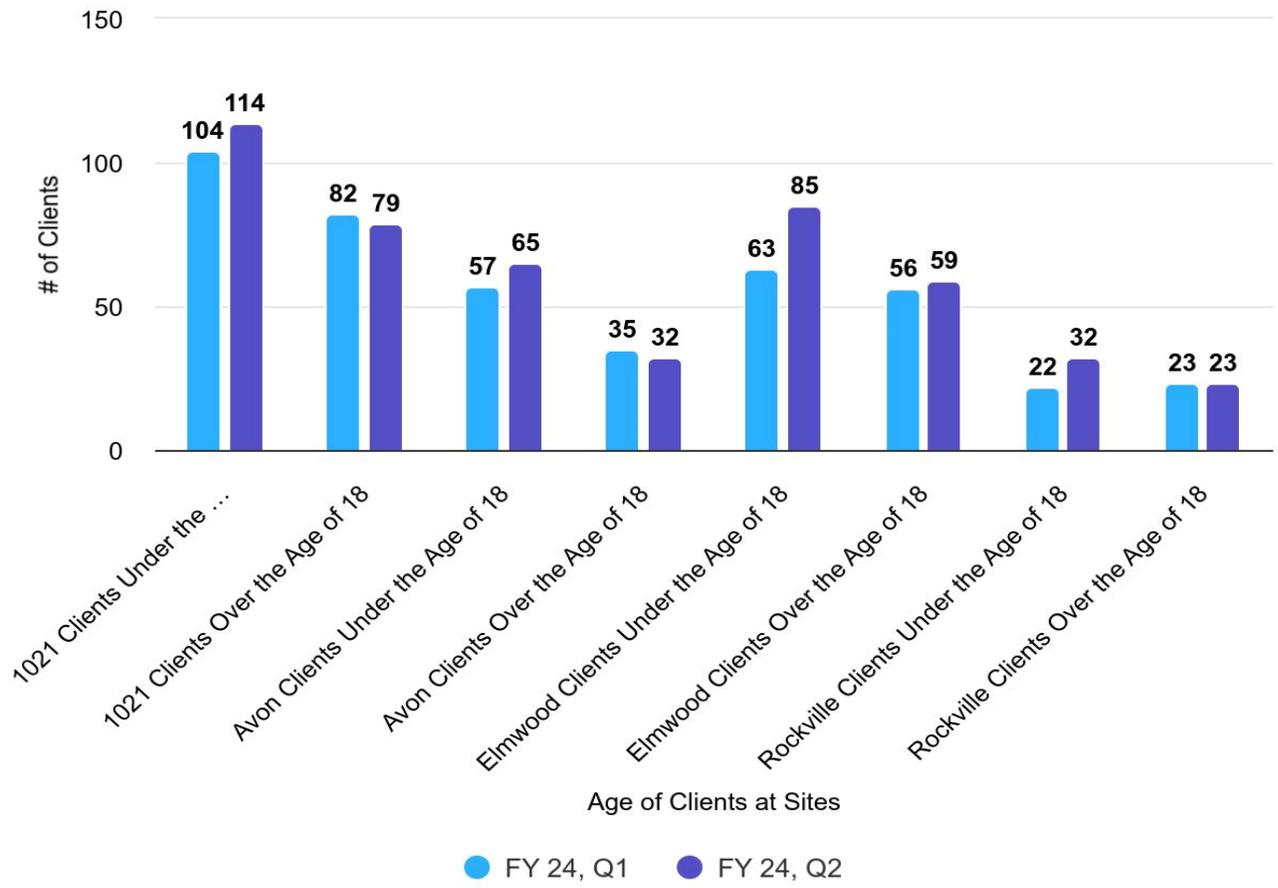
**Outputs/Outcomes:** This goal was set during the 2<sup>nd</sup> quarter. The outpatient Clinic will set a goal once trends are identified from the rest of the fiscal year. Gender and age diversity are spread out evenly amongst counseling sites. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.



