



Performance and Quality Improvement

Quarterly Report

Fiscal Year 2024, 4th Quarter

The Bridge Performance Quality and Improvement Quarterly Report
April 1st, 2024 to June 30th, 2024.
4th Quarter FY 2024

Contents

The Mission of the Bridge:	3
Family Resource Center (FRC)	5
Youth and Family Services (YFS):	7
Outpatient Counseling Center (OPCC)	11
Specialized Trauma-Informed Treatment Assessment and Reunification (STTAR).....	13
Quality Parenting Center (QPC).....	15
Moving on Project (MOP).....	17
Youth Independent Living (YIL)	19
Administrative	23
Summary:	27

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:

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.

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, 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.

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.

Quality Parenting services began in January 2022. Within the first month, 32 families were enrolled in the Visit Coaching Process. 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. The Center has 8 visit rooms and is open 365 days per year. In fiscal year 2023, the Center had 1,585 visits.

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 \$8 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.

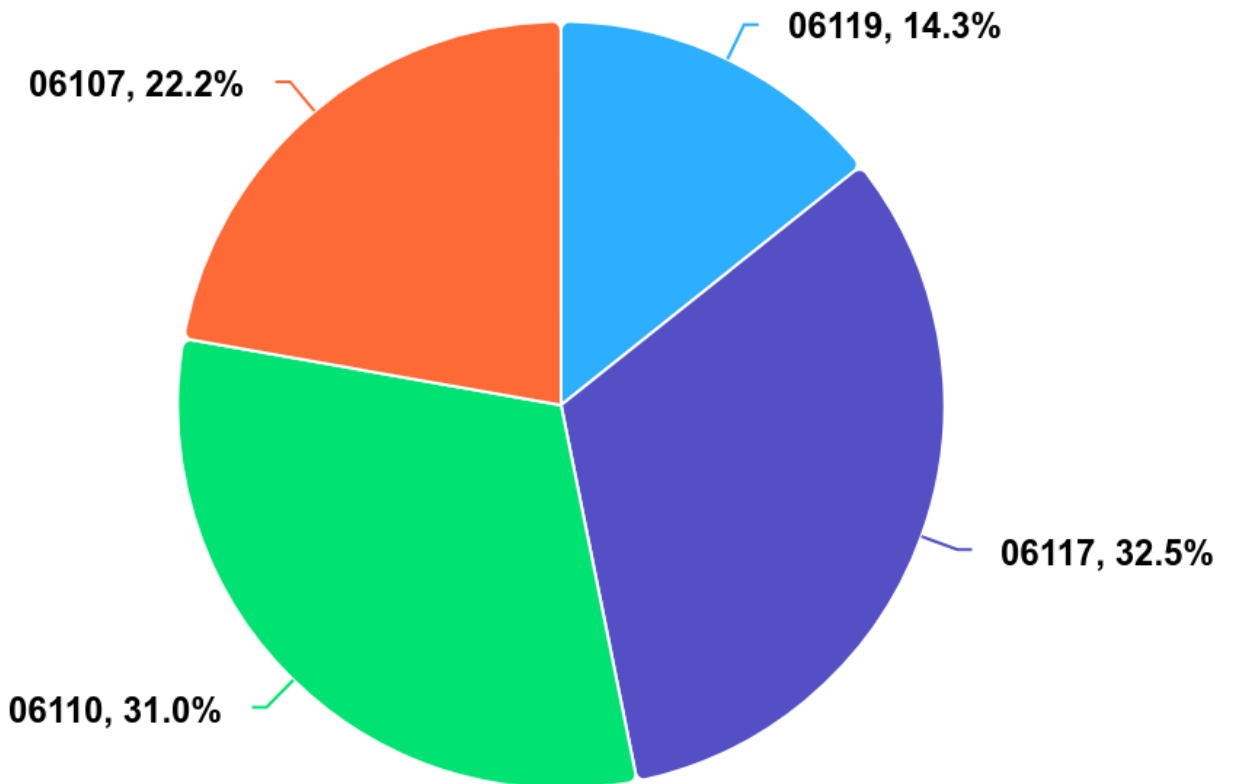
Development and Communications: Our fundraising efforts leverage community partnerships and innovative campaigns to secure resources for expanding our impact locally and globally. Transparent financial stewardship and donor engagement initiatives ensure that every contribution directly supports our mission to alleviate poverty and enhance quality of life.

Family Resource Center (FRC)

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. The FRC has participants throughout West Hartford.

Access to the FRC

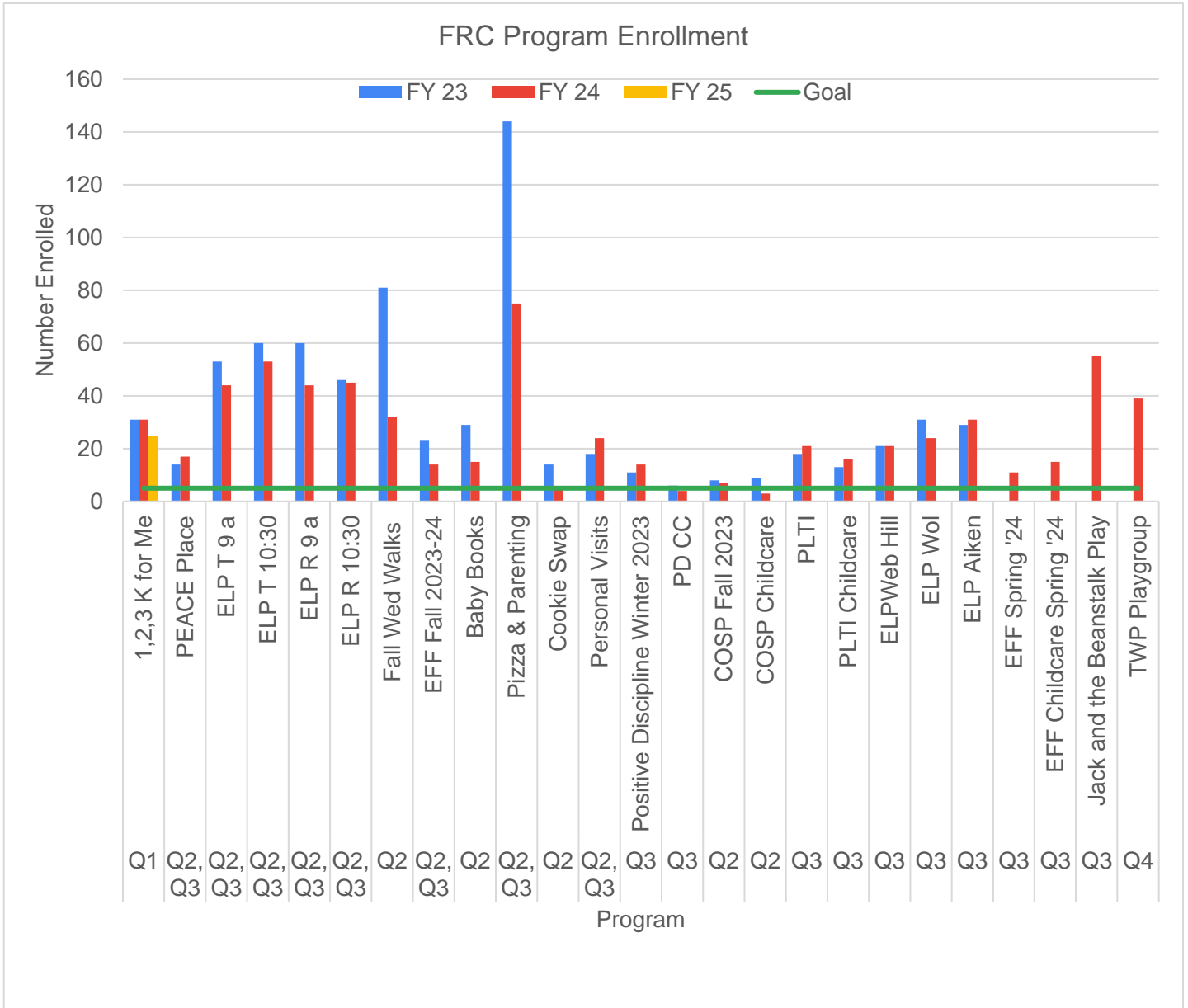


Improvement Plan:

No improvement plan needed.

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

Outputs/Outcomes: The FRC organizes a variety of activities year-round, meticulously tracking program enrollment data to discern trends. Our benchmark requires a minimum of 5 registrations per program. Each quarter consistently reveals robust demand among West Hartford residents.



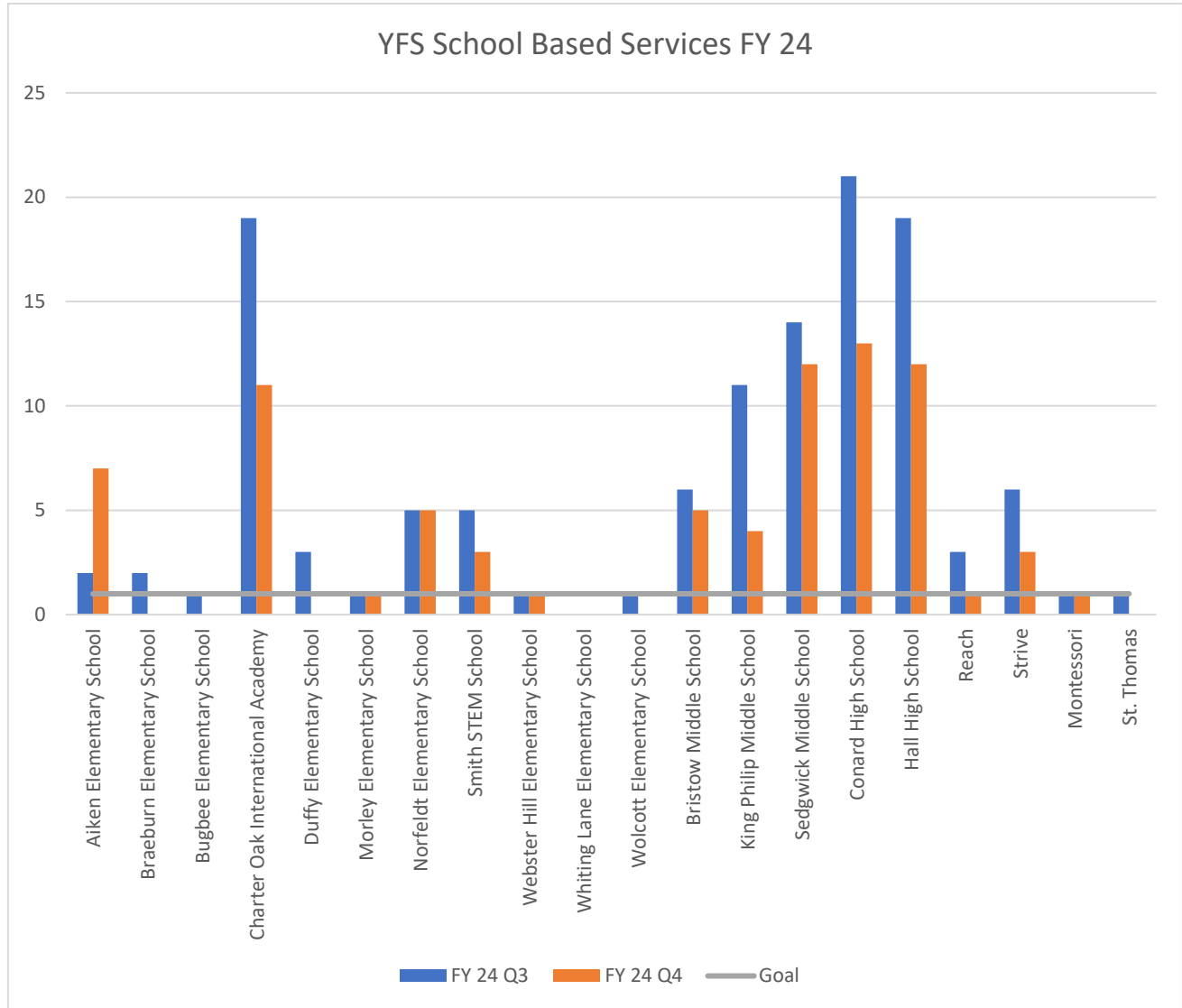
Improvement Plan:

