THE BRIDGE FAMILY CENTER

Performance and Quality Improvement

QUARTERLY REPORT: DEMOGRAPHICS, KEY PERFORMANCE INDICATORS, AND CLIENT TRENDS

The Bridge Performance Quality and Improvement Quarterly Report
July 1, 2026- September 30, 2026
FY 2027 Quarter 1

Introduction:

This report highlights demographics, client trends, as well as 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, 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 programs discussed in this report.

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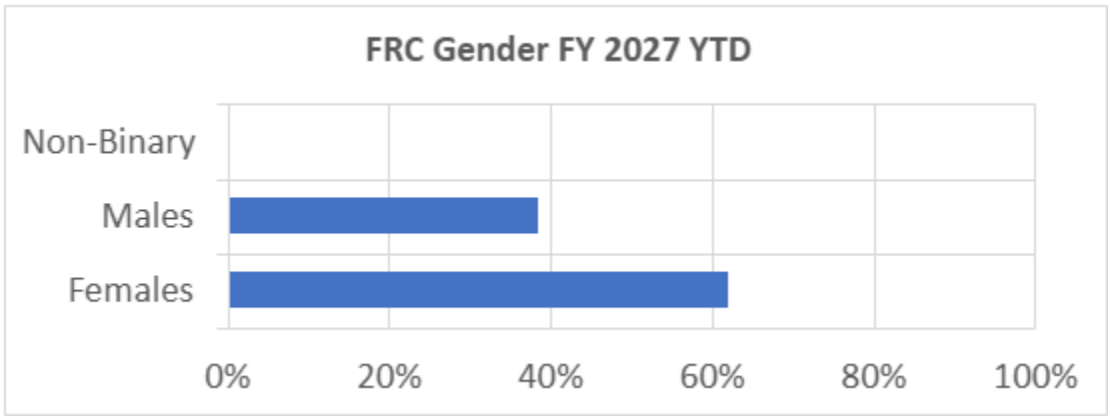
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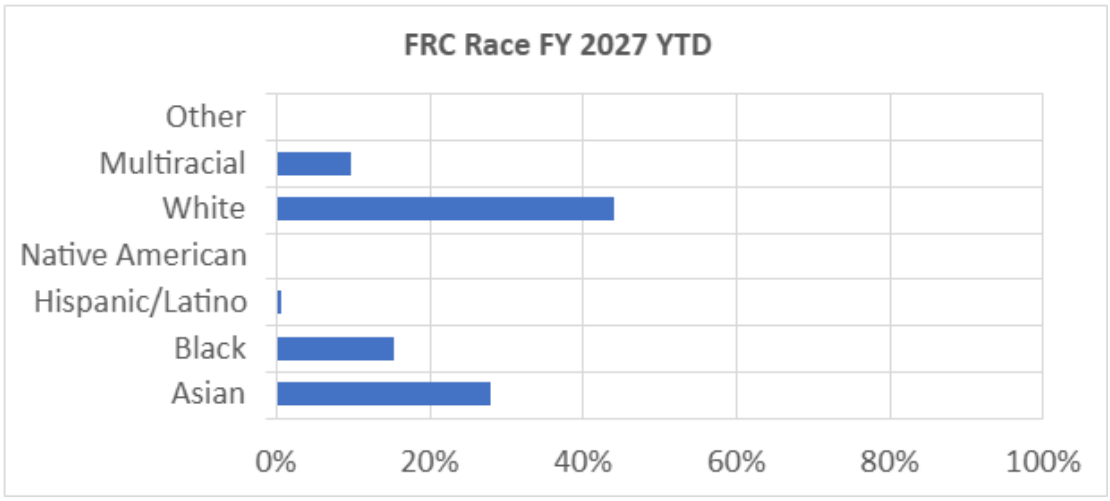
Family Resource Center (FRC)

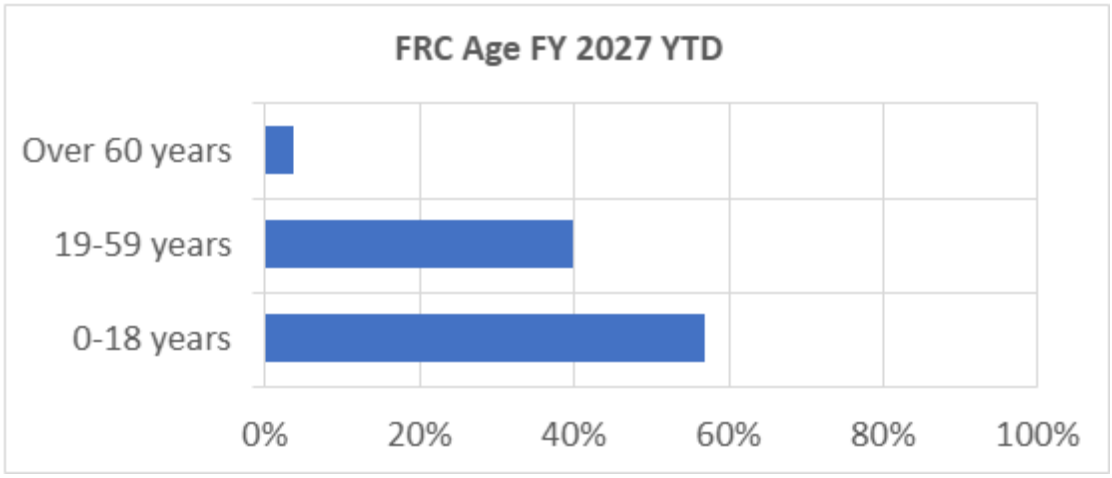
Our Family Resource Center is a vital source of support for young children and parents. We offer significant parent education, in-school support groups for children going through divorce or separation, reading readiness programs, developmental screenings, after-school learning and enrichment activities,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

Demographics

Total Clients Served Year to Date: **265**





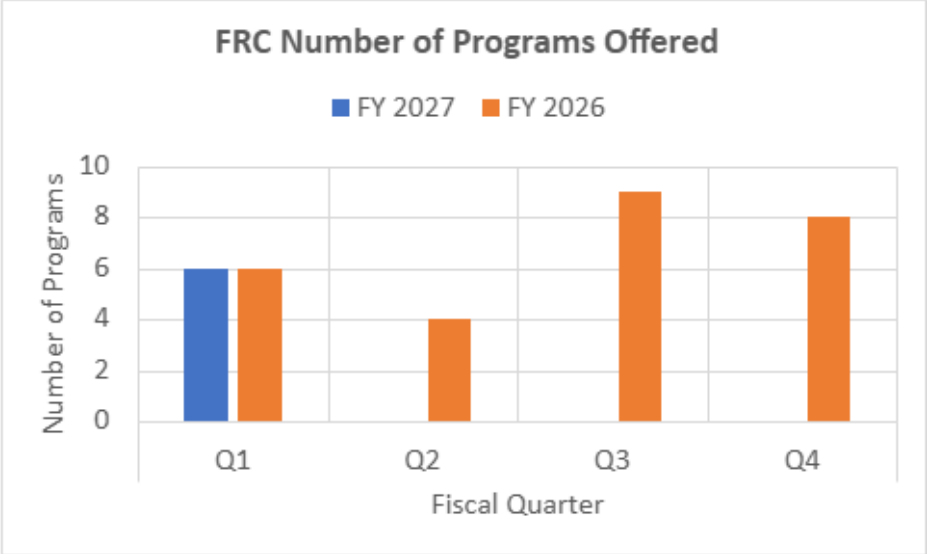


Key Performance Indicator

Goal 1: Number of Programs Offered

To increase the diversity and interest in the Family Resource Center's (FRC) offerings, we aim host 5 or more programs a fiscal quarter.

Improvement Plan:
Goal met. No improvement plan needed.

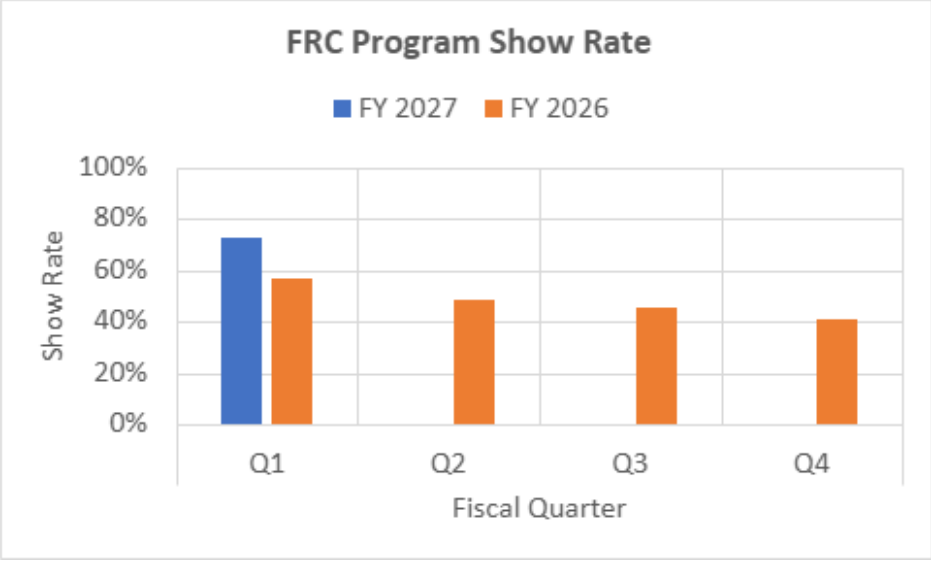


Number of Programs Offered				
	Q1	Q2	Q3	Q4
FY 2027	6	0	0	0
FY 2026	6	4	9	8
Change	0			

Goal 2: Show Rate

To improve overall participation and engagement in FRC programs by increasing the average attendance (show rate) across all programs. The benchmark for success is achieving a higher show rate each quarter compared to the previous one, demonstrating responsiveness to community needs and efficient use of resources.

Improvement Plan:
Goal met. No improvement plan needed.



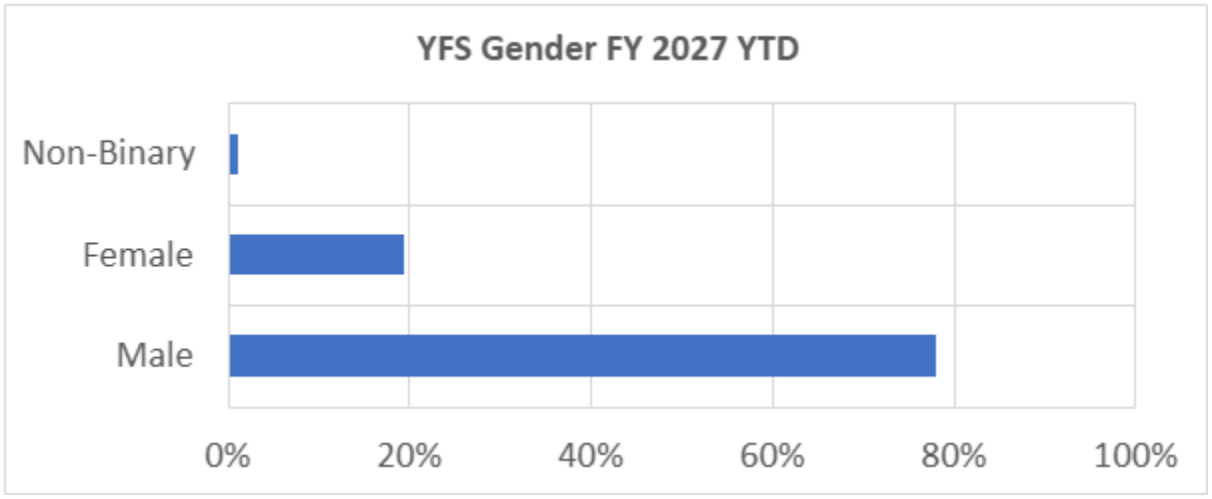
Program Show Rate				
	Q1	Q2	Q3	Q4
FY 2027	72%	0%	0%	0%
FY 2026	57%	48%	45%	41%
Change	15%			