### Age of Clients at the OPCC

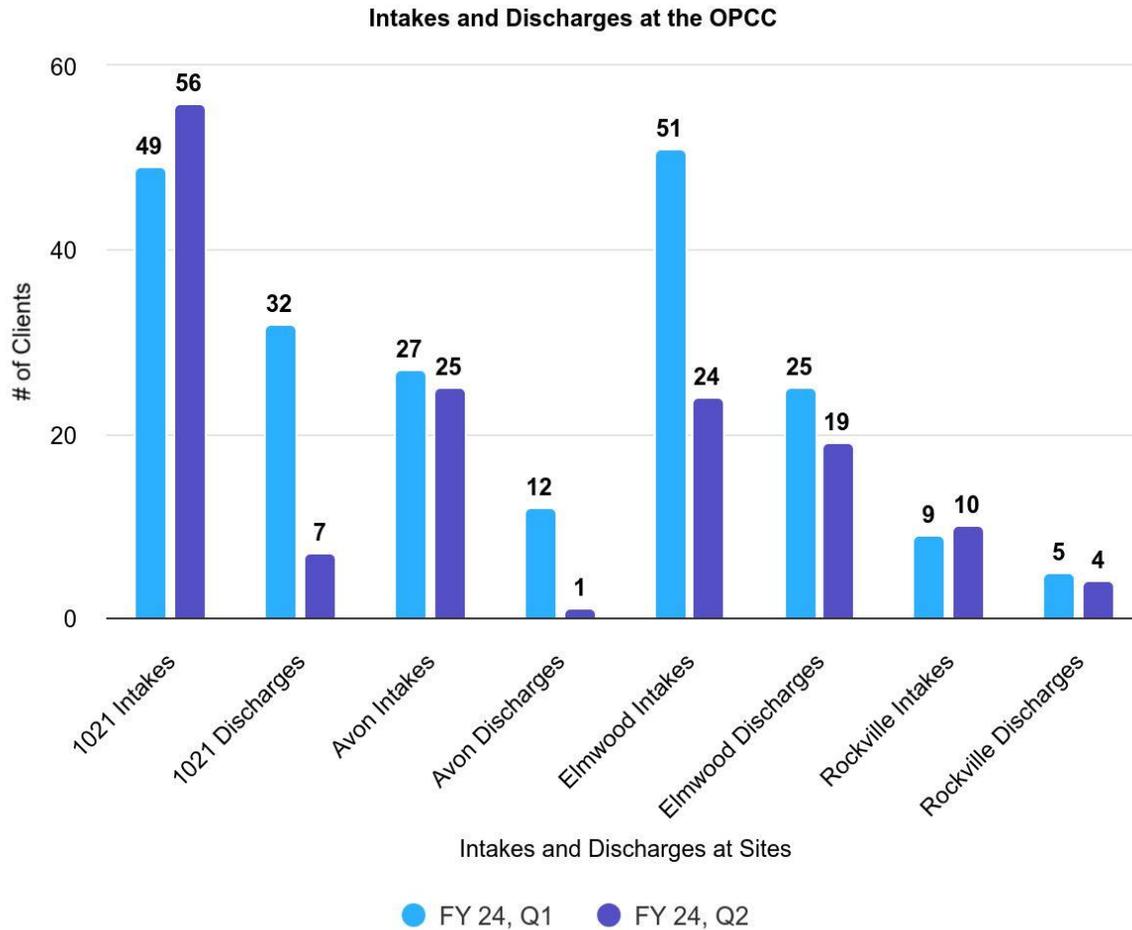


**Goal:** *Individuals are satisfied with our counseling services.*

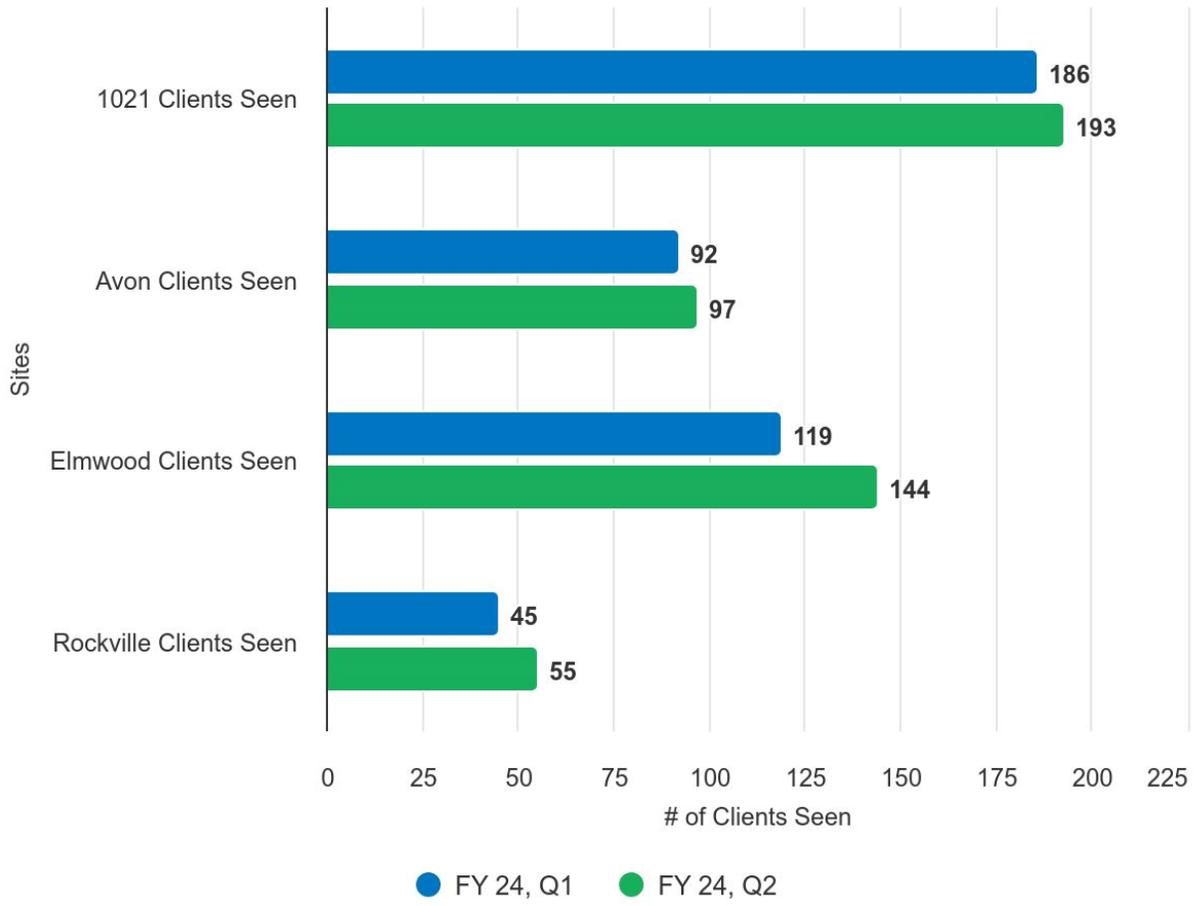
**Outputs/Outcomes:** **This** goal was set during the 2<sup>nd</sup> quarter. Goals will be set as trends are identified. During the 2<sup>nd</sup> quarter, success was identified by the surplus of intakes and the lower number of discharges. As well as the high number of clients seen at each site. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.



### Clients Seen at Each Site



**Short Term and Assessment and Respite (STAR)**

We have three Short-Term Assessment & Respite (STAR) homes in Hartford, West Hartford, and Wolcott. The Hartford and Wolcott homes are for boys and the West Hartford home is for girls. Our STAR homes have a licensed bed capacity of six (nine in West Hartford) girls or boys ages 11-20. Teenagers in our shelters receive assessment and clinical services in a small, structured home-like setting.