No improvement plan needed.

Youth and Family Services (YFS):

Goal: *Ensure that all youth attending schools in West Hartford have access to school-based services.*

Outputs/Outcomes: Each quarter, Youth and Family Services (YFS) strives to serve at least one student at every school. By Quarter 4 of Fiscal Year 2024, all but one of the 20 schools in West Hartford, specifically Whiting Lane Elementary, had received services from YFS.

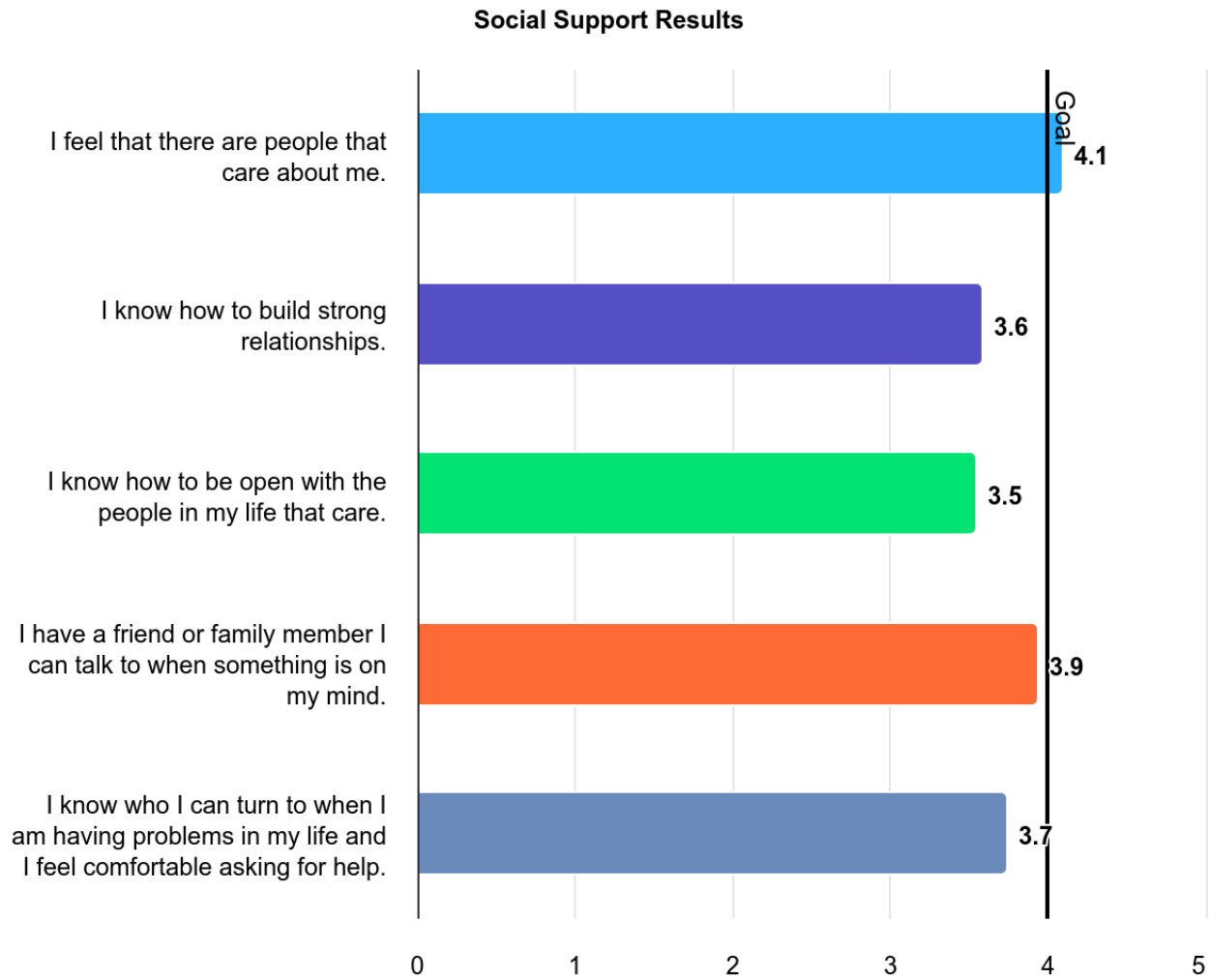


Improvement Plan:

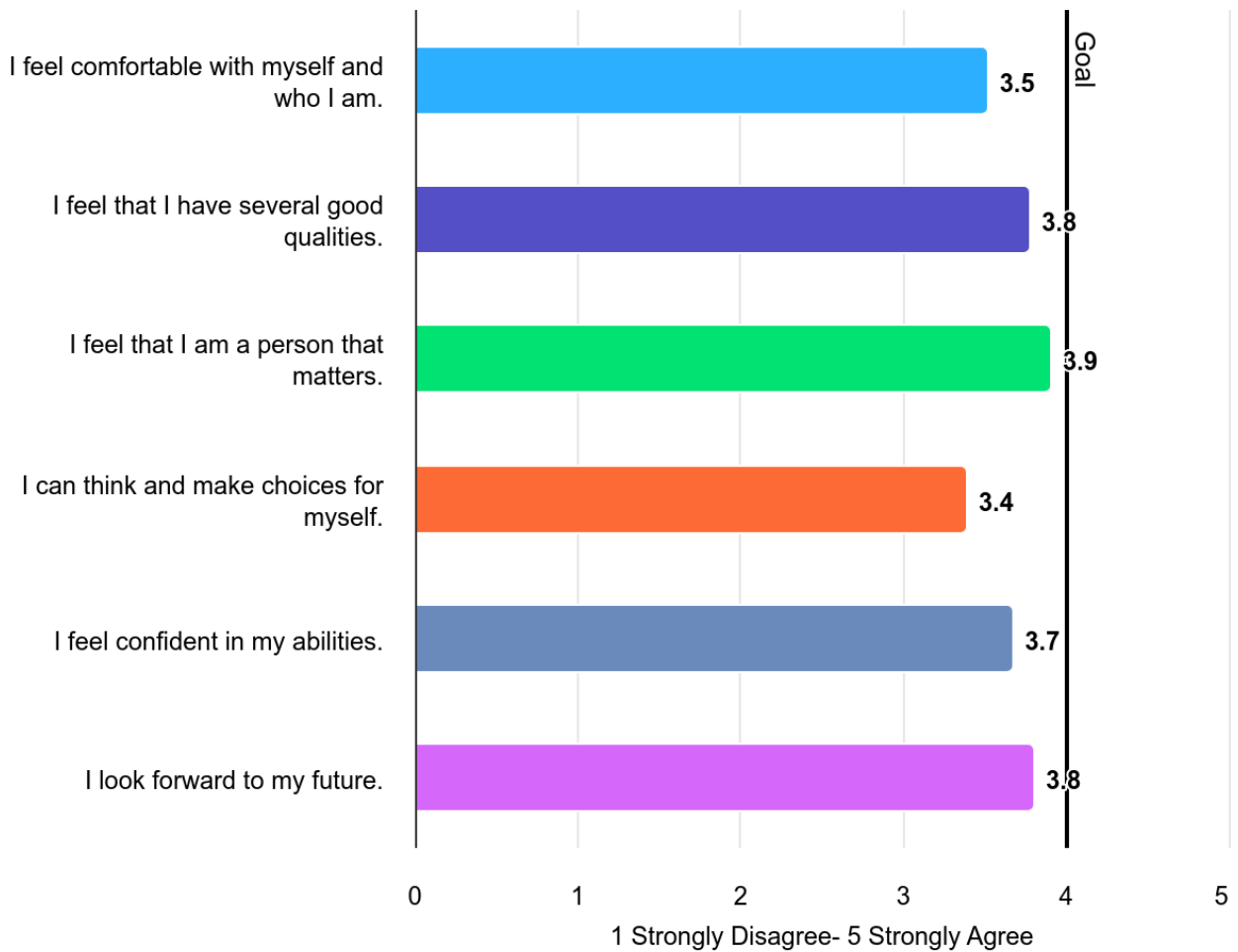
The YFS team will evaluate referral sources and proactively reach out to Whiting Lane Elementary to ensure they are informed about our services.

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

Outputs/Outcomes: Each quarter, our objective is to support youth and aim for them to rate 4 (agree) on each question in the mentor survey.