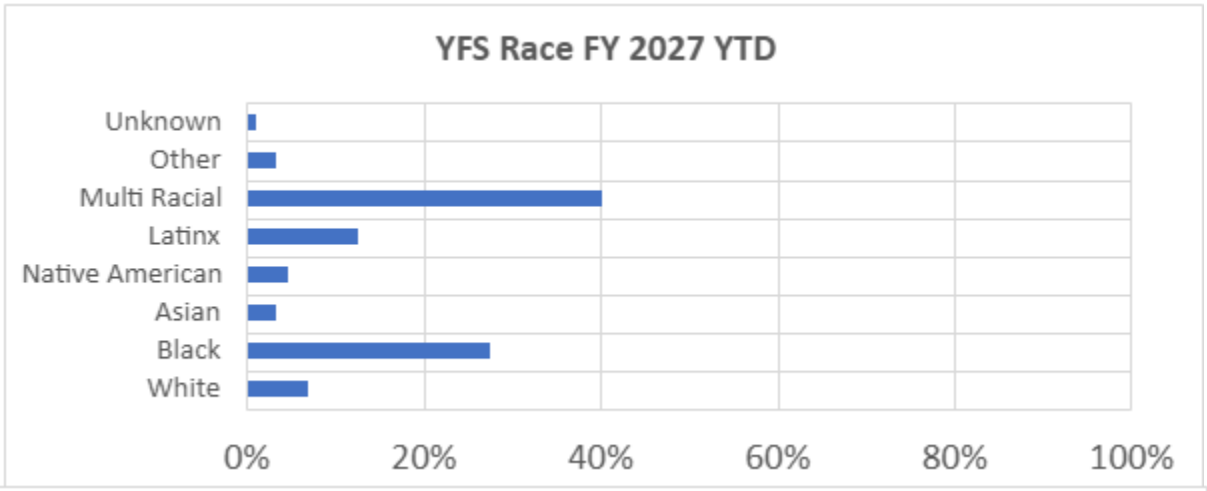
Youth and Family Services (YFS):

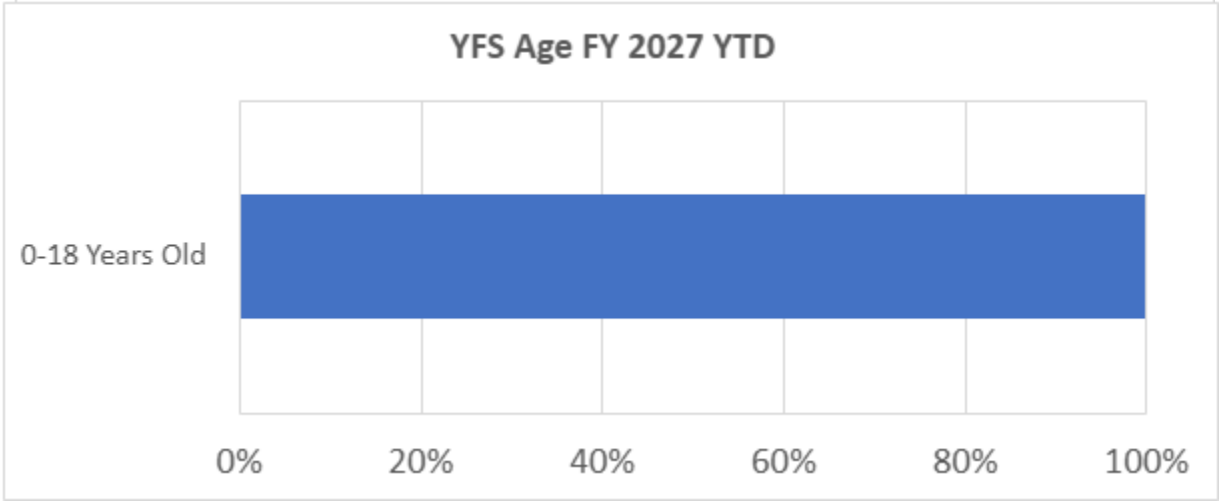
For more than four decades, we have served West Hartford as its Youth Service Bureau. We offer school-based programs, emergency in-school counseling response, positive youth development programs, mentoring, parenting services, and the West Hartford Teen Center.

Demographics

Total Clients Served Year to Date: **197**





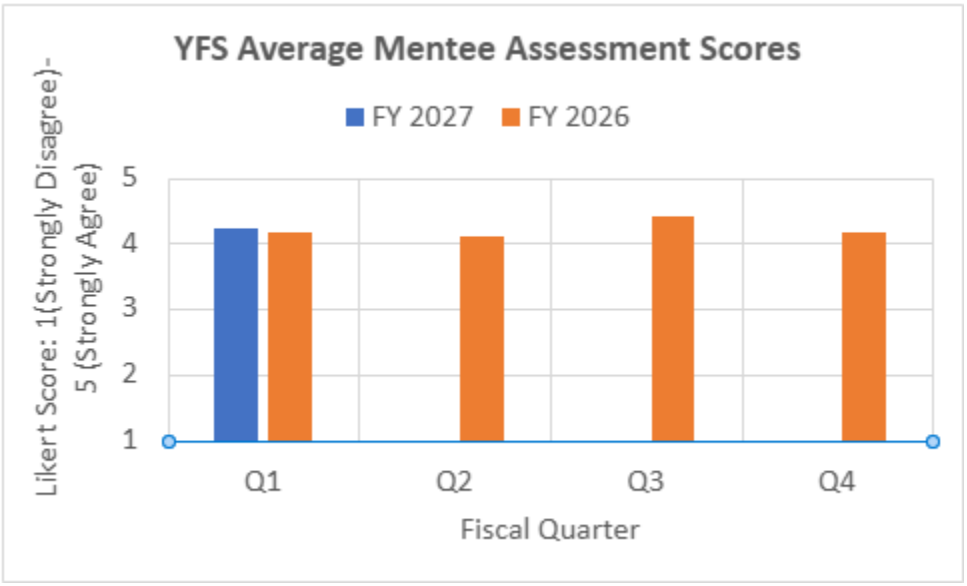


Key Performance Indicator

Goal 1: Mentee Assessment Scores

To enhance the personal development and social well-being of youth in mentoring programs by increasing self-esteem and perceived social support scores by year-end. The benchmark is for scores to meet or exceed those of the previous quarter, excluding Quarter 1 to allow time for mentor-mentee relationships to develop.

Improvement Plan:
Goal met. No improvement plan needed.

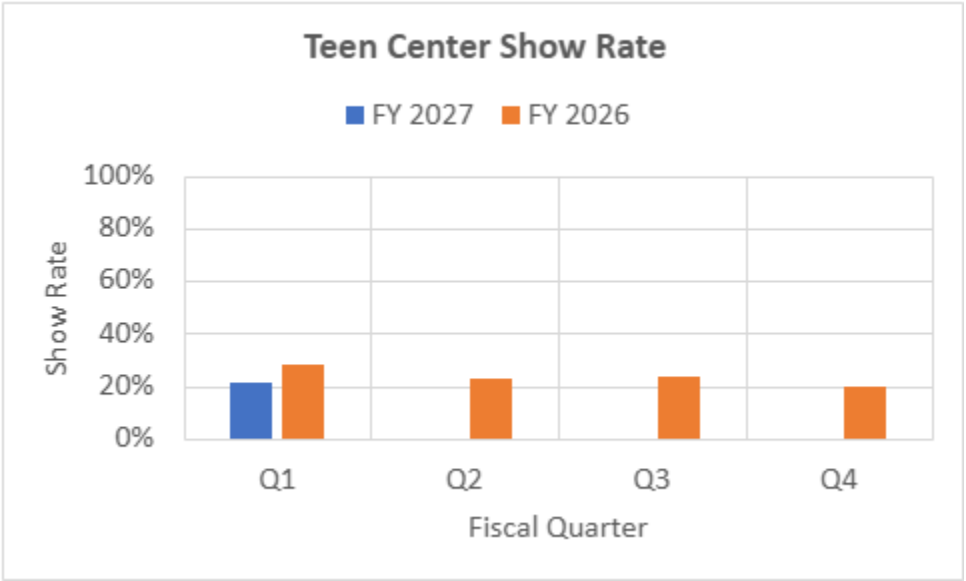


Average Mentor Assessment Scores	Q1	Q2	Q3	Q4
FY 2027	4.22			
FY 2026	4.16	4.1	4.41	4.17
Change	0.06			

Goal 2: Teen Center Show Rate

To create a more engaging and supportive environment for teens by increasing overall attendance at the Teen Center through improved program offerings, outreach, and accessibility. The benchmark is for attendance to meet or exceed that of the previous quarter.

Improvement Plan:
The YFS Teen Center will increase youth attendance by expanding engaging programming, strengthening outreach efforts, and fostering a welcoming environment that encourages consistent participation and meaningful connections.



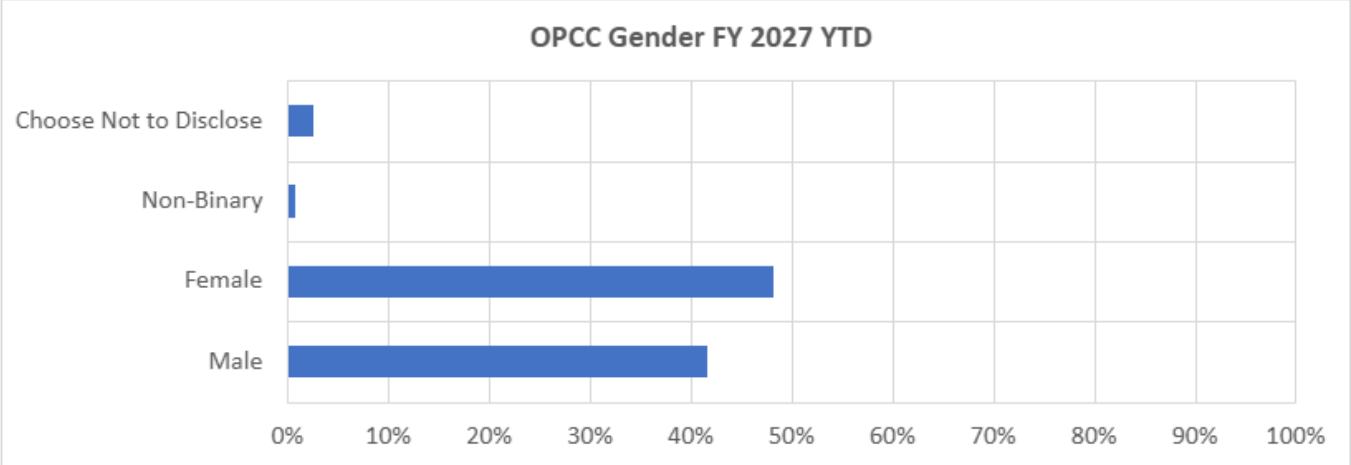
Program Show Rate				
	Q1	Q2	Q3	Q4
FY 2027	21%			
FY 2026	28%	23%	24%	20%
Change	-7%			

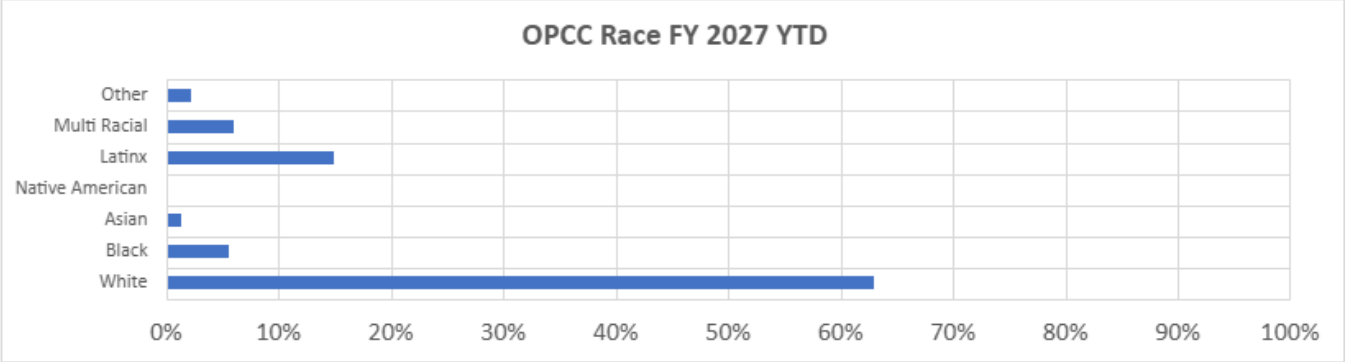
Outpatient Counseling Center (OPCC)

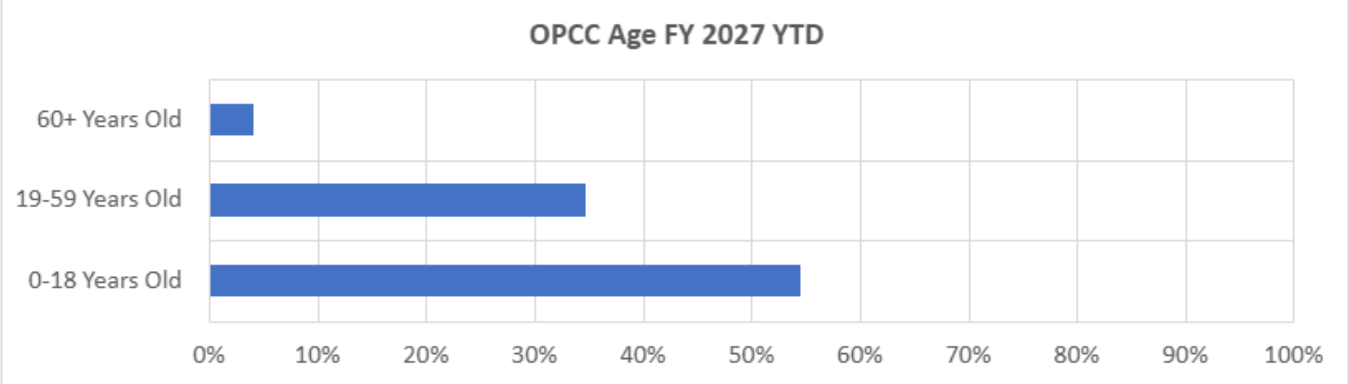
We have counseling centers in West Hartford, Farmington, and Rockville to support children, families, and adults. Our therapy team includes a psychiatrist. We accept private insurance, as well as Medicare and Medicaid.