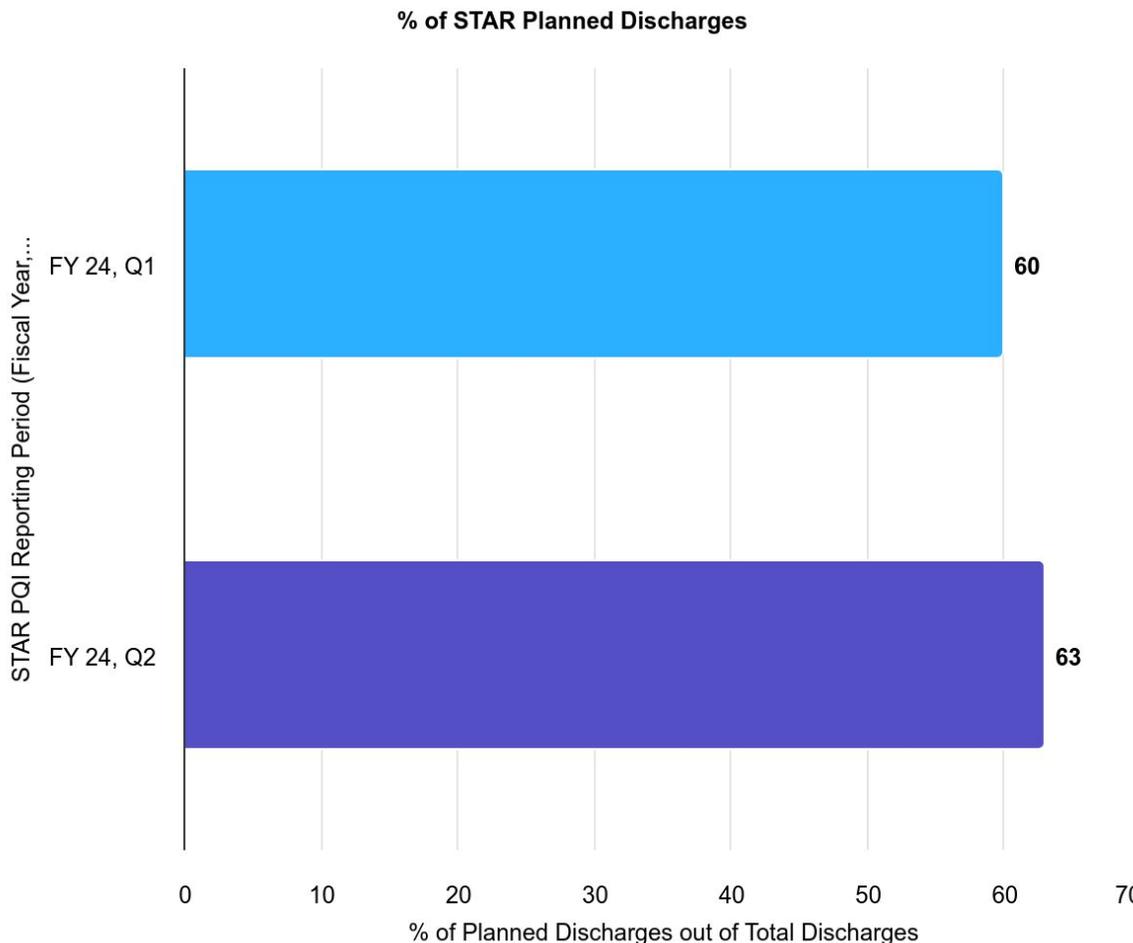
We offer high-quality care for every resident by providing for every need that a child has when she/he enters our program. Basic needs include shelter, food, clothing, medical and dental care, counseling and family reconciliation support, primary education, life skills training, drug and sex education,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

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

**Goal:** *Discharges are more often planned than not.*

**Outputs/Outcomes:** STAR programs have just over a 60% planned discharge rate out of total discharges. As trends are identified, benchmarks will be articulated.