Self Esteem Results

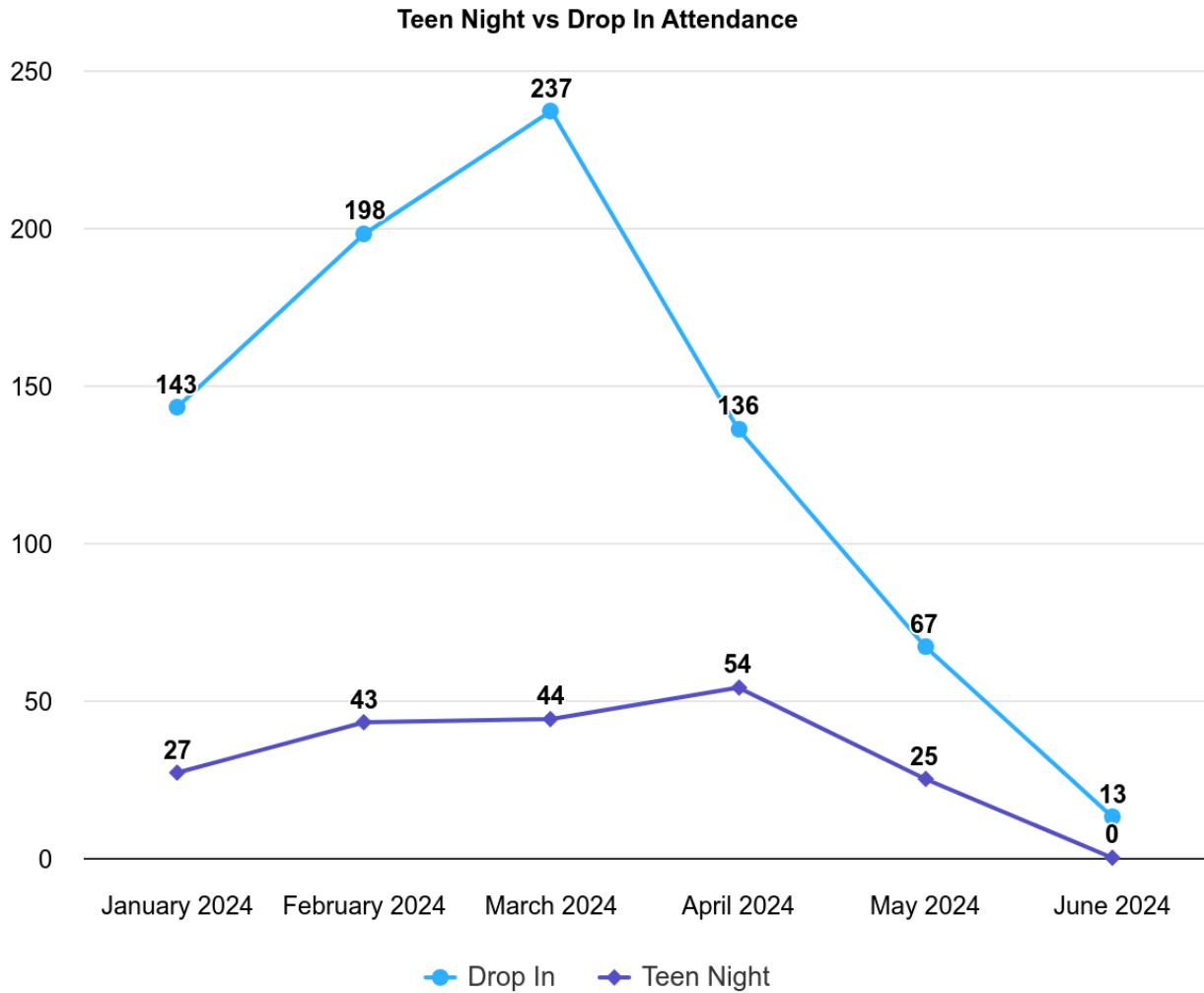


Improvement Plan:

In Quarter 4, all questions except one received scores below 4 (agree). Mentors will focus on building strong relationships with mentees at the beginning of the school year in September.

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 strives to attract a high number of teens on its open days, aiming to surpass the attendance of the previous quarter during drop-in days and teen nights. This quarter saw a decline in attendance, which is typical as schools let out for the year.



Improvement Plan:
No improvement plan needed.

Outpatient Counseling Center (OPCC)

Goal: *The Counseling Center aims to cultivate meaningful relationships between clinicians and clients. This will be apparent through low no show rates.*

Outputs/Outcomes: This past quarter, the counseling center experienced an estimated no-show rate of 24% for scheduled visits. The Outpatient Counseling Center will monitor and strive to reduce this rate moving forward.

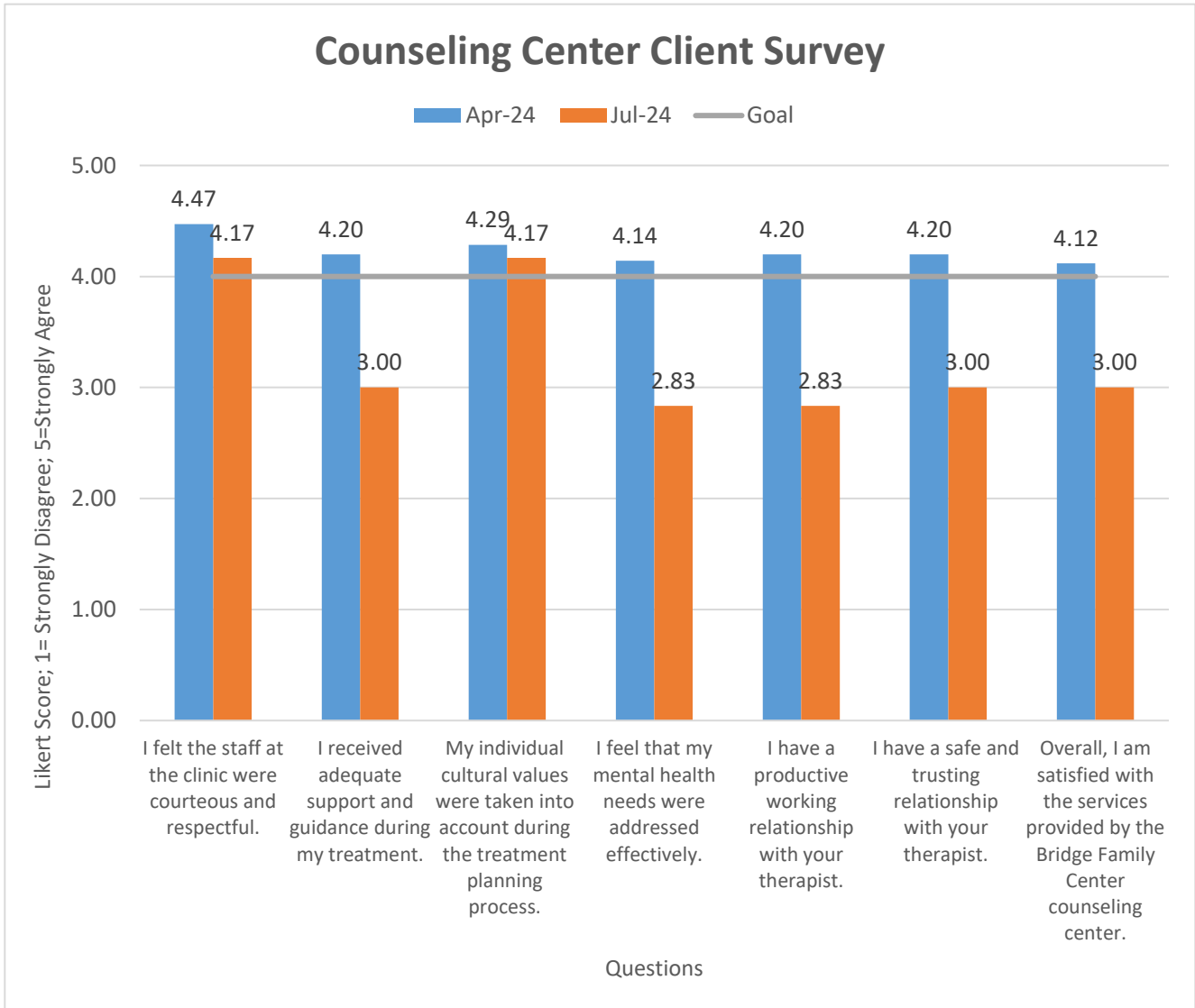
Improvement Plan:

The counseling center will implement administrative strategies to reduce no-show rates, including appointment reminders, while also emphasizing the importance of maintaining meaningful therapist-client relationships.

Goal: *The Counseling Center will meet the needs of its clients. This will be evident through positive client satisfaction surveys.*

Outputs/Outcomes:

In April 2024, a pilot survey was sent to a sample of 330 clients. The Director of Performance and Quality Improvement (PQI) randomized 12 sets of 100 emails. Each month thereafter, the PQI Director will send the survey to a new random set of 100 emails. The decrease in scores was attributed to the smaller sample size compared to the pilot survey. The surveys sent in July gathered feedback on clients' experiences throughout Fiscal Year 2024.