Demographics

Total Clients Served Year to Date **525**





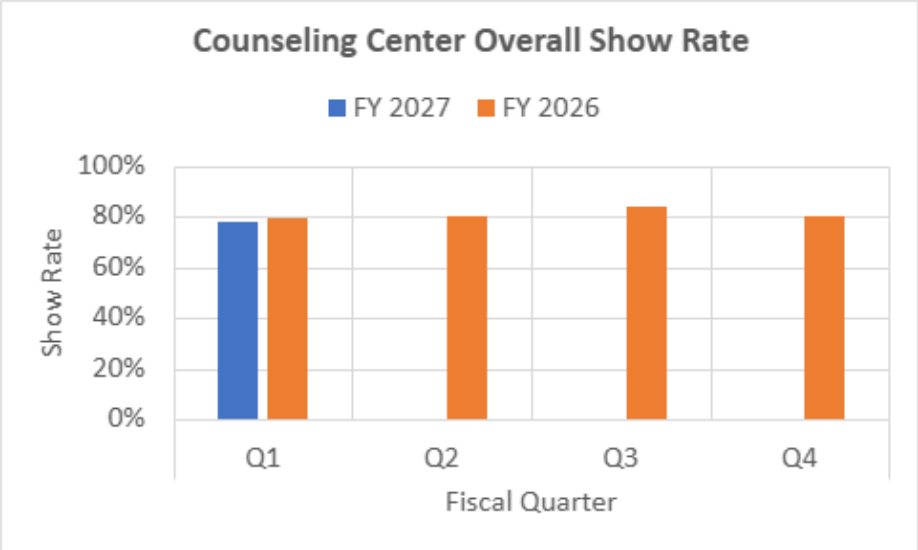


Key Performance Indicator

Goal: Show Rate
The Counseling Center strives to build strong, meaningful relationships between clinicians and clients, which will be reflected in high attendance rates. The Outpatient Counseling Center aims to maintain or exceed the previous quarter's attendance rates for scheduled appointments. This will be measured monthly by tracking attended versus scheduled appointments. Cancellations or no-shows will be addressed promptly through follow-up outreach and reminder systems.

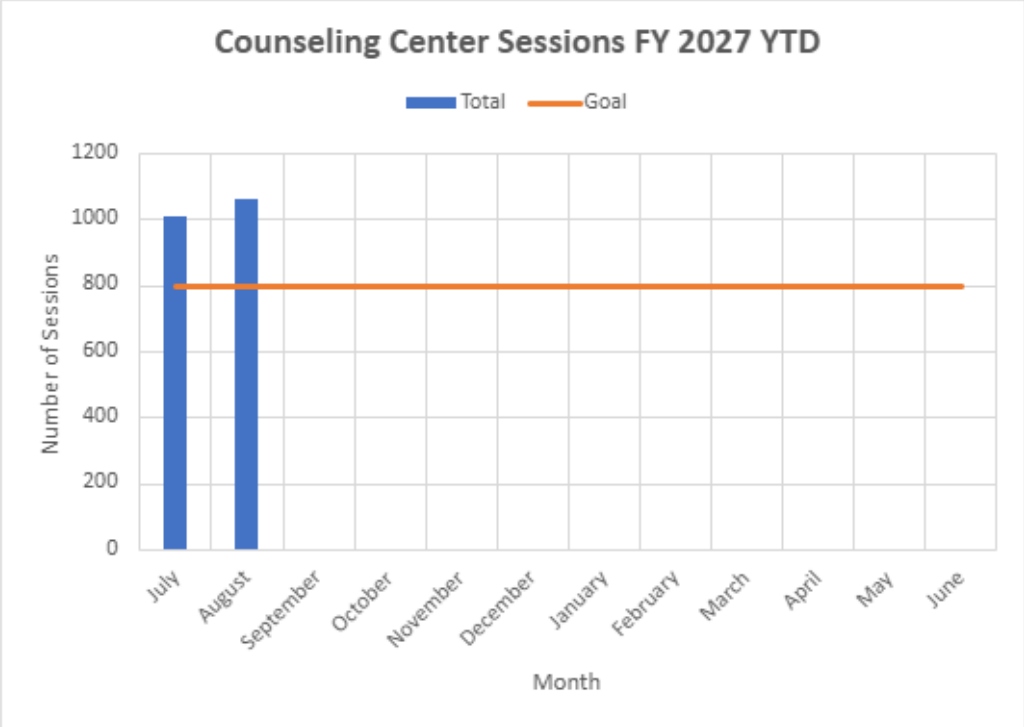
Improvement Plan:
The Outpatient Counseling team will improve client show rates by strengthening appointment reminders, reducing barriers to attendance, and enhancing client engagement to promote consistent participation in treatment.

Program Show Rate				
	Q1	Q2	Q3	Q4
FY 2027	78%	0%	0%	0%
FY 2026	79%	80%	84%	80%
Change	-1%			



Client Trends

Sessions Completed



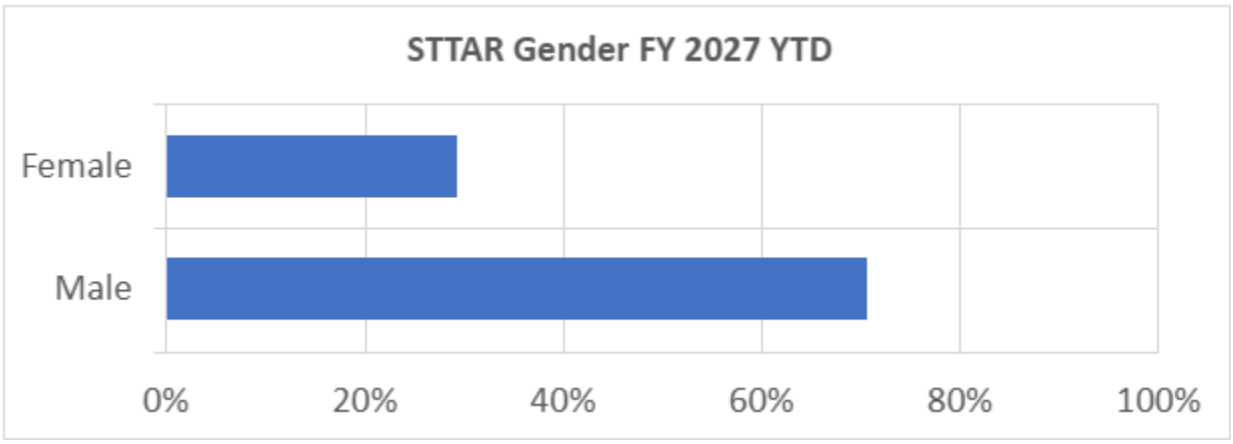
Totals	July	August	September	October	November	December	January	February	March	April	May	June
Bridge West	322	255	273									
Bridge Central	339	438	358									
Elmwood	349	367	387									
Overall	1010	1060	1018									

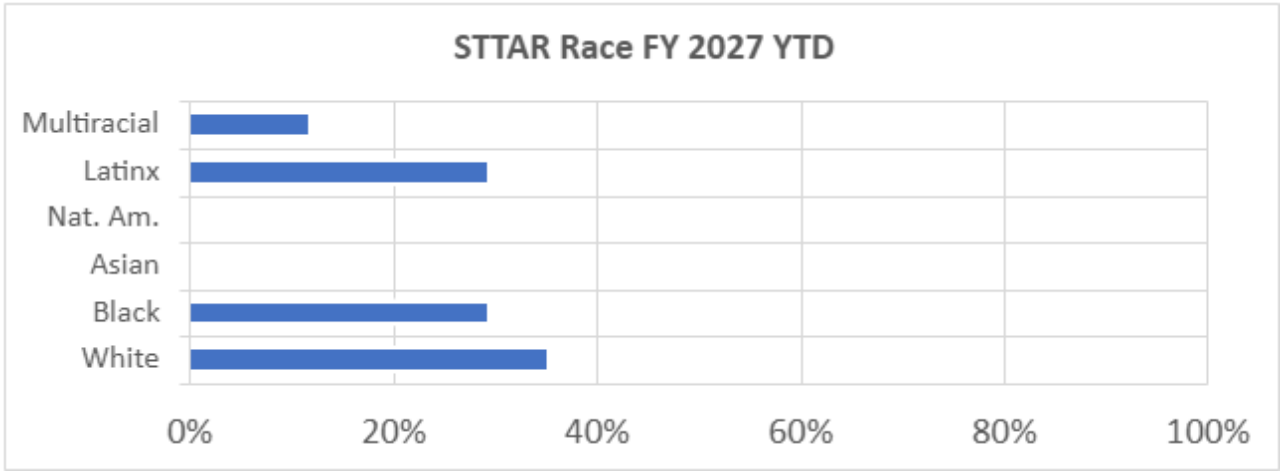
Specialized Trauma-Informed Treatment Assessment and Reunification (STTAR)

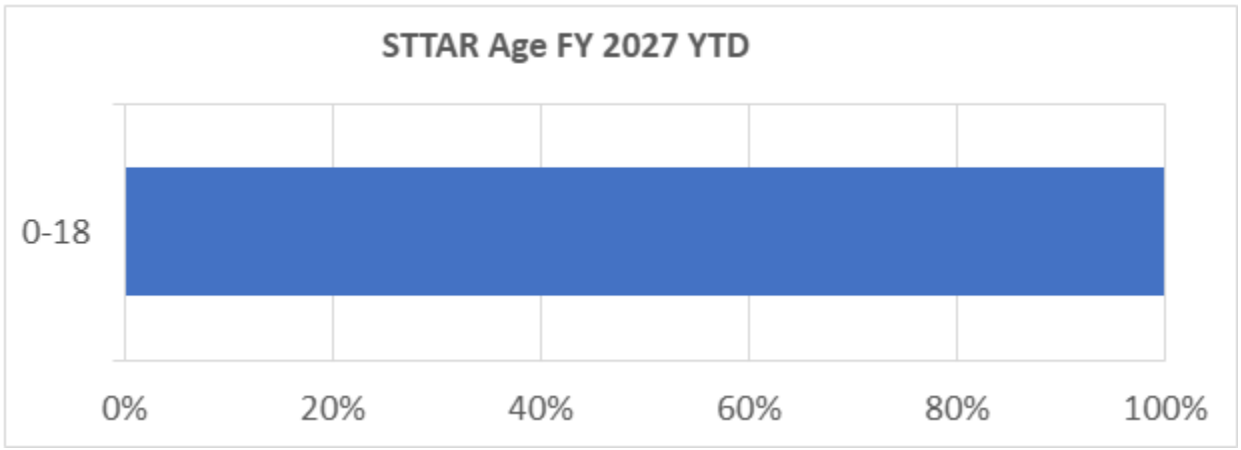
We offer high-quality care for every resident by providing for every need that a child has when she/he enters our program. Basic needs include shelter, food, clothing, medical and dental care, counseling and family reconciliation support, primary education, life skills training, drug and sex education,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

Demographics

Total Clients Served Year to Date: 18





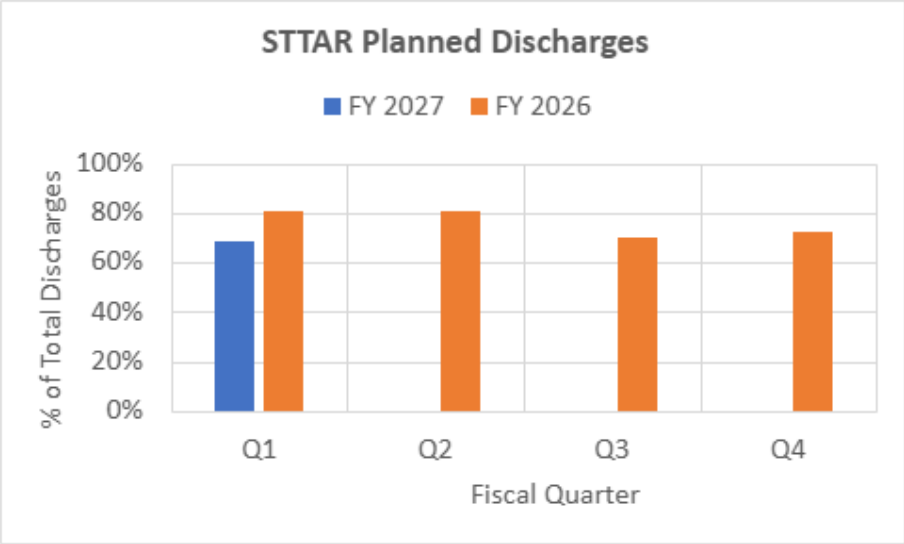


Key Performance Indicator

Goal: Planned Discharges

Ensure STTAR residents are fully prepared for a successful transition to their next housing placement, with the goal of achieving a higher planned discharge percentage than the previous quarter.