**Improvement Plan:** No improvement needed.

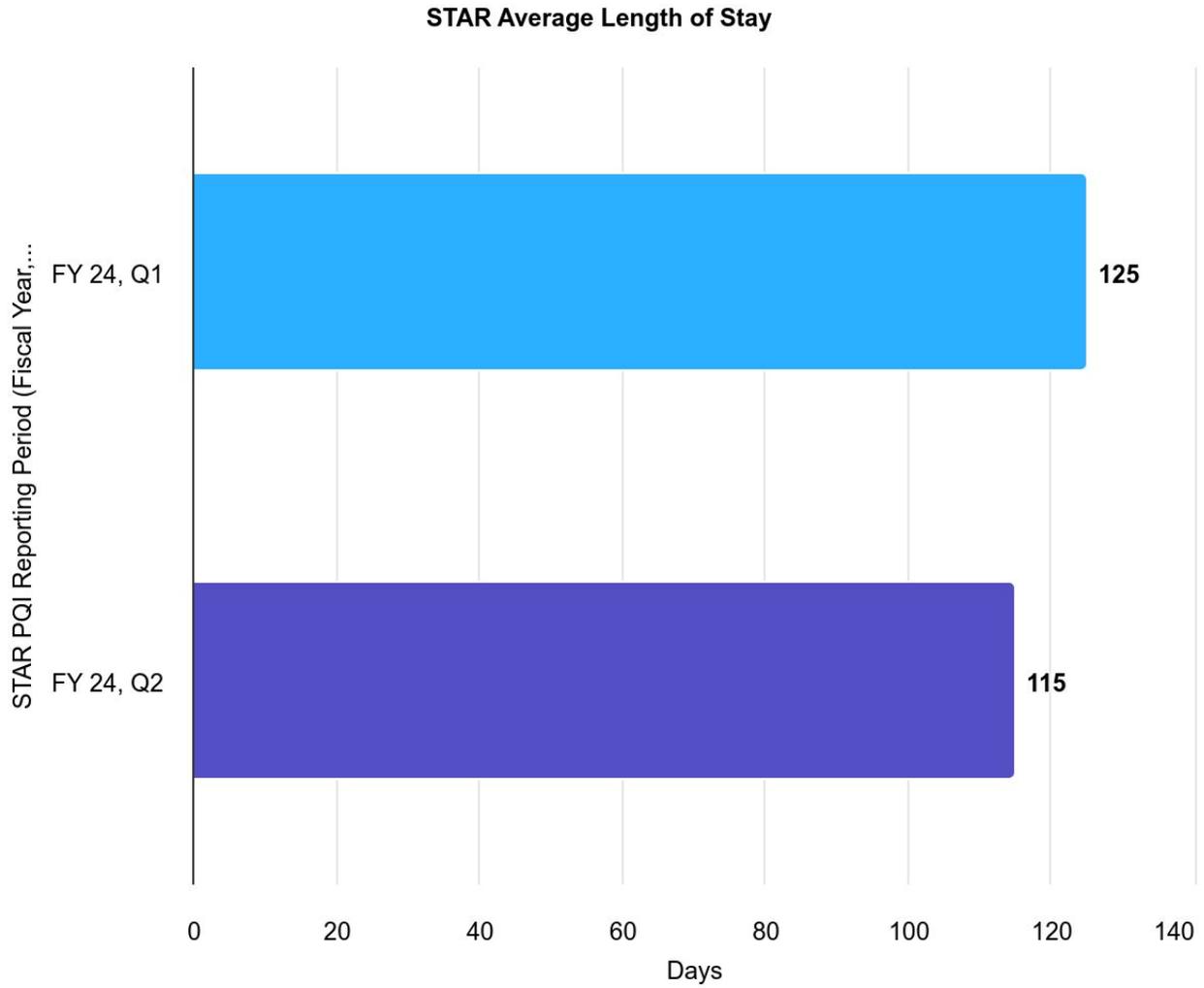


**Goal:** *The average length of stay is within DCF guidelines.*

**Outputs/Outcomes:** The Bridge website states that the target length of stay is 30-90 days. The 2<sup>nd</sup> quarter shows we are 25 days above the target length of stay. STAR homes work in collaboration with DCF to find clients a discharge plan that is healthy and safe for the youth. This shows that a population of youth that have had instability have the opportunity to experience life in a home with stability. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