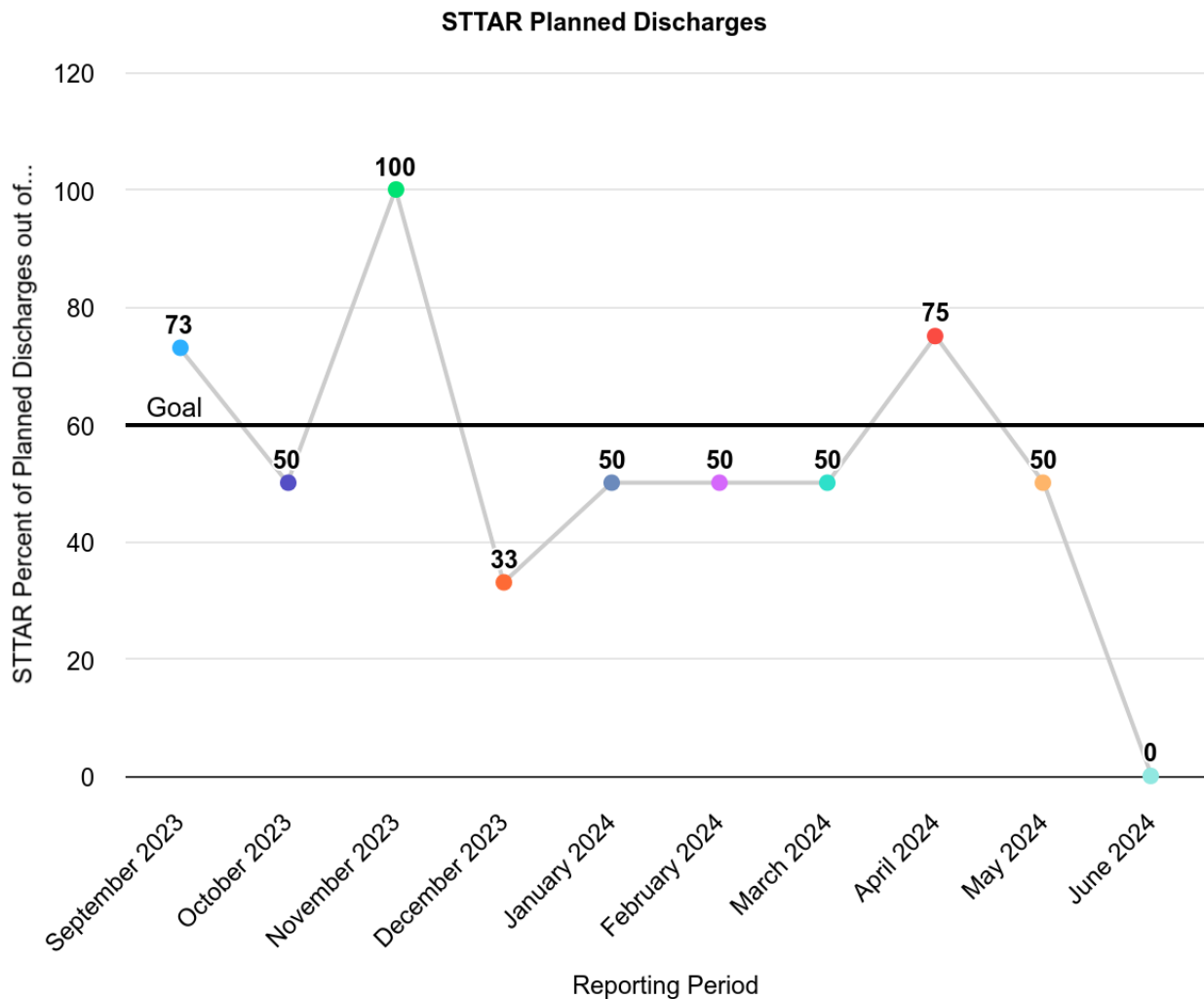


Improvement Plan: At present, no discernible trends have emerged in counseling client surveys. Therefore, the counseling team will vigilantly monitor for any potential positive or negative trends. Survey results are regularly communicated to the counseling team to enable proactive responses.

Specialized Trauma-Informed Treatment Assessment and Reunification (STTAR)

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

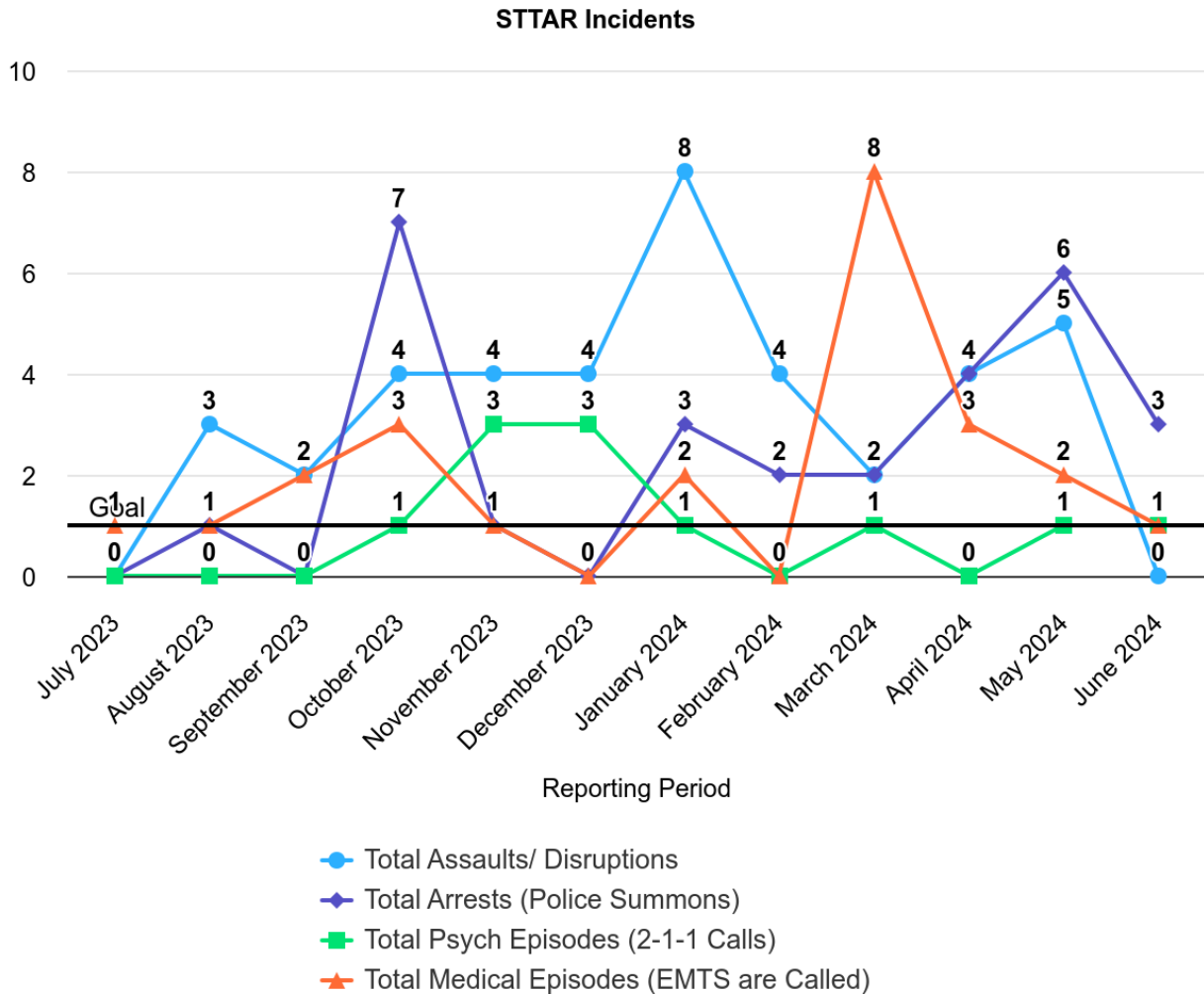
Outputs/Outcomes: The STTAR program aims to achieve a minimum of 60% planned discharges. However, in the 4th quarter, there was an average of 42% planned discharges. During this period, there was turnover among clinical coordinators, the program manager of Freymann House, and the Residential Clinical Director.



Improvement Plan: New site supervisors have been hired, along with the Residential Clinical Director, program manager for Freymann House, and clinical coordinator at Winifred House. The STTAR program remains committed to training staff on best practices and providing support in order to maximize the number of planned discharges.

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

Outputs/Outcomes: Despite many young people in this program coming from unstable backgrounds, STTAR is dedicated to offering stability and safety to its residents. STTAR aims to maintain a low level of incidents, with a benchmark of no more than one incident per category each month. While there was an increase in arrests in May, corrective action was taken and the number was reduced by 50% in June.

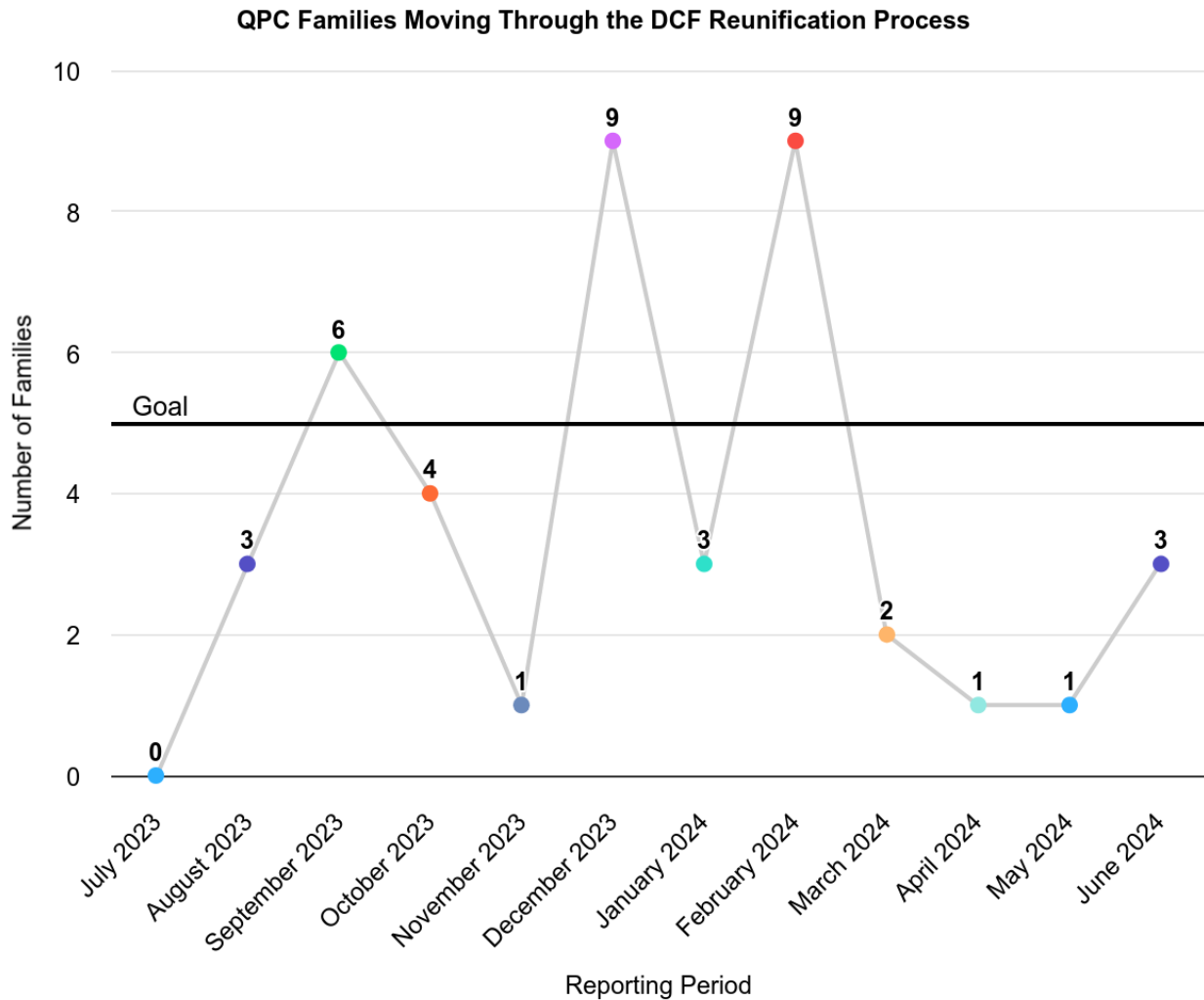


Improvement Plan: STTAR remains committed to managing incidents effectively and fostering a safe environment for all residents.

Quality Parenting Center (QPC)

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

Outputs/Outcomes: The Quality Parenting Center supports families who have experienced separation, enhancing their prospects for reunification. The QPC aims to assist at least 5 families in progressing through the reunification process. However, in the 4th quarter, the QPC supported 3 families in advancing through reunification.