Improvement Plan:
Goal met. No improvement plan needed.



	Q1	Q2	Q3	Q4
FY 2027	68%			
FY 2026	81%	81%	70%	72%
Change	-12%			

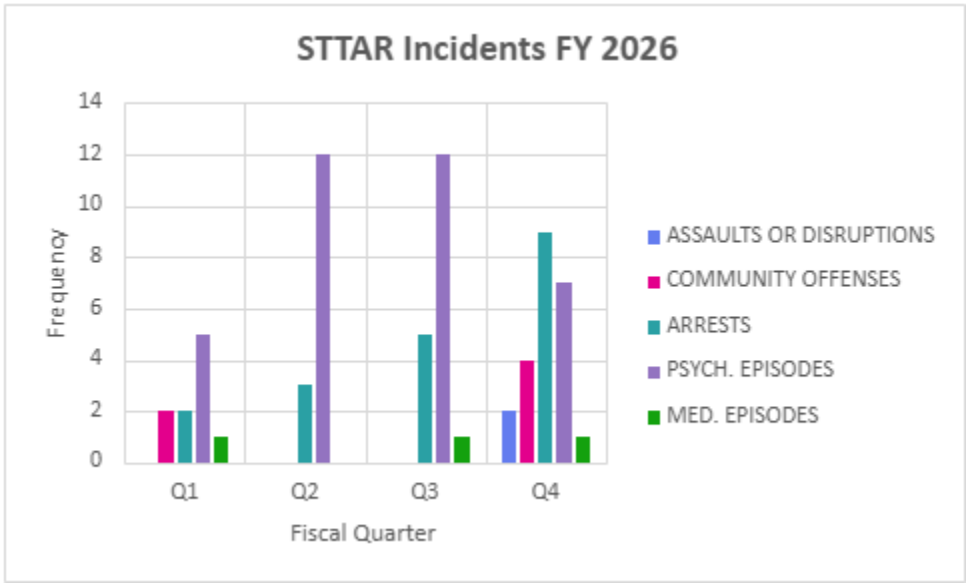
STTAR FY 2027	White Planned	White Unplanned	Latinx Planned	Latinx Unplanned	Black Planned	Black Unplanned	Multi Racial Planned	Multi Racial Unplanned	Total # Discharge	Total # of Planned Discharge	%
July	1	1	0	0	2	0	0	0	4	3	75%
August	2	1	0	0	1	0	1	0	5	4	80%
September	1	0	0	0	0	1	0	0	2	1	50%

Goal: Incidents

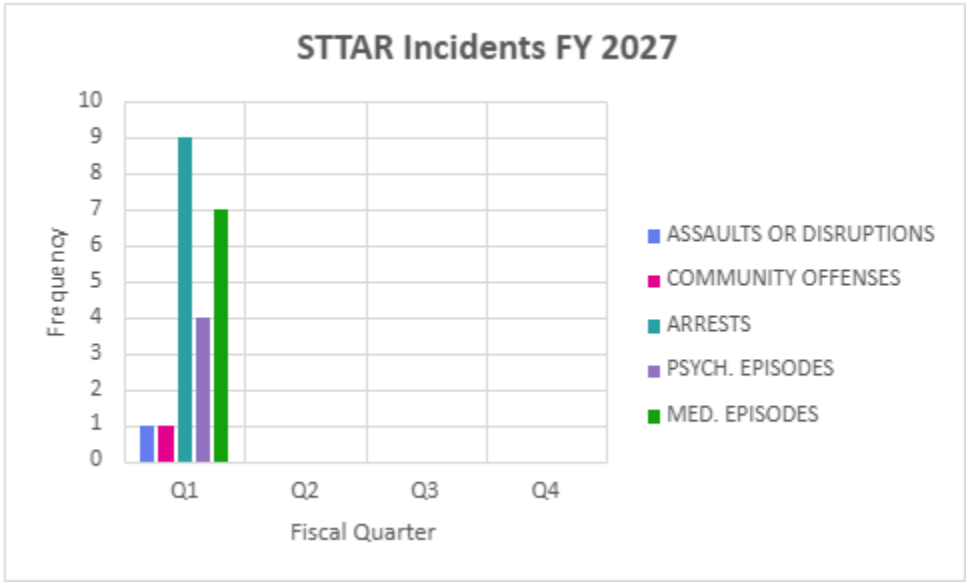
Ensure that STTAR consistently provides a stable and safe living environment for all residents by aiming to reduce the number of incidents each quarter, including safety violations, behavioral issues, conflicts, and assaults.

Improvement Plan:
To improve overall safety, STTAR will continue strategies to reduce incidents.

FY 2026	Q1	Q2	Q3	Q4
ASSAULTS OR DISRUPTIONS	0	0	0	2
COMMUNITY OFFENSES	2	0	0	4
ARRESTS	2	3	5	9
PSYCH. EPISODES	5	12	12	7
MED. EPISODES	1	0	1	1

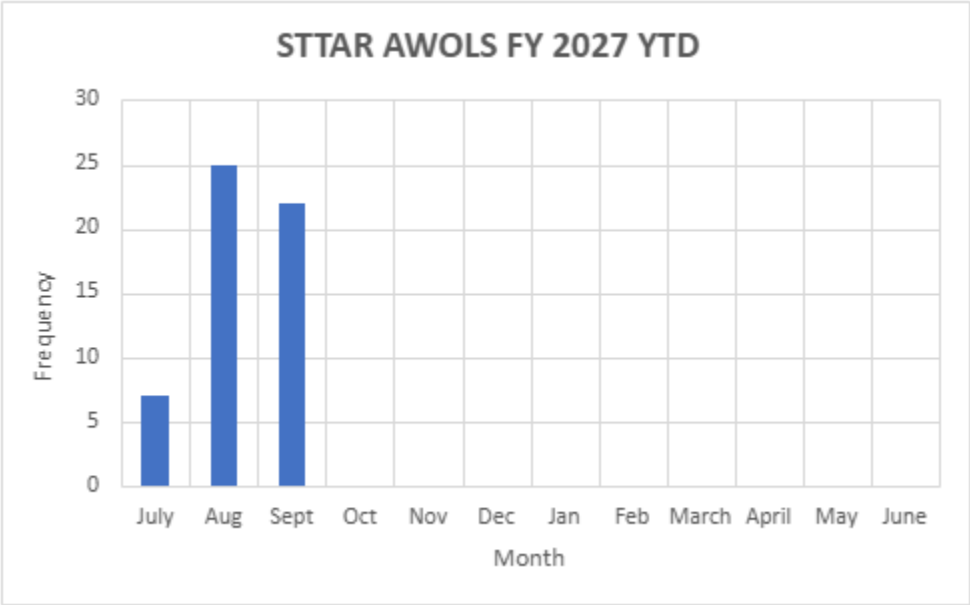


FY 2027	Q1	Q2	Q3	Q4
ASSAULTS OR DISRUPTIONS	1	0	0	0
COMMUNITY OFFENSES	1	0	0	0
ARRESTS	9	0	0	0
PSYCH. EPISODES	4	0	0	0
MED. EPISODES	7	0	0	0



Client Trends

AWOLS



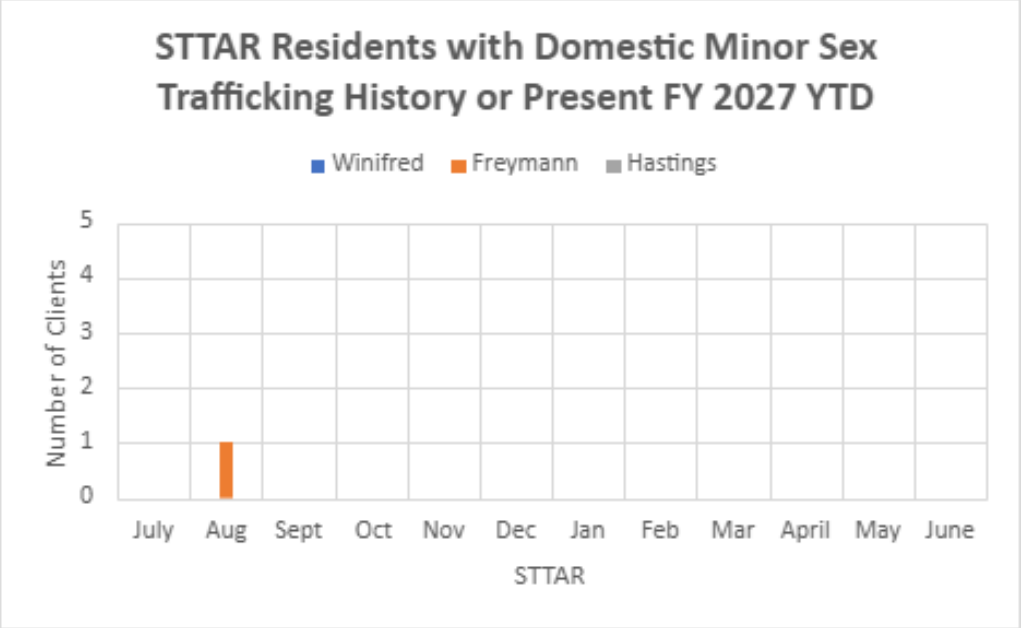
AWOLS	July	Aug	Sept
Monthly Total	7	25	22

Police Involvement



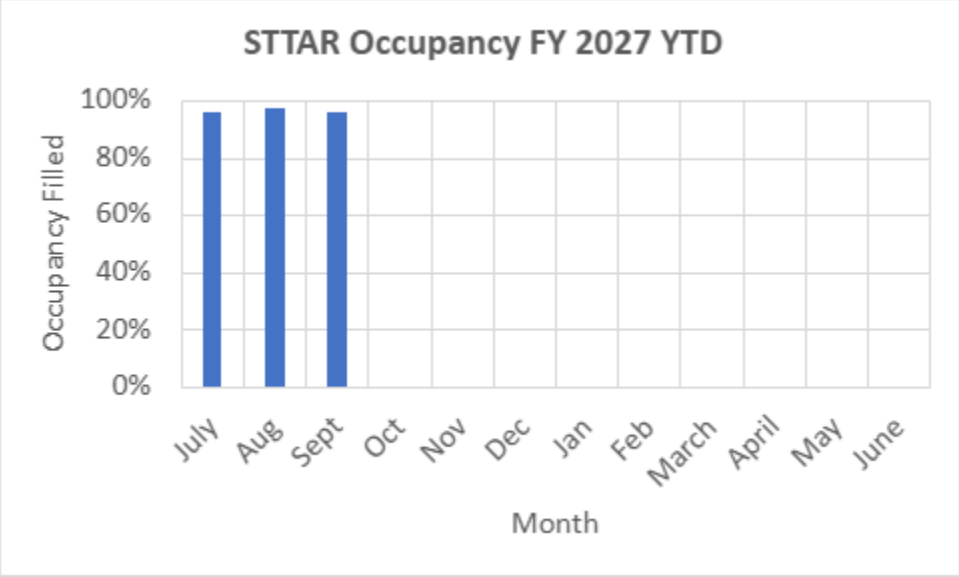
Police Involvement	July	Aug	Sept
Total Youth Served	17	18	17
Total Youth Involved with Police	5	3	1