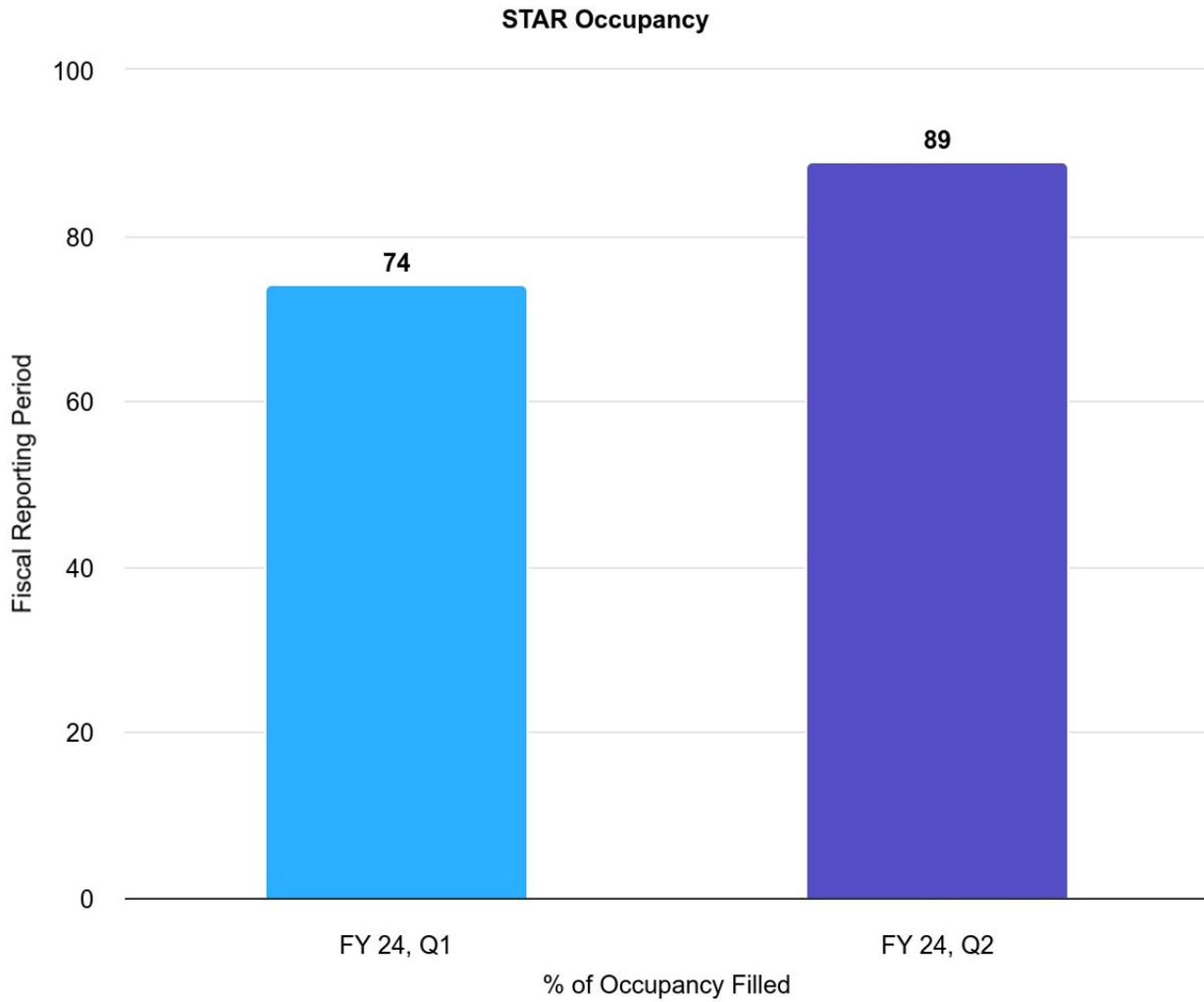


**Goal:** *The occupancy of STAR is filled.*

**Outputs/Outcomes:** Occupancy has increased from the last quarter to 89%. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.



## **Youth Independent Living**

In 1988, we created the Independent Living Programs, to help older teens develop a high level of self-sufficiency as they transition from dependent to independent living.

**Goal:** *Clients are empowered to become employed.*

**Outputs/Outcomes:** The Youth Independent Living team supports clients by helping them achieve what sometimes is their first job. Out of 77 clients, 42 CHAP/ CHEER clients are actively employed. All 8 YIT clients are actively employed as well. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *Clients are assisted with maintaining housing.*

**Outputs/Outcomes:** The Youth Independent Living team supports clients by making sure all clients are housed. 100% of current clients are housed in the 2<sup>nd</sup> quarter. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *Clients are empowered to maintain a savings account and work on life skills.*

**Outputs/Outcomes:** The Youth Independent Living team empowers clients to begin saving for their future. 39 CHAP/ CHEER clients have opened and maintained a savings account in the 2<sup>nd</sup> quarter of the fiscal year. While all 8 clients of YIT have opened and maintained a savings account. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

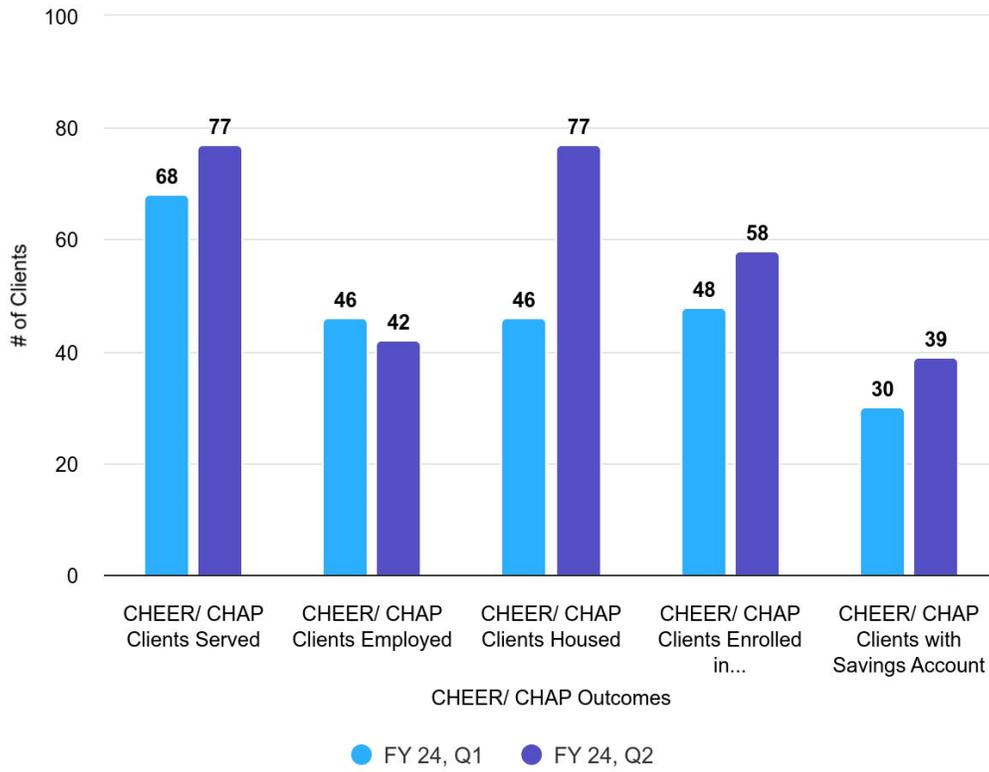
**Goal:** *Clients are assisted with enrolling in an educational or vocational program to develop skills.*