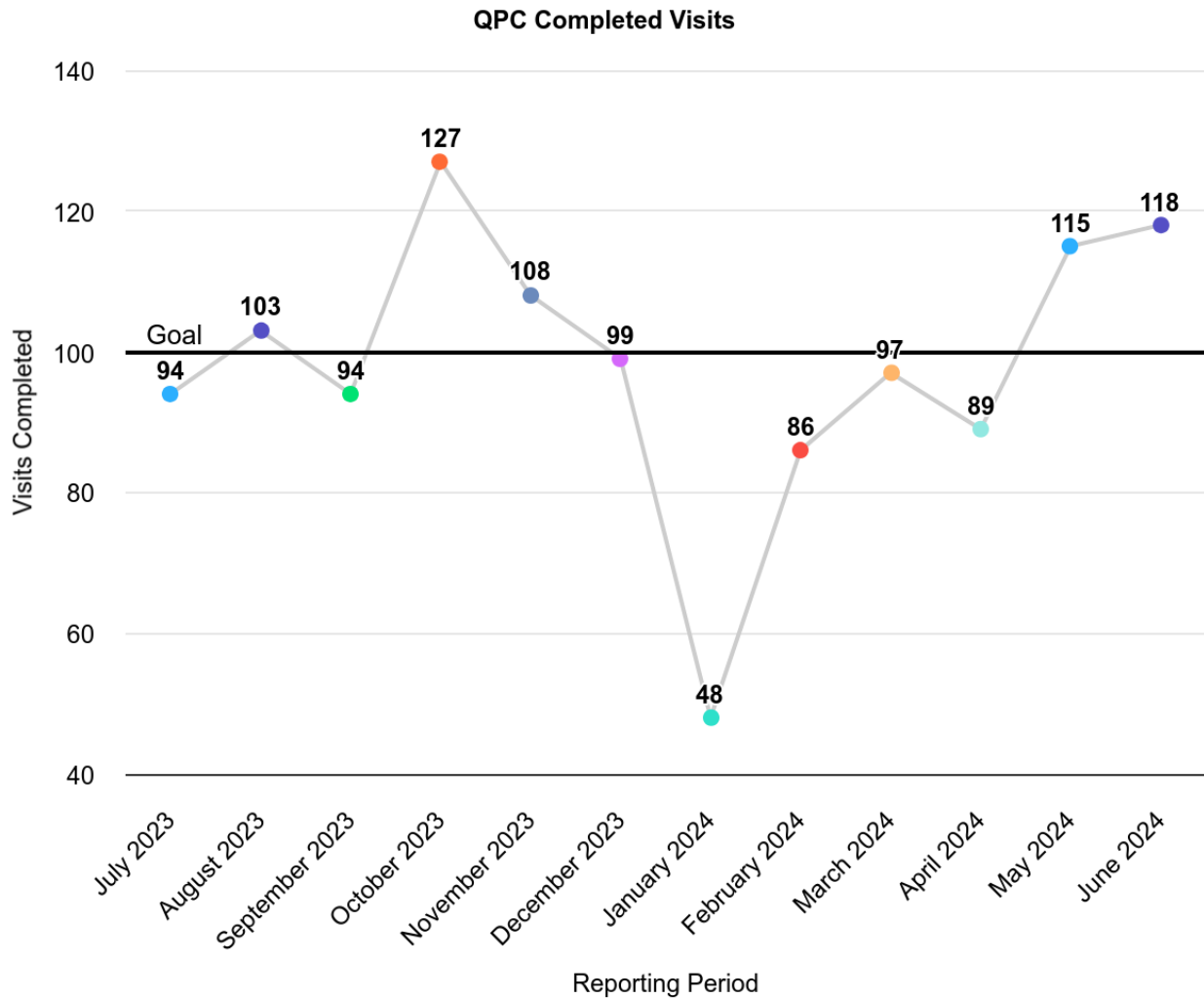


Improvement Plan:

Staff will continue to support and coach families through the reunification process during their visits to the Quality Parenting Center.

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 monthly target of conducting at least 100 visits. In the 4th quarter, this goal was exceeded, with an average of 107 visits per month.

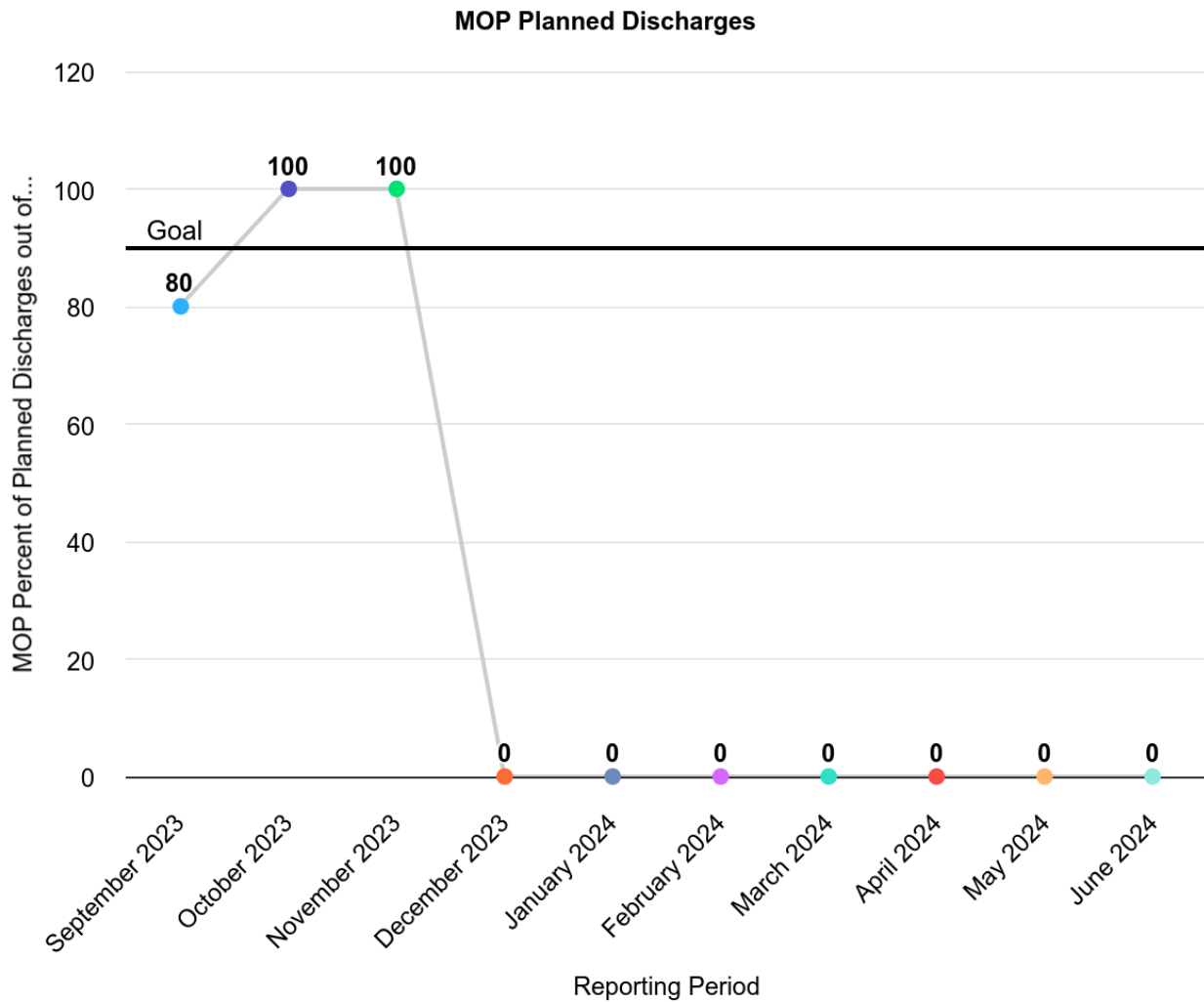


Improvement Plan:
No improvement plan needed.

Moving on Project (MOP)

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

Outputs/ Outcomes: MOP is committed to preparing young adults with the essential skills for success in the adult world, especially those lacking experience from their backgrounds. The benchmark for successful discharges is set at 90% of discharged clients. In the past quarter, there were no discharges, resulting in no unplanned discharges.

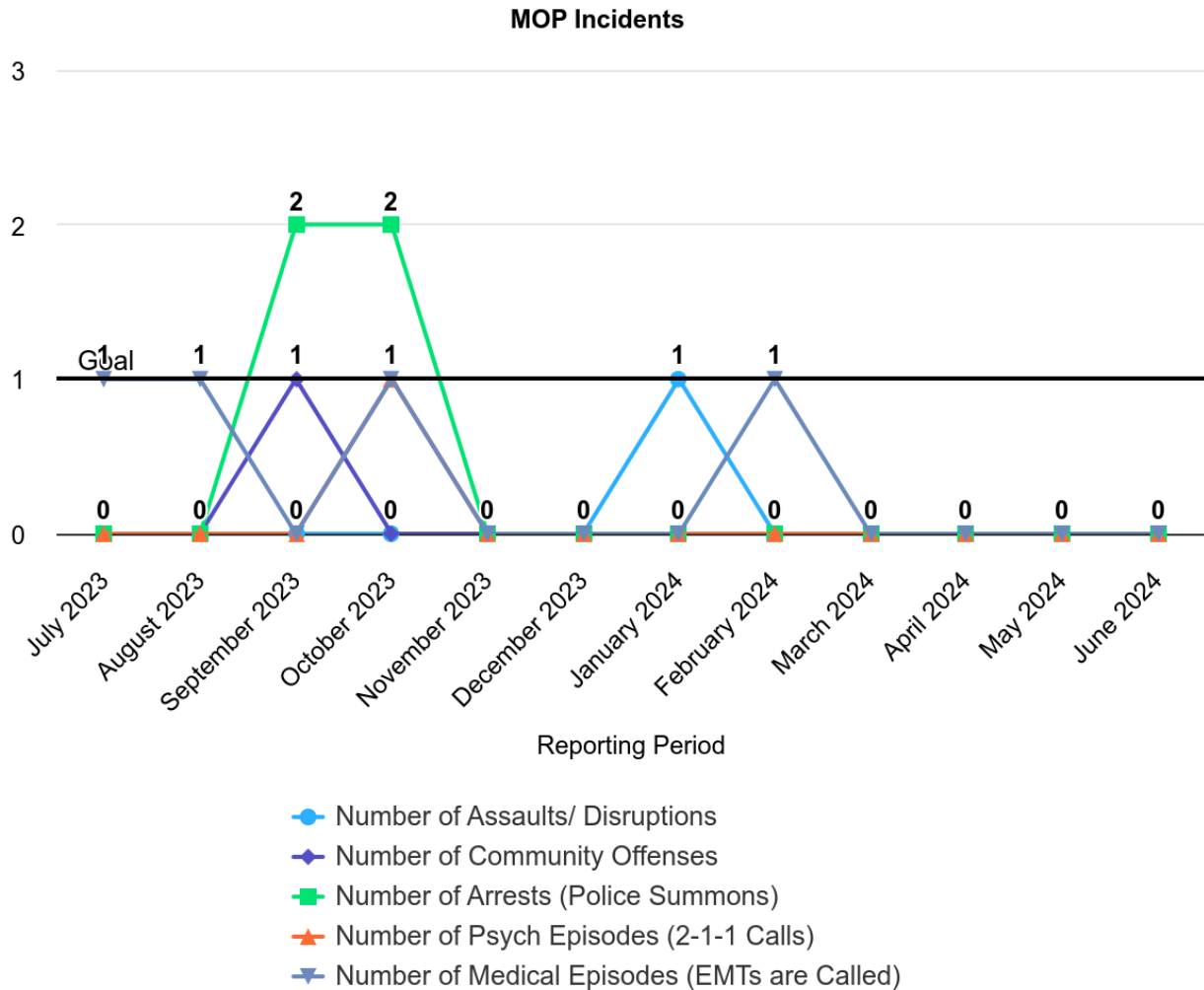


Improvement Plan:

No improvement plan needed.