Domestic Minor Sex Trafficking



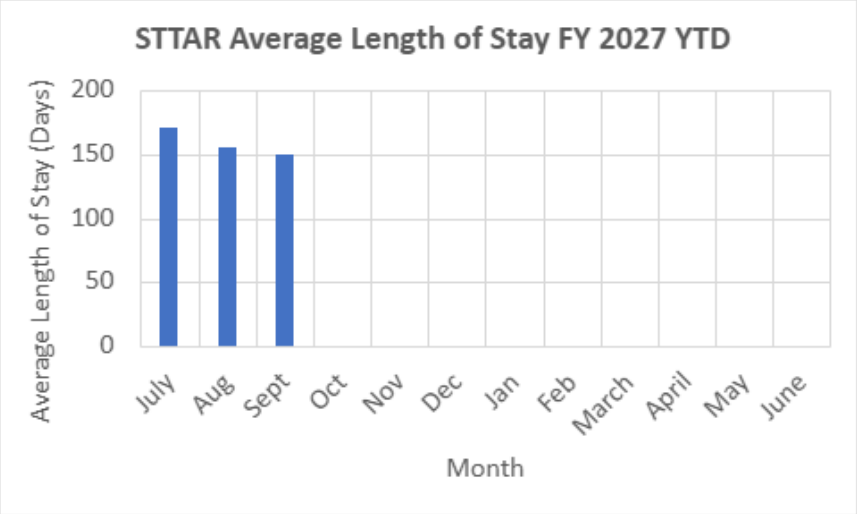
Domestic Minor Sex Trafficking	July	Aug	Sept
Winifred	0	0	0
Freymann	0	1	0
Hastings	0	0	0

Occupancy



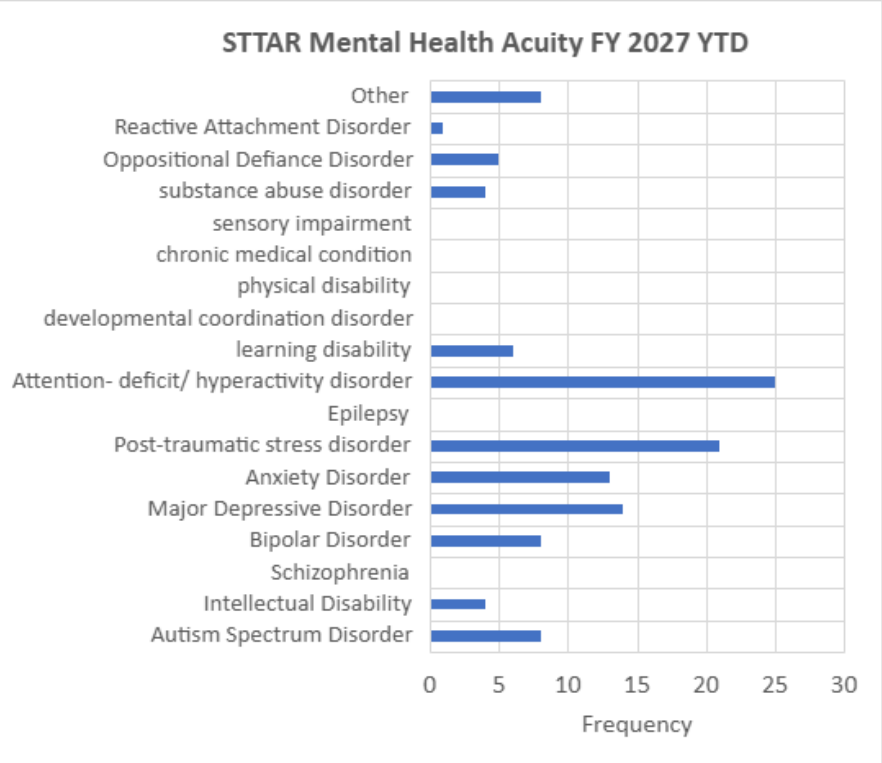
Occupancy	July	Aug	Sept
FY 2027	96%	97%	96%

Average Length of Stay



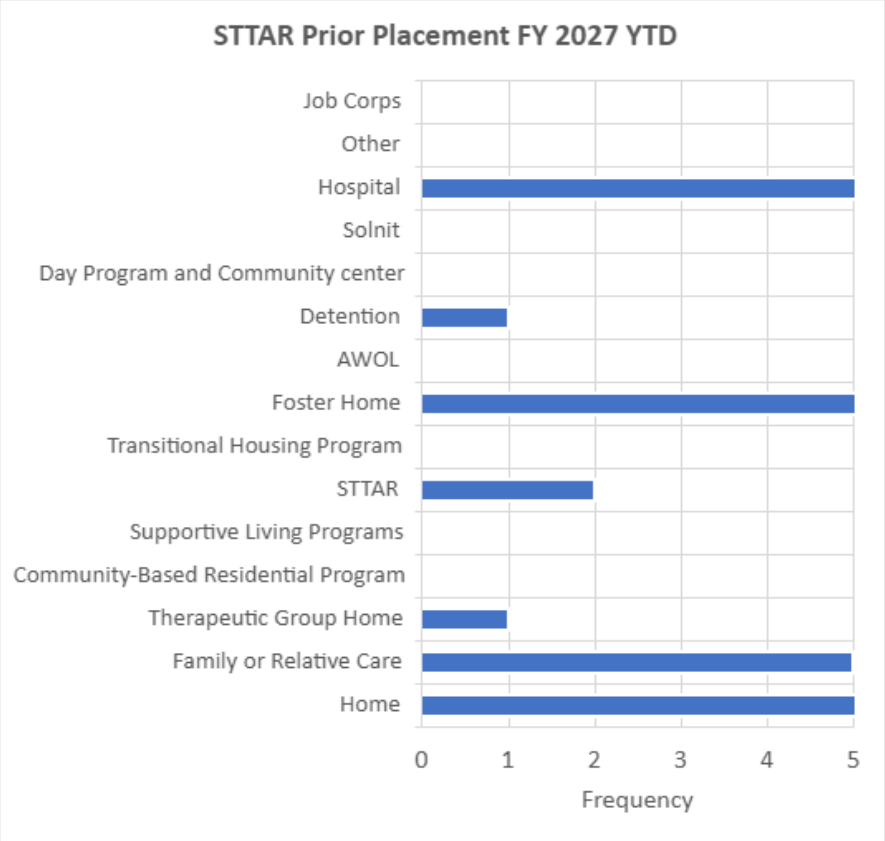
Average Length of Stay	July	Aug	Sept
FY 2027	171	156	149

Mental Health Acuity



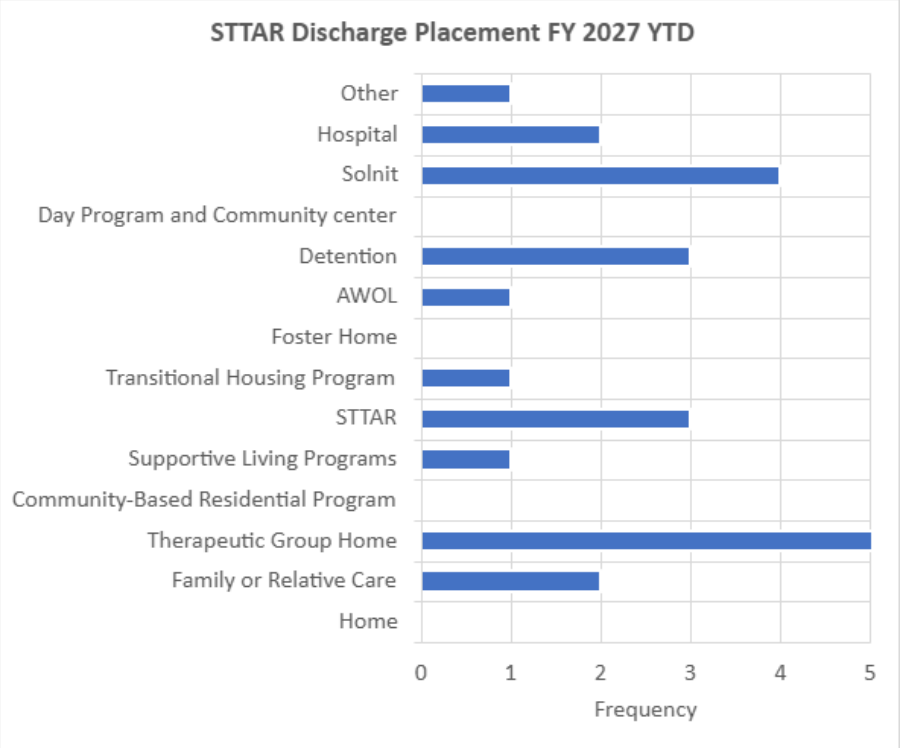
STTAR Diagnoses	# of Diagnoses
Autism Spectrum Disorder	8
Intellectual Disability	4
Schizophrenia	0
Bipolar Disorder	8
Major Depressive Disorder	14
Anxiety Disorder	13
Post-traumatic stress disorder	21
Epilepsy	0
Attention- deficit/ hyperactivity disorder	25
learning disability	6
developmental coordination disorder	0
physical disability	0
chronic medical condition	0
sensory impairment	0
substance abuse disorder	4
Oppositional Defiance Disorder	5
Reactive Attachment Disorder	1
Other	8

Prior Placement



Prior Placement	Clients
Home	9
Family or Relative Care	5
Therapeutic Group Home	1
Community-Based Residential Program	0
Supportive Living Programs	0
STTAR	2
Transitional Housing Program	0
Foster Home	17
AWOL	0
Detention	1
Day Program and Community center	0
Solnit	0
Hospital	6
Other	0
Job Corps	0

Discharge Placement



Discharge Placement	Clients
Home	0
Family or Relative Care	2
Therapeutic Group Home	6
Community-Based Residential Program	0
Supportive Living Programs	1
STTAR	3
Transitional Housing Program	1
Foster Home	0
AWOL	1
Detention	3
Day Program and Community center	0
Solnit	4
Hospital	2
Other	1

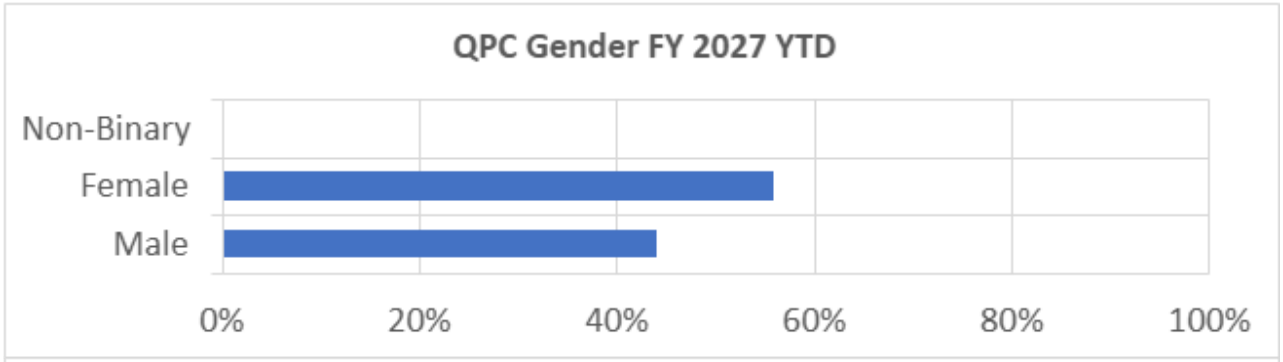
Quality Parenting Center (QPC)