**Outputs/Outcomes:** The Youth Independent Living team assists clients in enrolling for either an educational or vocation program in which the client can become a more well-rounded develop version of themselves. In the 2<sup>nd</sup> quarter, 58 CHAP/ CHEER clients have enrolled in an educational/ vocational program while 1 YIT client enrolled in an educational/ vocational program. As trends are identified, benchmarks will be articulated.

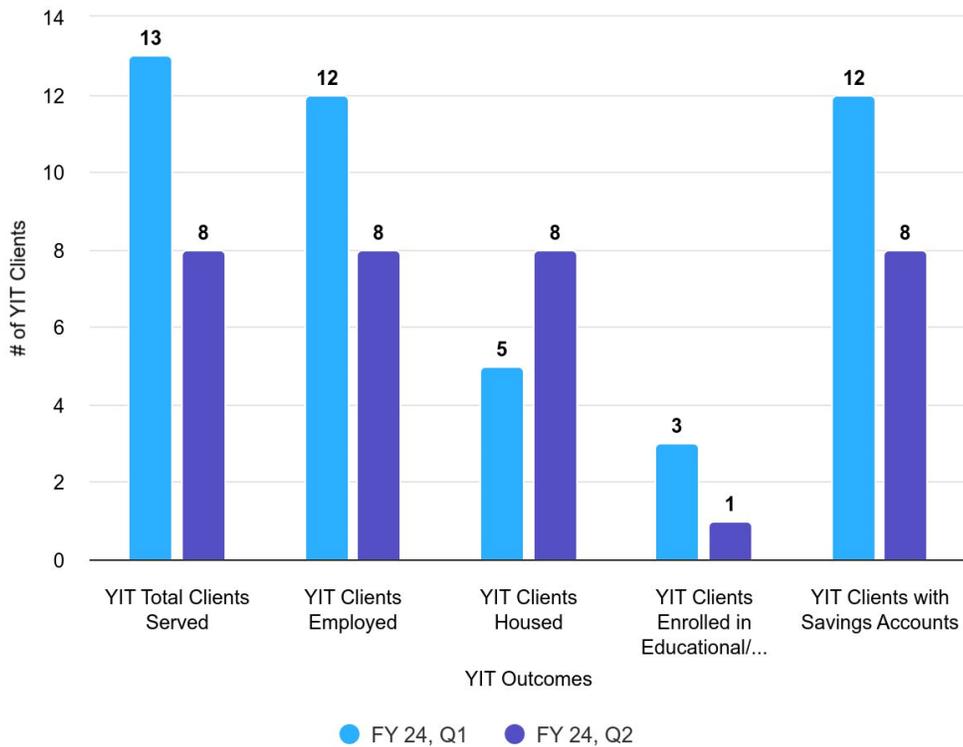
**Improvement Plan:**

No improvement plan needed.

### CHEER/ CHAP PQI Outcomes



### YIT Quarterly Outcomes



## **Moving on Project**

Our Moving on Project (MOP) is a transitional living apartment program that assists males, ages 16 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.

A young man must express a clear commitment to the MOP before he is granted admission. The program emphasizes responsibility, accountability, and respect; therefore, all participants must sign a contract outlining his responsibilities. Once admitted, he is assigned a case manager, who meets with him at least once a week. Supervision is intense as a youth adjusts to his new environment and gradually decreases as his decision-making skills improve.