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

Outputs/Outcomes: Despite many young men in this program coming from unstable backgrounds, MOP is dedicated to ensuring stability and safety for its residents. MOP aims to maintain no more than one incident per category each month. In the past quarter, there were minimal issues, with no reported incidents of assaults, community offenses, arrests, psych episodes, or medical episodes over the last three months.



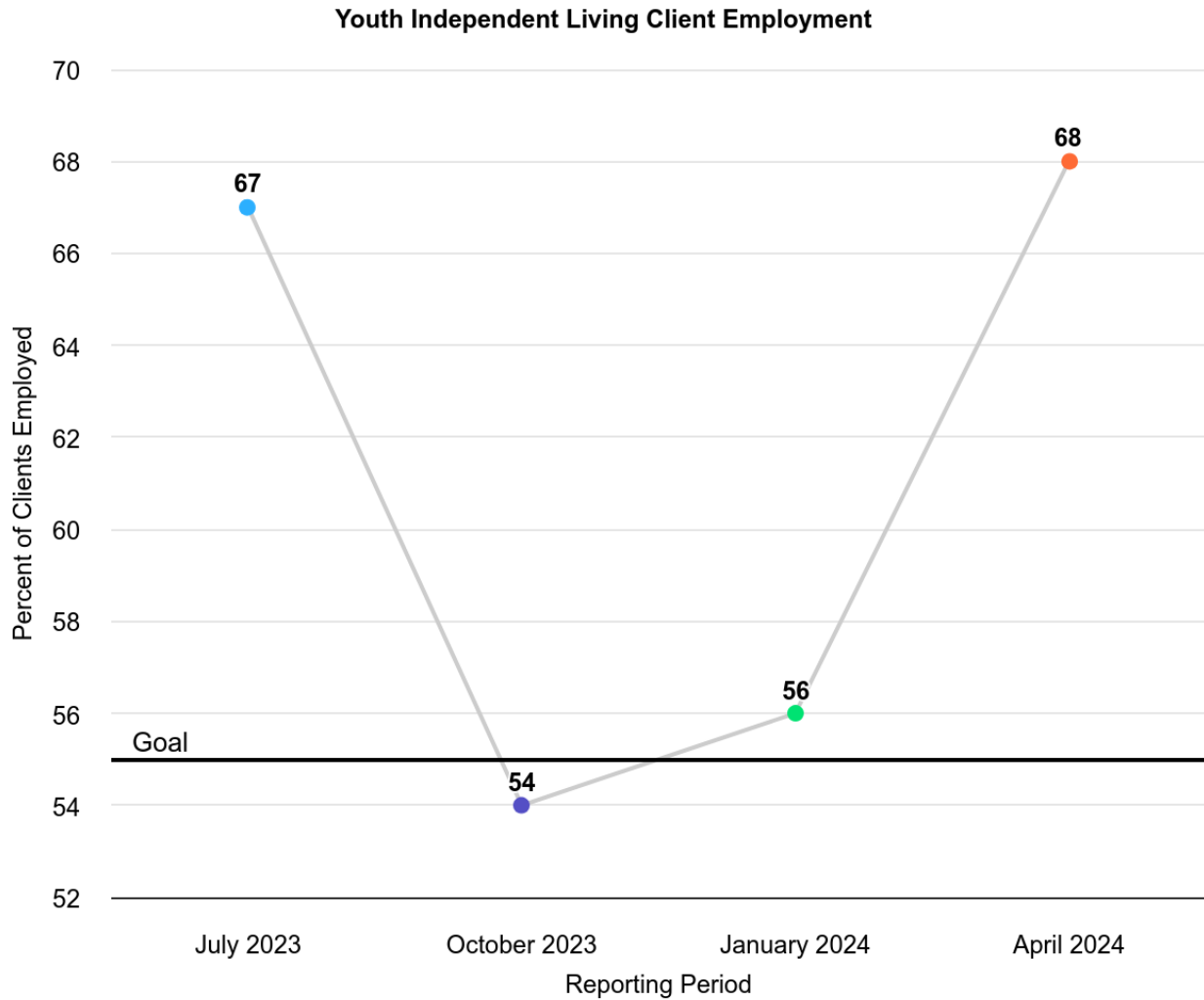
Improvement Plan:

No improvement plan needed.

Youth Independent Living (YIL)

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

Outputs/Outcomes: The Youth Independent Living team supports clients by helping them secure what may often be their first job. The benchmark for this goal is to have at least half of all clients employed. In Quarter 4, just over half of the clients, specifically 68%, are currently employed.

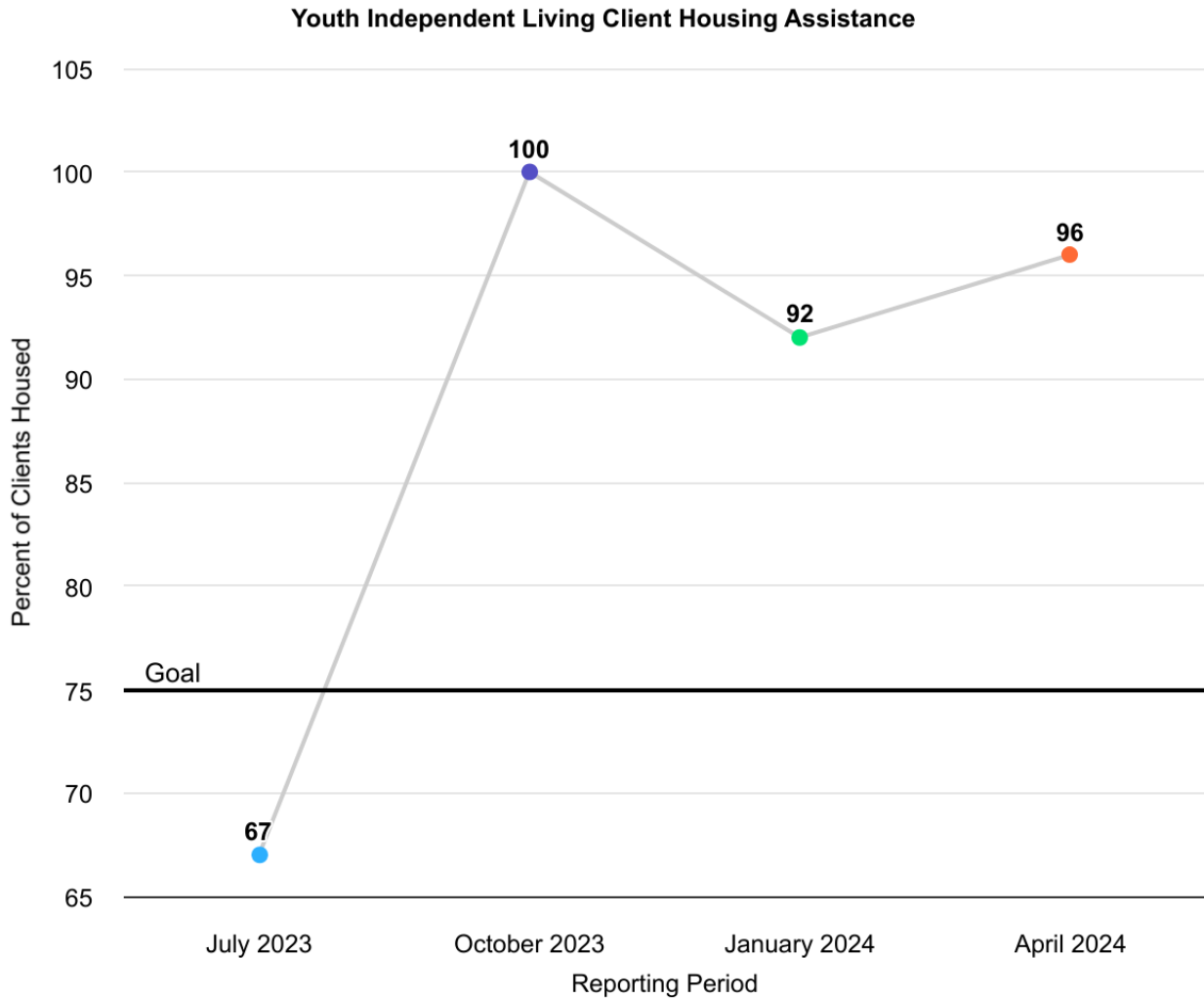


Improvement Plan:

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 all of them are housed. The benchmark for this goal is that at least 75% of total clients receive housing assistance from the department. In Quarter 4, 96% of clients received housing assistance with the support of Youth Independent Living.