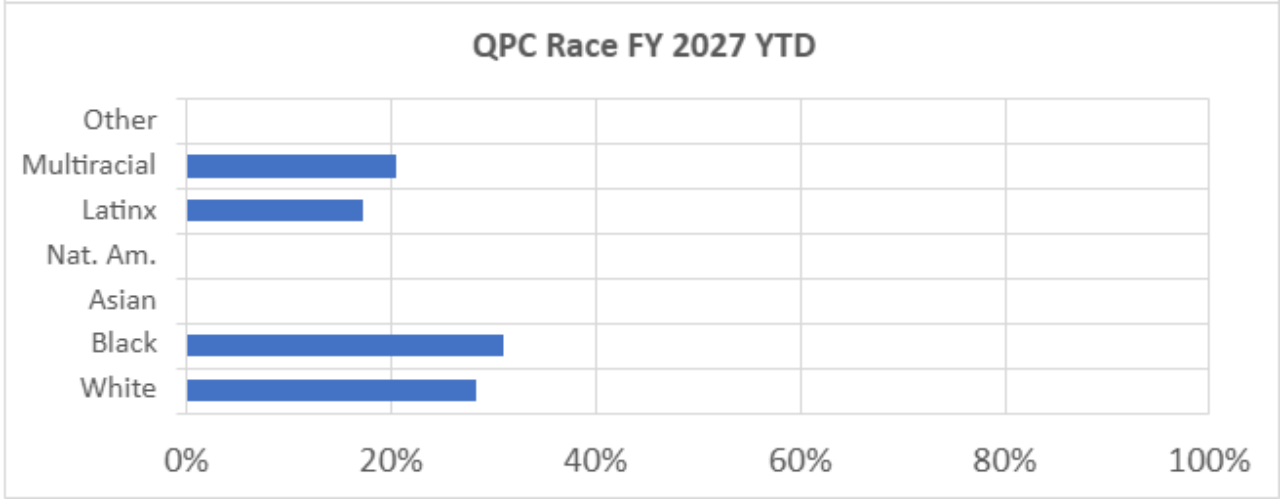
With trained coaching staff, parents identify issues they wish to improve in their relationships with their children. Through guidance and instruction in child development, anger management, self-control, and other topics, coaching staff help parents change their behaviors with their children and their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

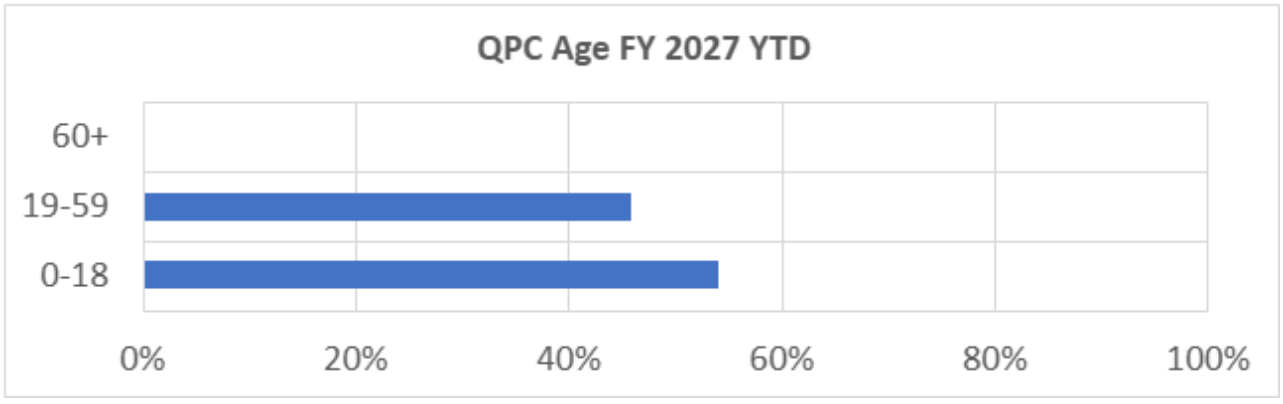
Families are referred by the Connecticut Department of Children and Families (DCF) and are typically enrolled for a six-month period. However, each family situation contains complicating factors that may extend the length of out-of-home care well into subsequent six-month visitation plans.

Demographics

Total Clients Served Year to Date: 336



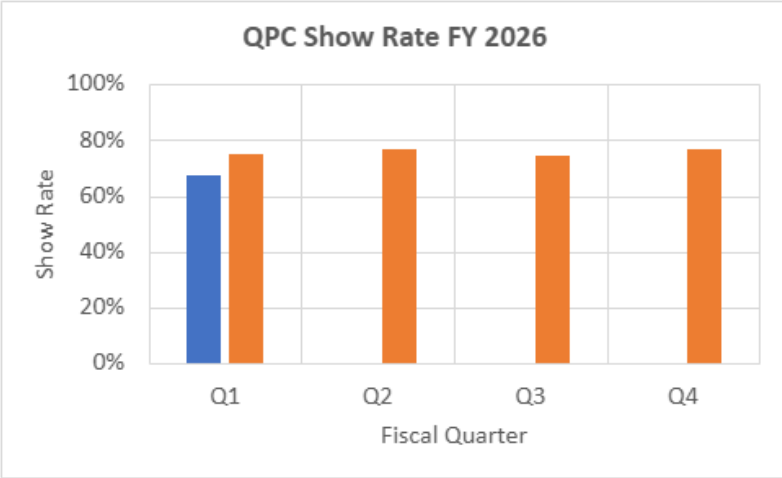




Key Performance Indicator

Goal: Show Rate

The QPC will improve the attendance rate for scheduled meetings with the Family Visiting Coach to strengthen family engagement and support outcomes, with the goal of achieving a higher show rate than the previous quarter.

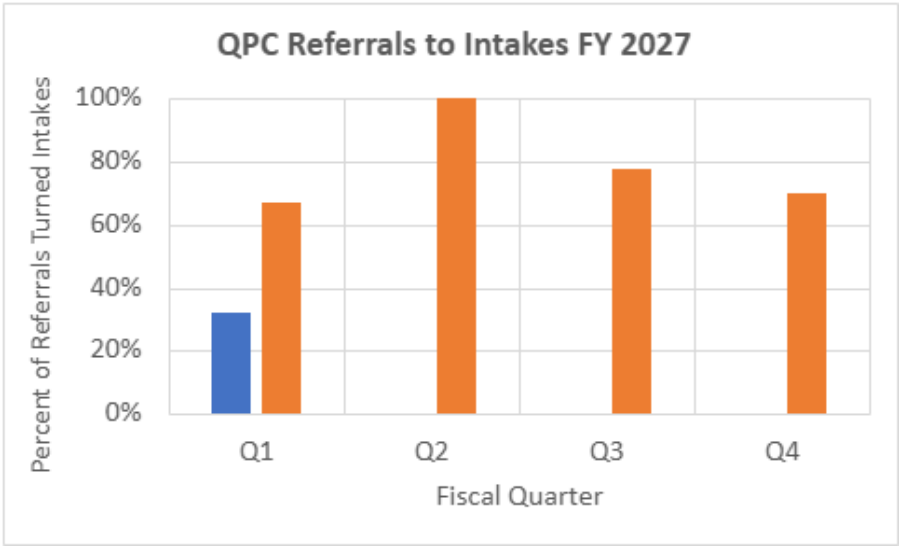


Improvement Plan:
The staff will continue to create a welcoming and inviting space for clients to come.

Program Show Rate				
	Q1	Q2	Q3	Q4
FY 2027	68%			
FY 2026	75%	76%	75%	77%
Change	-7%			

Goal: Referral Rate

To increase the conversion rate of referrals into program intakes by ensuring that referred individuals are successfully engaged in the intake process within 30 days, with the goal of achieving a higher conversion rate than the previous quarter.



Improvement Plan:
The QPC will work to create a welcoming and inclusive environment that supports a higher referral-to-intake rate.

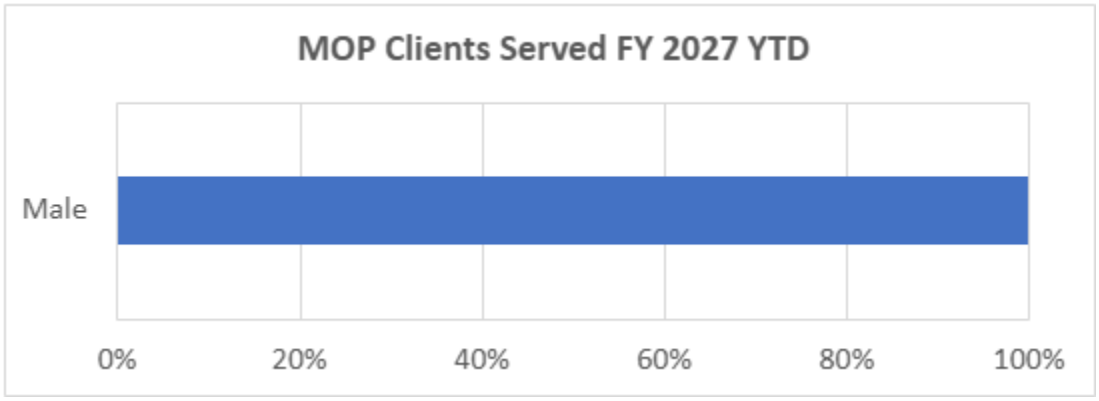
Referrals to Intakes				
	Q1	Q2	Q3	Q4
FY 2027	32%			
FY 2026	67%	100%	78%	70%
Change	-35%			

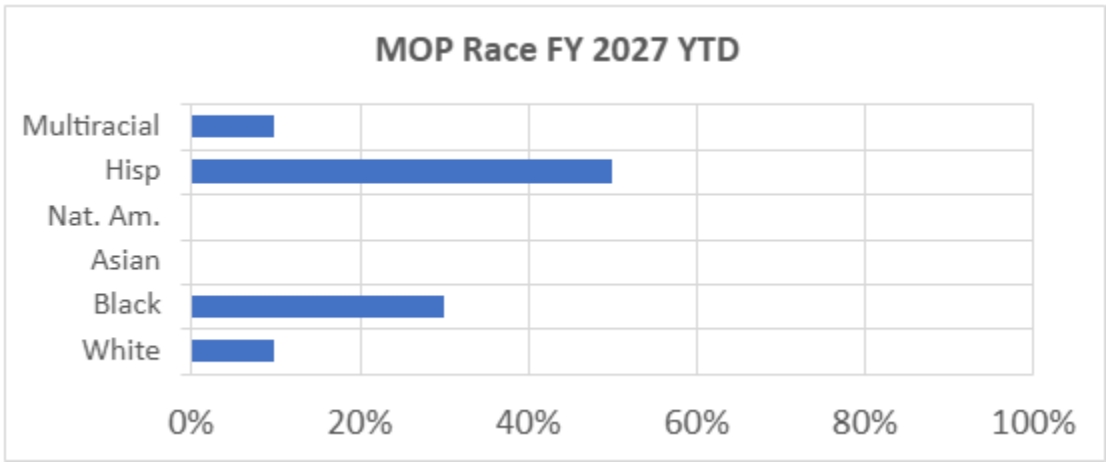
Moving on Project (MOP)

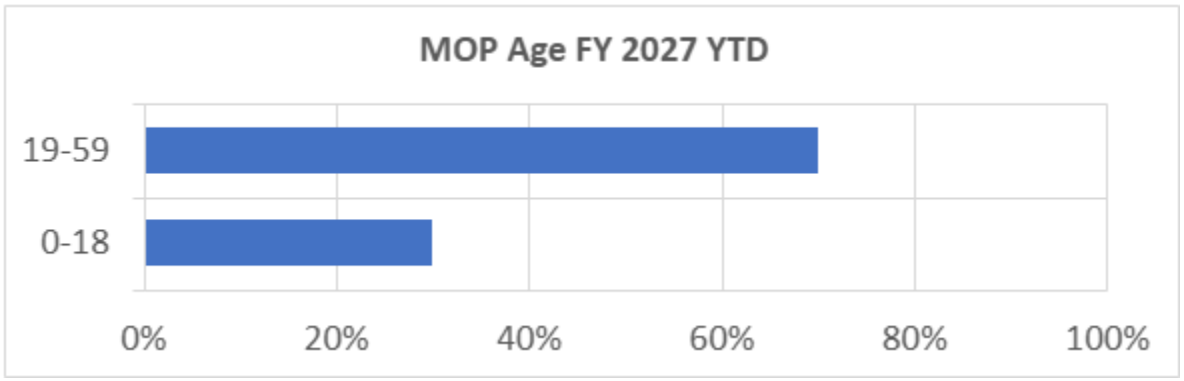
Our Moving on Project (MOP) is a transitional living apartment program that assists males, ages 18 to 21, in developing the skills needed to live independently. For a 12- to 18-month period, the Moving on Project provides DCF-referred youth with a safe, caring, and nurturing environment, as well as practical 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.