The MOP is located in an apartment building in Manchester. The young men reside in two-bedroom apartments, while staff offices occupy space on the first floor. Conveniently located on a bus line, the apartments are accessible to employment opportunities, stores, offices, banks, and schools.

Case managers develop an individualized transitional program for each resident. Instruction and assistance, both formal and informal, are provided individually and in a group setting. Tutors and mentors are assigned when needed. Topics covered may 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

The MOP provides a practice environment for the real world. Young men are taught a variety of life skills and become acquainted with useful resources in the community. The goal of the program is to teach each resident to set a life plan for now and for the future, and to strive to reach his full potential.

**Goal:** *Discharges are more often planned than not.*

**Outputs/ Outcomes:** This past quarter, the moving on project had 100% planned discharges and no unplanned discharges. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *The average length of stay is within DCF guidelines.*

**Outputs/Outcomes:** The DCF guideline for length of stay is no more than 18 months or 548 days. The moving on project currently has an average length of stay of 78 days. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

**Goal:** *The occupancy of the MOP is filled.*

**Outputs/Outcomes:** The maximum capacity for the moving on project is 10 youths. During the 2<sup>nd</sup> quarter, the program experiences an average of 80% occupancy. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.

### **Quality Parenting Center**

Located in Hartford, the Mosaic Parenting Center (MPC) provides structured support and coaching during family visitation sessions for parents who are working on family reunification after a child has been removed from the home. 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.

**Goal:** *Families have the ability to proceed through the DCF reunification process.*

**Outputs/Outcomes:** The quality parenting center helps families that have been taken apart. Families that participate with us have a greater opportunity of being reunified. In the 2<sup>nd</sup> quarter, 15 families had the opportunity to proceed in the state reunification process. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

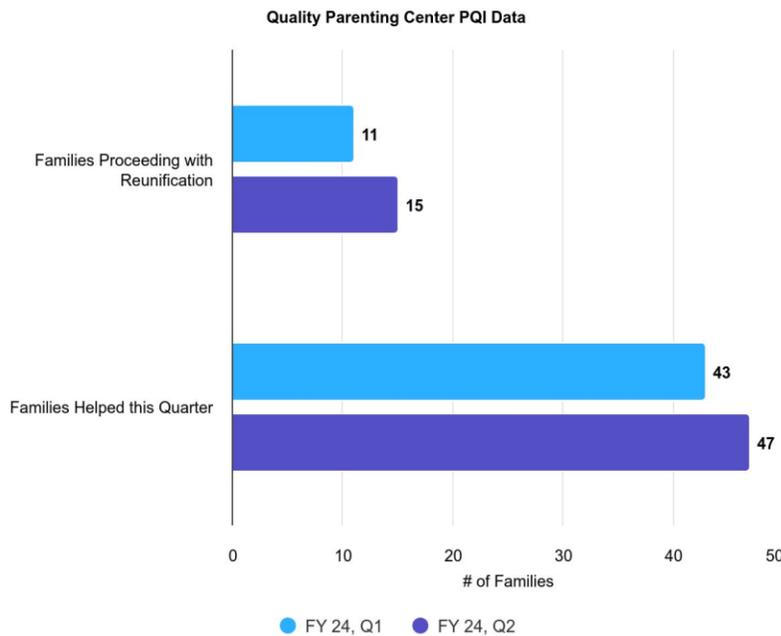
No improvement plan needed.

**Goal:** *Families feel satisfied by our services by visiting frequently.*

**Outputs/Outcomes:** The quality parenting center serves many families a quarter. This past quarter, the center served 47 families. As trends are identified, benchmarks will be articulated.

**Improvement Plan:**

No improvement plan needed.



## **Summary:**

All programs at the Bridge Family Center are seeing a surplus of clients.

- MOP: 80% Occupancy
- STAR: 89% Occupancy
- Youth Independent Living: 85 clients
- Outpatient Clinic: 489 clients
- FRC: 685 Visitors
- QPC: 47 families
- YFS: 64 school-based counseling clients as well as 503 teen visitors to the Teen Center

This quarter marks the second with a Director of Performance and Quality Improvement. In the coming quarter, benchmarking will be a priority, along with streamlining the data collection process. Programs have set new goals with the intention of helping client needs in a greater capacity. In the upcoming quarter, programs will look at emerging trends and begin to think about possible benchmarks.