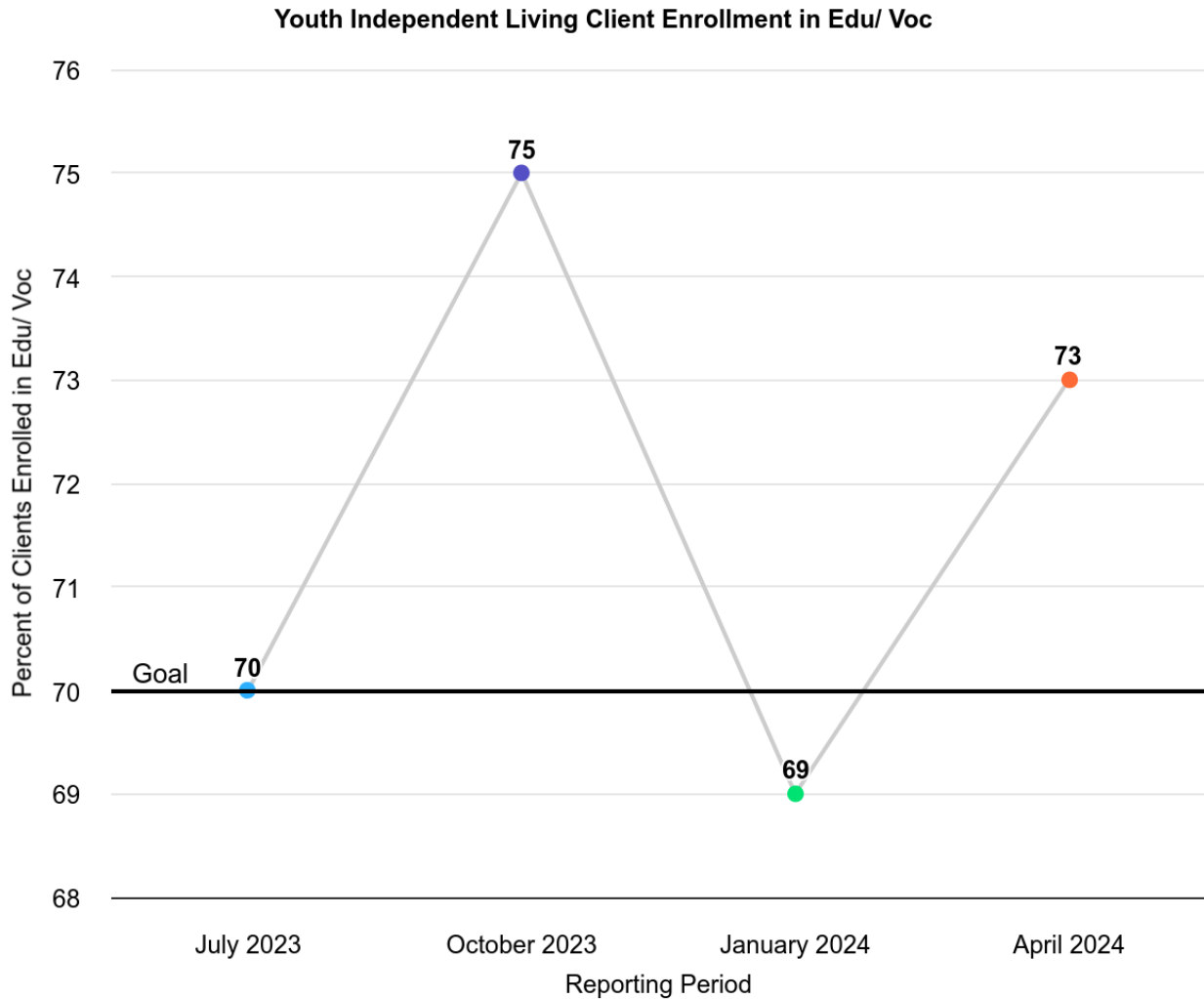


Improvement Plan:

No improvement plan needed.

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

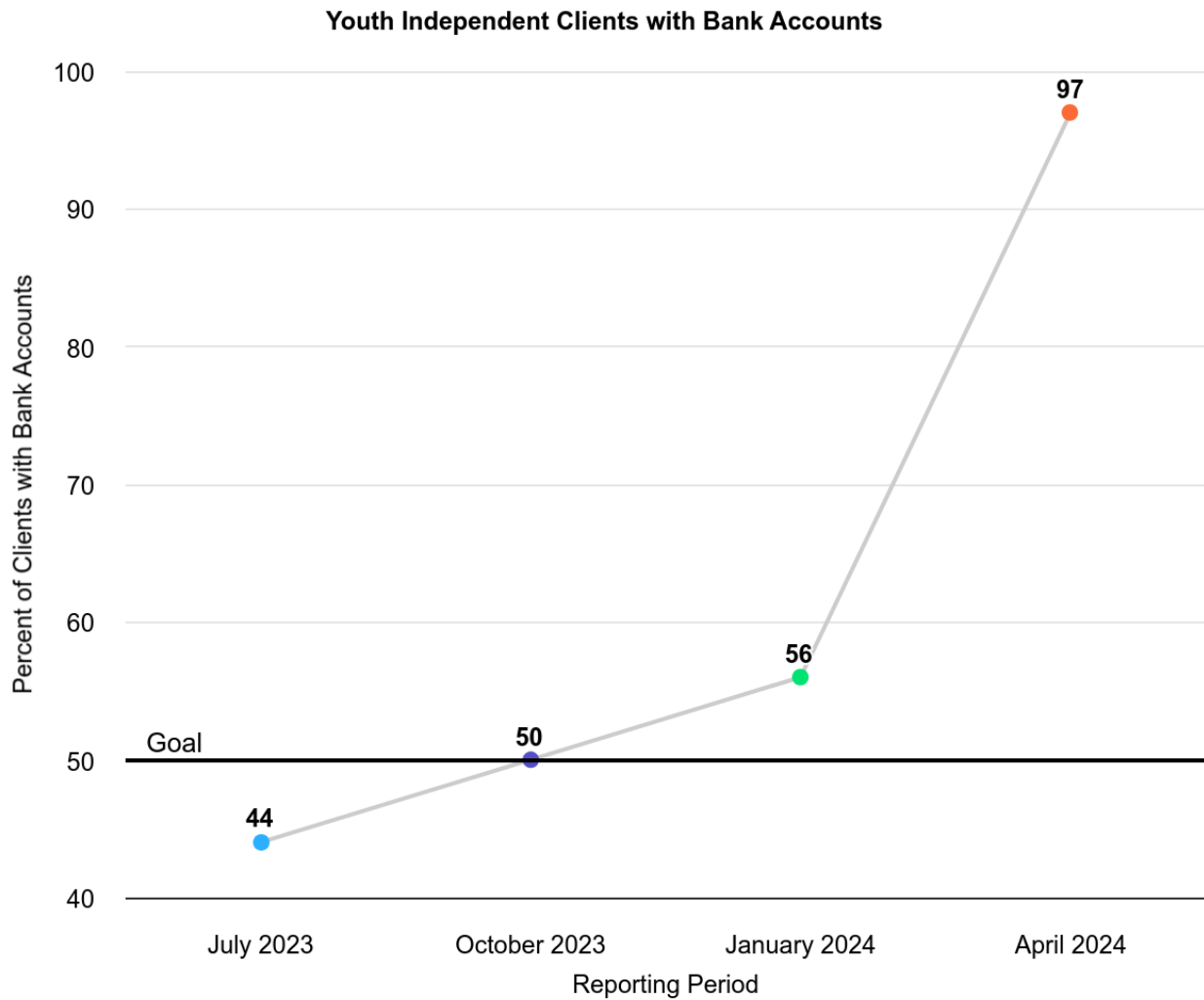
Outputs/Outcomes: The Youth Independent Living team assists clients in enrolling in either educational or vocational programs, aiming to foster their overall development. The benchmark for this goal is to have 50% of clients enrolled in such programs. In Quarter 4, 73% of clients are enrolled in an educational or 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 begin saving for their future. The benchmark for this outcome is to have at least 50% of clients maintain their own bank account. In Quarter 4, 97% of clients have successfully opened and maintained their own bank account.



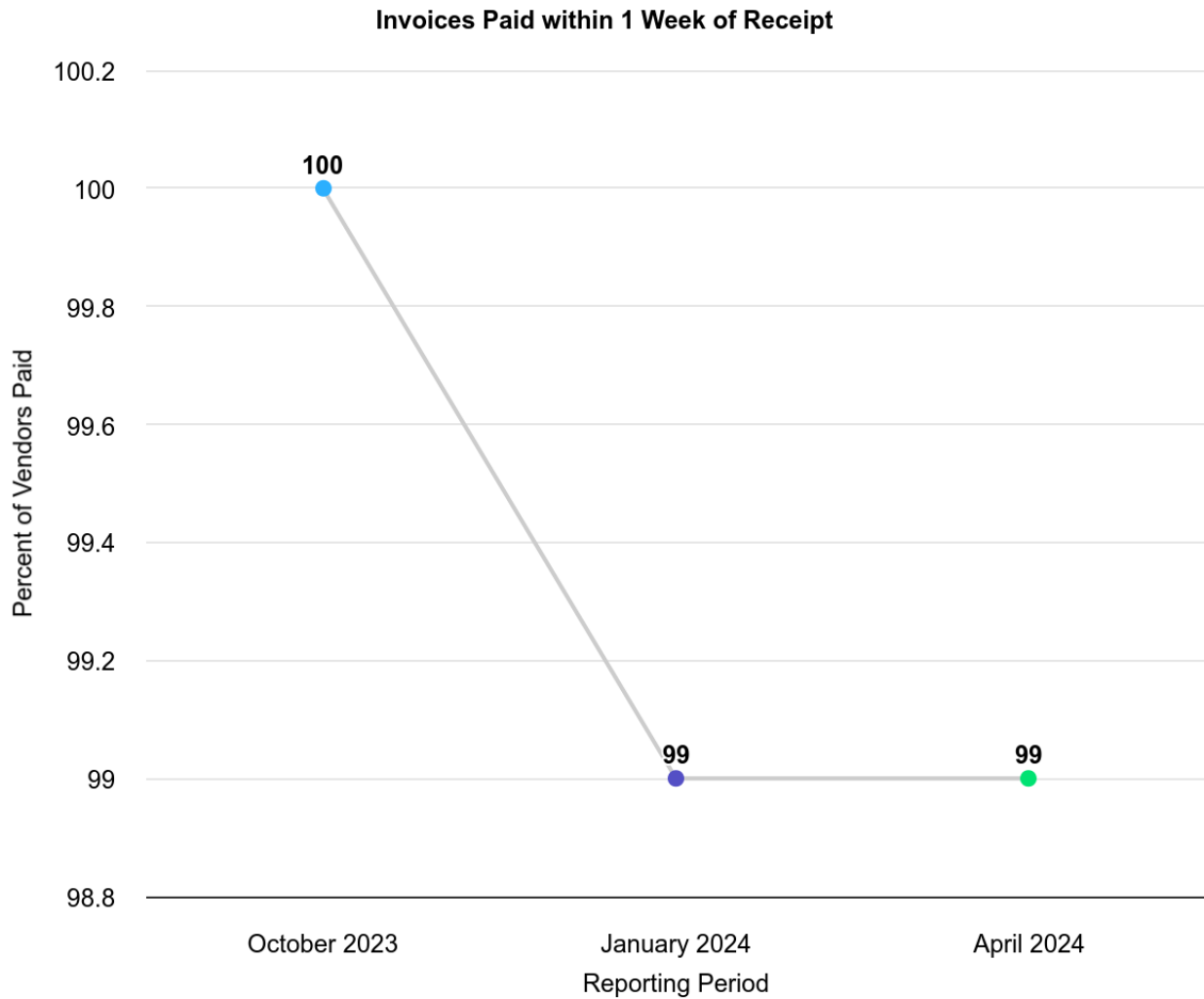
Improvement Plan:
No improvement plan needed.