Demographics

Total Clients Served Year to Date: 10



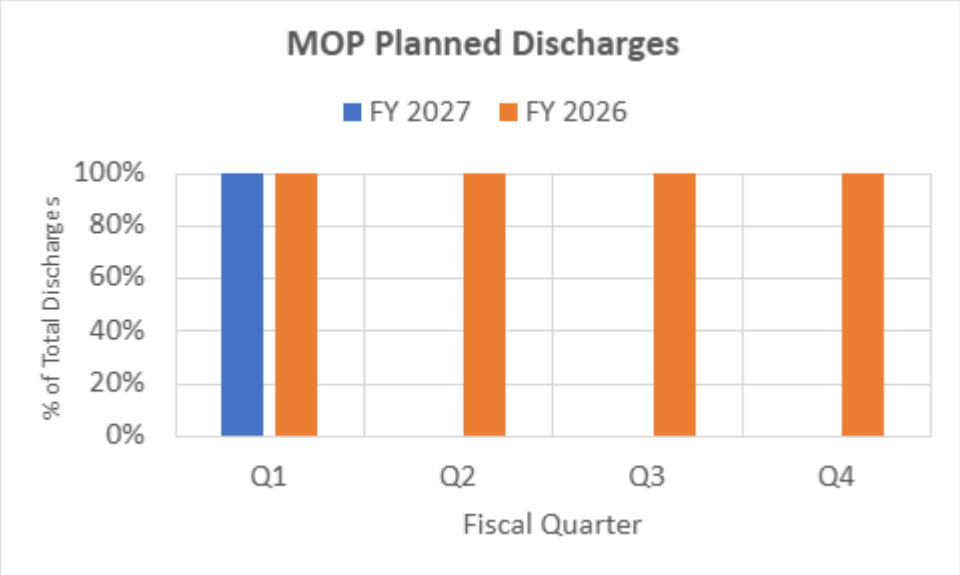




Key Performance Indicator

Goal: Planned Discharges
The MOP supports residents in transitioning to independent housing through structured and intentional discharge planning, with the goal of achieving a higher percentage of planned discharges than the previous quarter.

Improvement Plan:
Goal met. No improvement plan needed.



Planned Discharges	Q1	Q2	Q3	Q4
FY 2027	100%			
FY 2026	100%	100%	100%	100%
Change	0%			

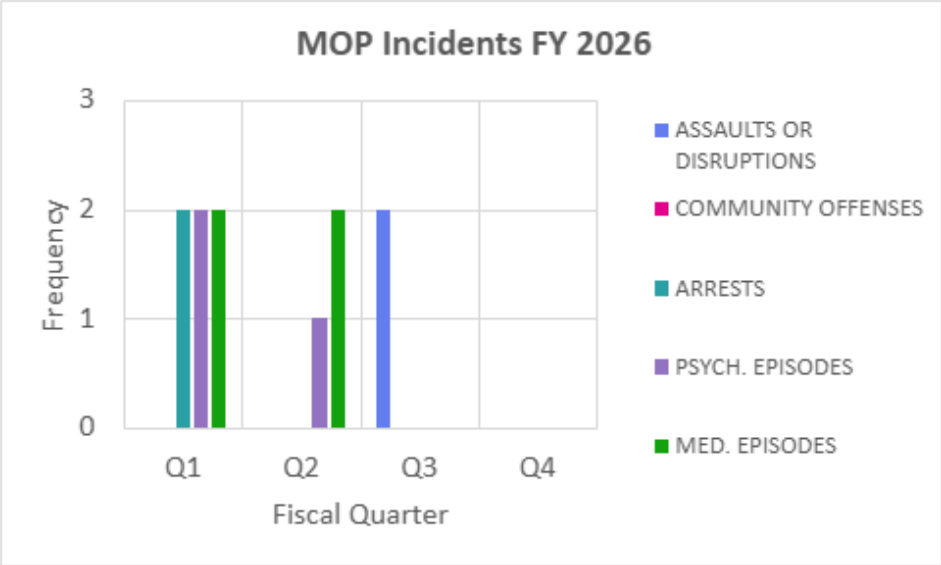
MOP FY 2027	White Planned	White Unplanned	Latinx Planned	Latinx Unplanned	Black Planned	Black Unplanned	Multi Racial Planned	Multi Racial Unplanned	Total # Discharge	Total # of Planned Discharge	%
July	1	0	0	0	0	0	0	0	1	1	100%
August	0	0	0	0	0	0	0	0	0	0	-
September	0	0	1	0	1	0	0	0	2	2	100%

Goal: Incidents

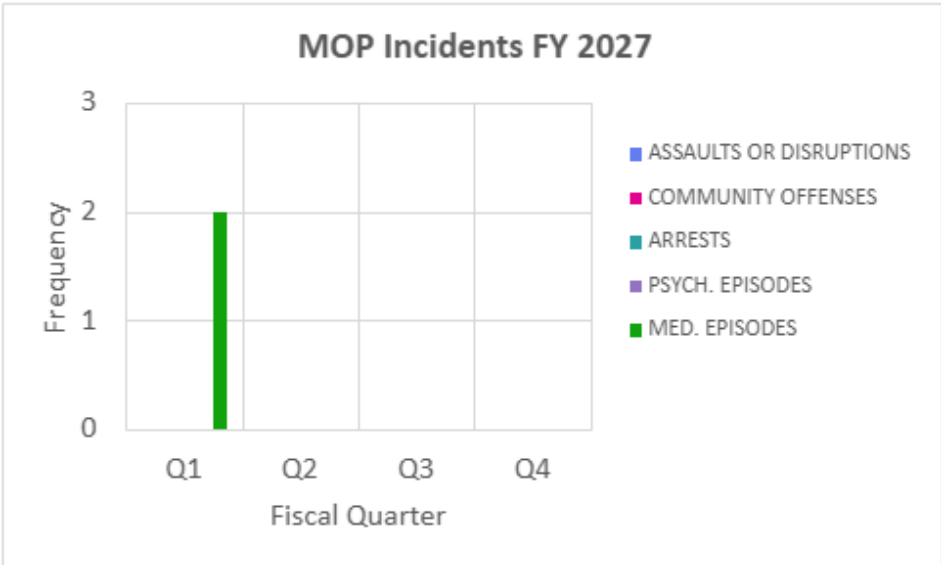
The Moving on Project (MOP) aims to foster a safe, stable, and supportive environment for all residents by continuously reducing the number of incidents each quarter—such as safety violations, behavioral issues, and medical or psychiatric crises—ultimately promoting resident well-being and a culture of accountability and care.

Improvement Plan:
Goal met. No improvement plan needed.

FY 2026	Q1	Q2	Q3	Q4
ASSAULTS OR DISRUPTIONS	0	0	2	0
COMMUNITY OFFENSES	0	0	0	0
ARRESTS	2	0	0	0
PSYCH. EPISODES	2	1	0	0
MED. EPISODES	2	2	0	0

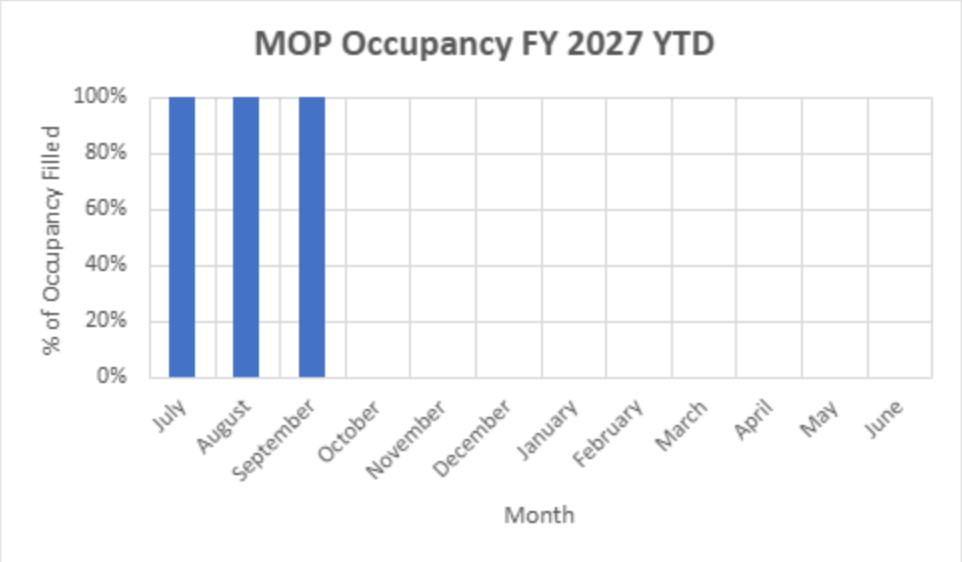


FY 2027 YTD	Q1	Q2	Q3	Q4
ASSAULTS OR DISRUPTIONS	0	0	0	0
COMMUNITY OFFENSES	0	0	0	0
ARRESTS	0	0	0	0
PSYCH. EPISODES	0	0	0	0
MED. EPISODES	2	0	0	0



Client Trends

Occupancy



MOP	July	August	September
Occupancy	100%	100%	100%

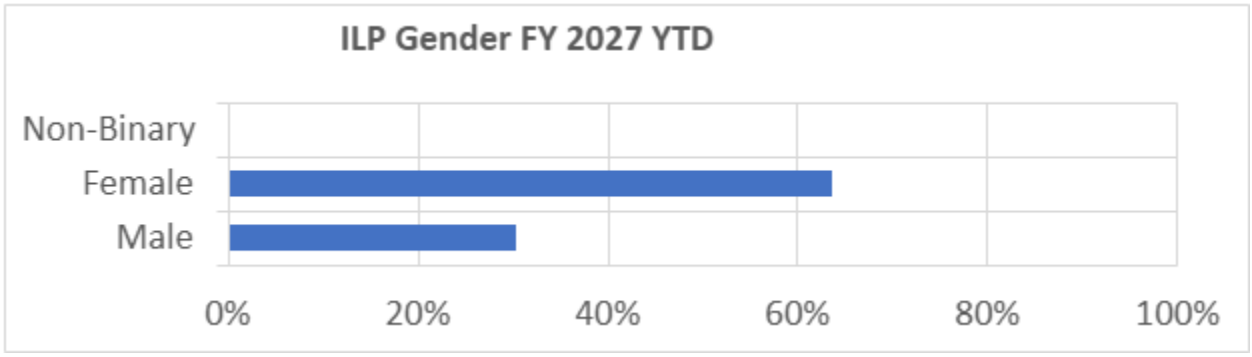
Independent Living Programs (CHAP, CHEER, YIT)

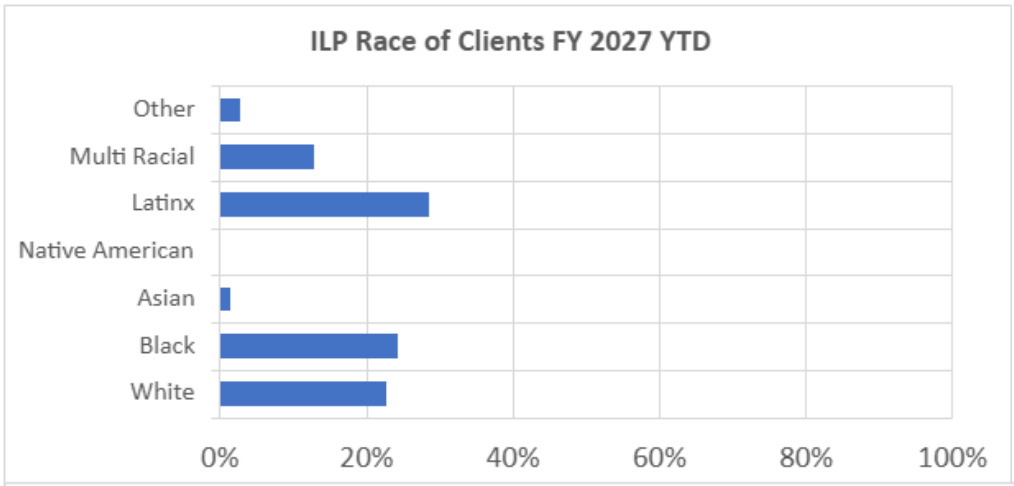
This department consists of the Community Housing Assistance Program (CHAP), Community Housing Employment Enrichment Resources (CHEER), and Youth in Transition (YIT).
Begun in 1996, CHAP and CHEER program consists of supervised scattered site apartments for DCF committed youth 18 years and older to provide 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.

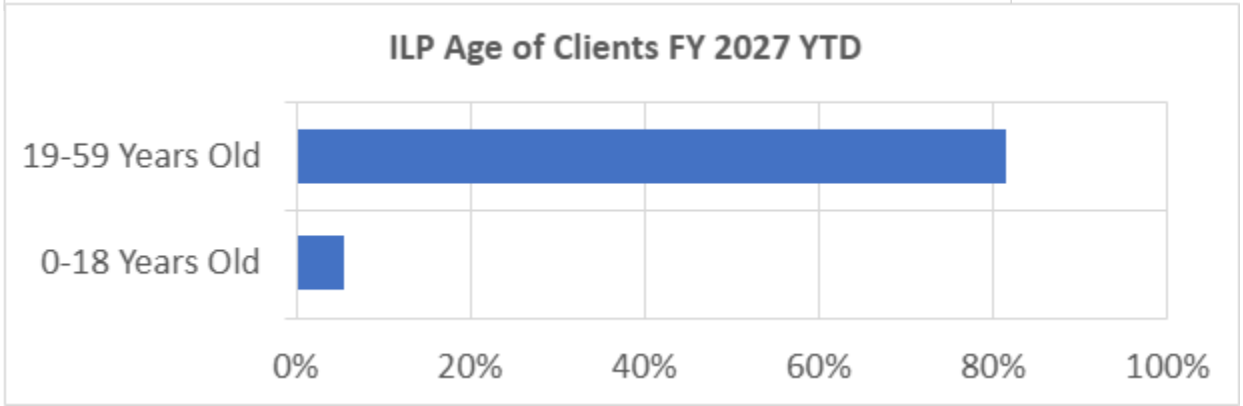
The Bridge Family Center's Youth in Transition (YIT) Transitional Living Program is an innovative and critical program for runaway and homeless youth (RHY) ages 16-23 (16-21 upon entry), including non-system youth and pregnant and parenting teens and their children in Central Connecticut, including Greater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

Demographics

Total Clients Served Year to Date: 70



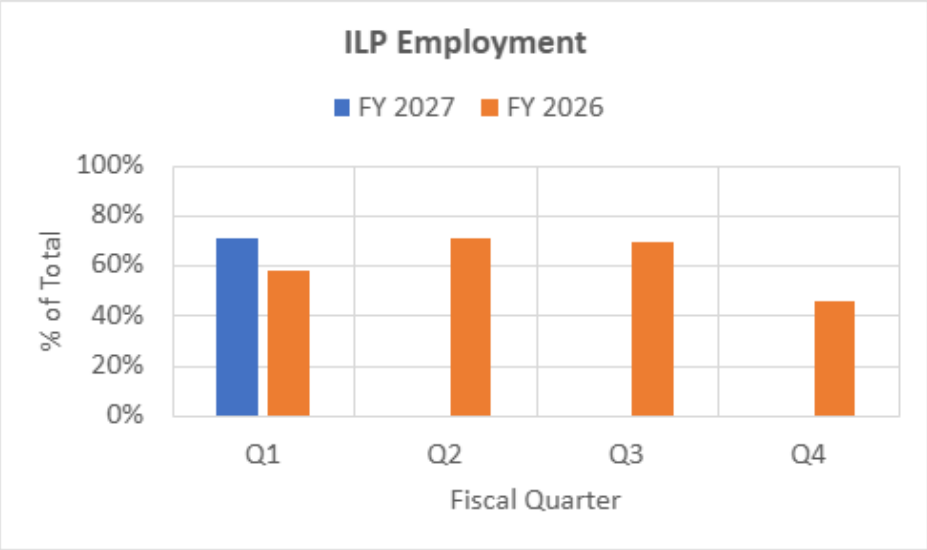




Key Performance Indicator

Goal: Employment
The Independent Living program prepares participants to develop job readiness skills with the objective of achieving at least 50% participated in employment.

Improvement Plan:
Goal met. No improvement plan needed.

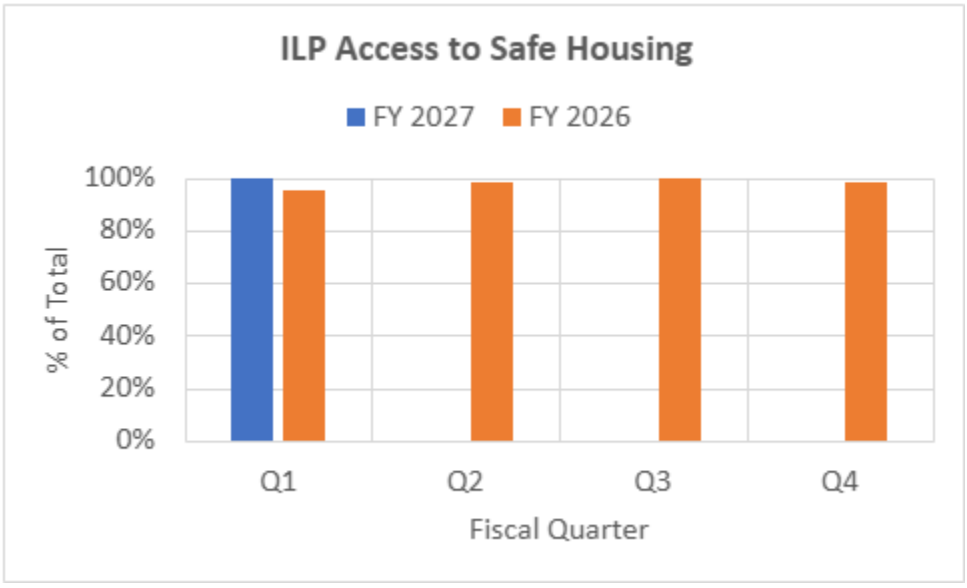


Employment	Q1	Q2	Q3	Q4
FY 2027	71%			
FY 2026	58%	71%	69%	46%
Change	13%			

Goal: Housing

Ensure that participants in the Youth Independent Living program have access to safe and stable housing. The Youth Independent Living team is committed to supporting clients through housing assistance and case management, with a benchmark that at least 75% of all participants receive housing support to aid their transition to independent living.

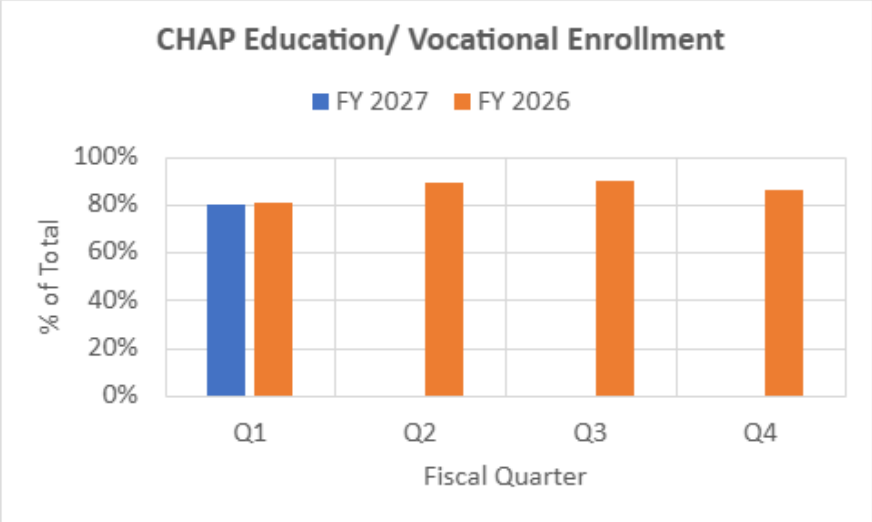
Improvement Plan:
Goal met. No improvement plan needed.



Housing	Q1	Q2	Q3	Q4
FY 2027	100%			
FY 2026	95%	98%	100%	98%
change	5%			

Goal: Education/ Vocational Enrollment
Ensure that the Youth Independent Living program supports participants in pursuing their educational and vocational goals. The team works closely with CHAP clients to facilitate enrollment in academic or job training programs, with a benchmark of at least 70% participation to promote long-term self-sufficiency and personal growth.

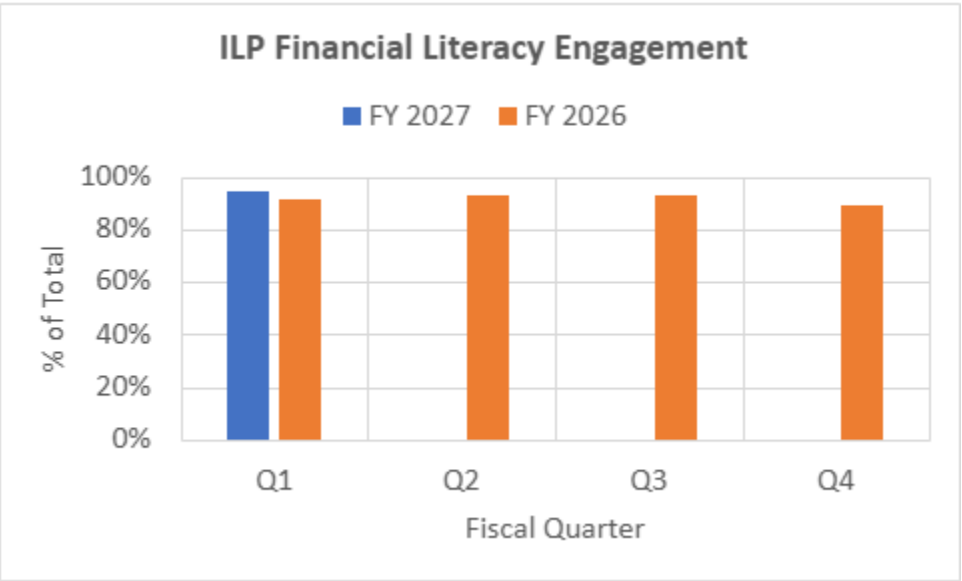
Improvement Plan:
Staff will continue to support clients to take part in educational or vocational programs.



CHAP Education/ Vocational Enrollment	Q1	Q2	Q3	Q4
FY 2027	80%			
FY 2026	81%	89%	90%	86%
Change	-1%			

Goal: Financial Literacy
Ensure that the Youth Independent Living program teaches participants essential financial literacy skills. The team works to empower clients by providing the tools and knowledge needed to understand and manage finances for a secure future, with a benchmark of at least 70% engagement in financial literacy activities.

Improvement Plan:
Goal met. No improvement plan needed.



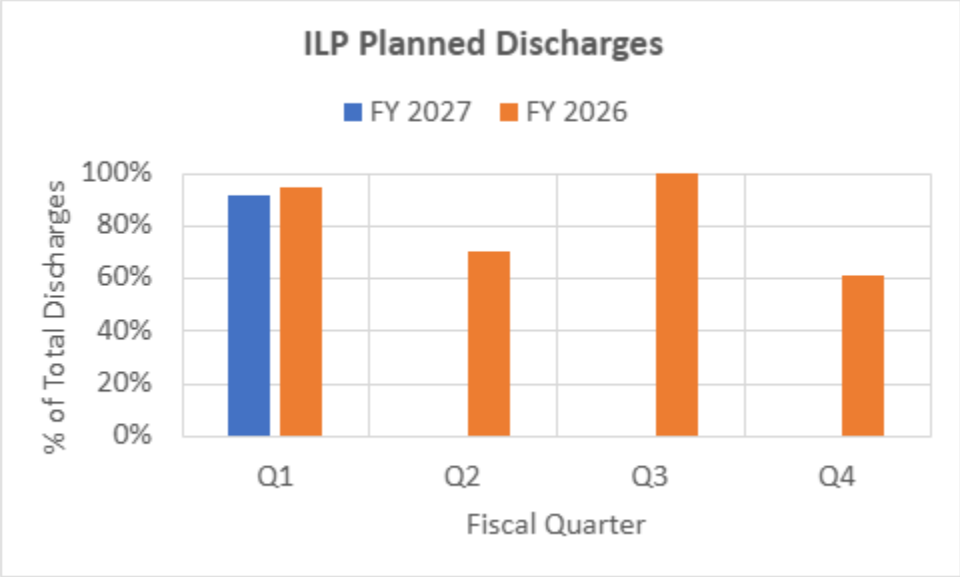
Financial Literacy Engagement	Q1	Q2	Q3	Q4
FY 2027	94%			
FY 2026	91%	93%	93%	89%
Change	3%			

Goal: Planned Discharges

The ILP supports residents in transitioning to independent housing through structured and intentional discharge planning, with the goal of achieving a higher percentage of planned discharges than the previous quarter.

Improvement Plan:

The Independent Living Program staff will support successful planned discharges by strengthening transition planning and connecting clients with appropriate community resources before program completion.



Planned Discharges	Q1	Q2	Q3	Q4
FY 2027	92%			
FY 2026	94%	70%	100%	61%
Change	-2%			

ILP FY 2027	White Planned	White Unplanned	Latinx Planned	Latinx Unplanned	Black Planned	Black Unplanned	Multi Racial Planned	Multi Racial Unplanned	Total # Discharge	Total # of Planned Discharge	%
July	2	0	0	0	1	0	0	0	3	3	100%
August	0	0	1	0	0	0	1	0	2	2	100%
September	2	1	0	0	1	0	0	0	4	3	75%

Appendix A: PQI Data Points