Administrative

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

Outputs/Outcomes:

The finance department has set a target for 95% of vendors to receive payment within one week. In the 4th quarter, 99% of vendors (2,880 Accounts Payable transactions) were successfully paid within one week of receipt by the financial department.



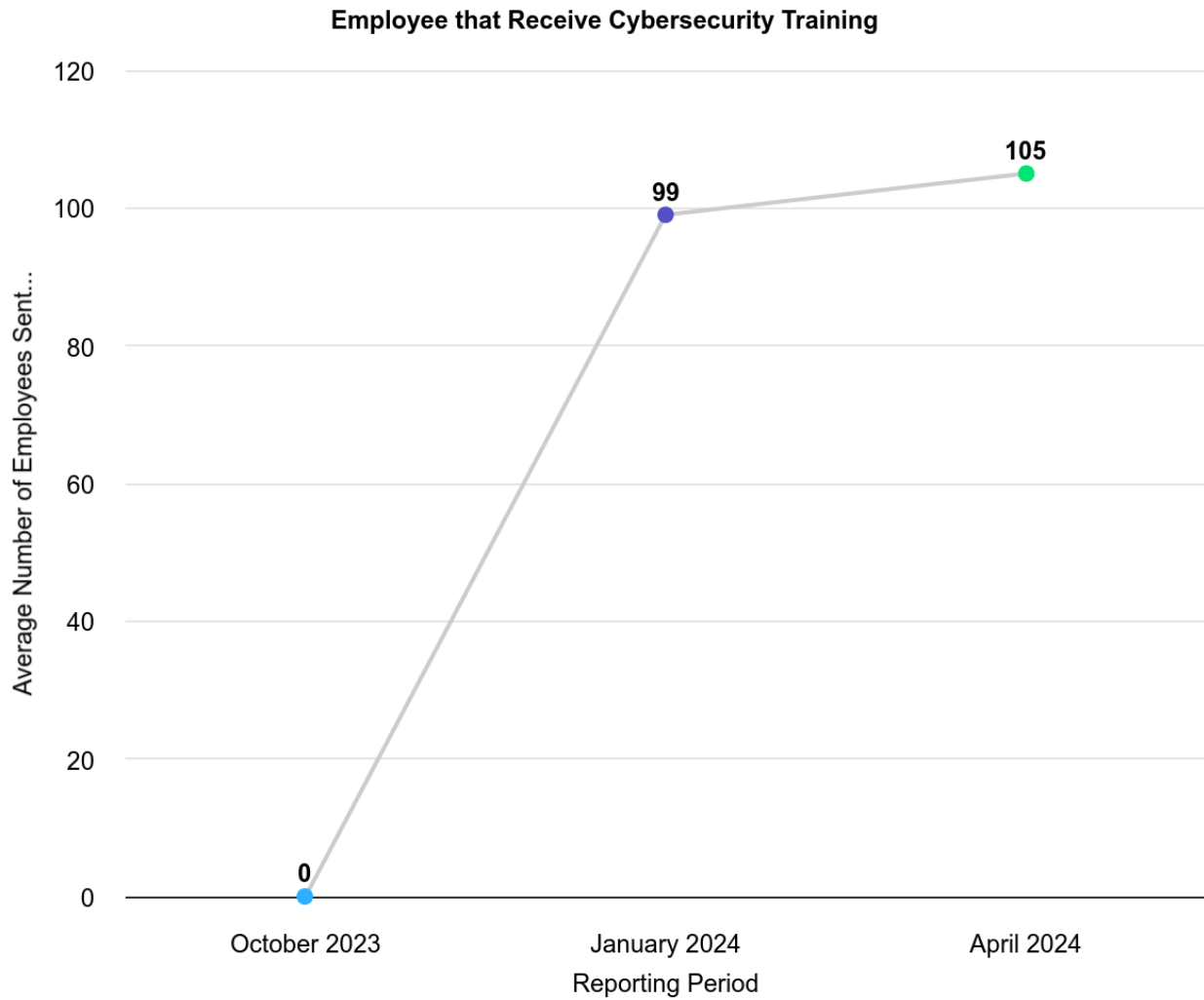
Improvement Plan:

No improvement plan needed.

Goal: Information Technology provides employees (with email addresses) with access to cybersecurity training.

Outputs/ Outcomes:

The cybersecurity training session this past quarter successfully reached 105 employees through targeted Bridge Family Center email invitations, enhancing awareness and understanding of critical security practices within our organization. The goal is still in the process of being articulated while trends are being identified.



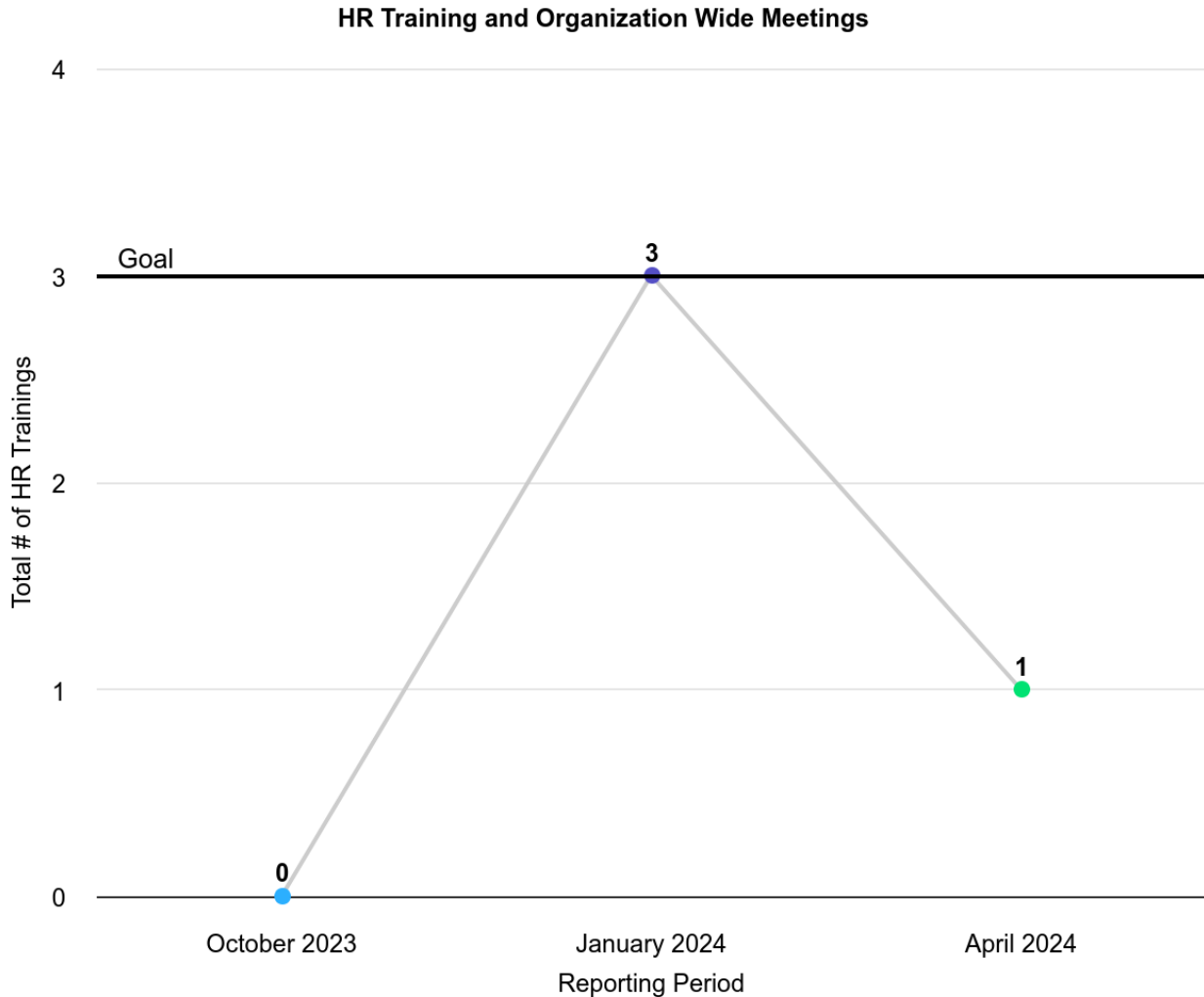
Improvement Plan:

No improvement plan needed.

Goal: Human Resources will conduct trainings for managers, staff, or any required participants every quarter.

Outputs/ Outcomes:

Human Resources (HR) is dedicated to conducting three training sessions for staff each quarter. In Quarter 4, HR successfully conducted one training session that included participants from the residential department as well as organization-wide staff.



Improvement Plan:

Human Resources will plan trainings as needed for staff throughout the quarter.

Date of Training	Name of Training	Department	# Of Participants
4/30/24	Performance Management/How to write performance reviews	Residential Services	6

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 75% of donors from the previous year. As this is a new data outcome, there is currently no data available for reporting. We anticipate reporting on donor retention from FY 23 to FY 24 in the next fiscal quarter.

Improvement Plan:

We will report on donor retention from FY 23 to FY 24 in the upcoming fiscal quarter.

Summary:

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

Achieved Goals:

1. Information Technology provides cybersecurity training to employees with email addresses.
2. Finance and Administration aims to settle vendor payments within one week of receiving invoices.
3. Youth Independent Living teaches financial literacy skills.
4. Youth Independent Living supports participants in pursuing educational goals.
5. Youth Independent Living ensures participants have access to safe housing.
6. Youth Independent Living prepares participants for job readiness.
7. MOP maintains a stable and safe environment for residents.
8. MOP transitions residents into autonomous housing through planned discharge procedures.
9. QPC creates a welcoming environment for families, serving a significant number of families.
10. Teen Center provides a safe alternative and access to activities for high school youth in West Hartford.
11. Family Resource Center offers a diverse range of activities.
12. Family Resource Center ensures all West Hartford residents have access to its services.

Improvement Plans:

1. Report on donor retention from FY 23 to FY 24.
2. Human Resources plans trainings as needed for staff.
3. QPC Staff supports families through the reunification process.
4. STTAR manages incidents and fosters a safe environment.
5. STTAR trains staff and supports planned discharges.
6. Counseling team monitors client survey trends.
7. Mentors strengthen relationships with mentees.
8. YFS assesses referrals and engages with Whiting Lane Elementary.