



## *BridgeWays* *Semi-Annual Report 4/1/24-9/30/2024*

### **MRC Industries Inc.'s Mission**

MRC Industries, Inc.'s mission is to encourage and support individuals living with a disability to achieve their fullest potential through employment, skill building, and active community involvement.

### **PROGRAM DESCRIPTION**

MRC's BridgeWays program, located at 1606 South Burdick Street, provides Targeted Case Management services for adults who have been diagnosed with a severe mental illness or with co-occurring mental illness and substance abuse disorders. Our purpose is to support individuals to achieve their goals and dreams by utilizing resources and natural supports to realize their full potential as participants in the community, using the least restrictive level of services. The 2023-2024 fiscal year is the twenty-first year of operation for the BridgeWays program. We currently employ thirteen Case Managers, one Certified Peer Support Specialist, a Program Manager who holds a smaller case load and the Program Director who also holds a small caseload.

#### **Targeted Case Management**

BridgeWays is **currently serving 367 participants** in the Targeted Case Management program. BridgeWays participants who need psychiatric services are seen through Integrated Services of Kalamazoo Psychiatric Services or private psychiatrists if their insurance allows.

### **INDIVIDUALS SERVED**

During the past six months, **BridgeWays was able to provide billable services to 397 individuals**. Some individuals did not receive a billable service due to not engaging in services and subsequently being closed, clinicians being unable to locate them to work on treatment goals, or a referral being made at the end of the period and client has not yet had a billable contact.

### **PROGRAM ACCESS**

#### **Intake Report**

BridgeWays receives referrals from a number of sources throughout the community. The Integrated Services of Kalamazoo Urgent Care/Access Center is the primary source of referrals and all referring agencies must go through the Urgent Care/Access Center to receive an authorization before BridgeWays can initiate services. BridgeWays was on a referral freeze or limited referral status for a majority of this reporting period due to staffing challenges.

Referral Source	# of referrals
Integrated Services of Kalamazoo	74

**Intake Assessment Timeliness**

MRC’s contract with Integrated Services of Kalamazoo requires that we monitor “the percentage of persons receiving a face-to-face assessment with a professional within 14 calendar days of a non-emergency request for service.” It should be noted that Integrated Services of Kalamazoo conducts most assessments prior to referral, unless there are extenuating circumstances, in which case the assessment is assigned to Bridgeways to be completed within 14 days. During this period, two out of two new referrals who needed an assessment were not seen for assessment within the 14-day requirements. These individuals either chose the date for their first their assessment outside of the 14-day timeframe, or we were unable to locate them, they moved out of the area, or they were incarcerated or hospitalized. Therefore, **100% of the new participants who could and wished to be seen within the 14-day requirements were.**

MRC’s contract with Integrated Services of Kalamazoo require that we ensure people coming out of the hospital or Crisis Residential are seen within seven days for initial intake. **100% of new participants who were discharged from the hospital into services were seen within seven days.**

**Closures**

**During this period, BridgeWays had 70 case discharges/closures for the following reasons:**

Reason for closure	# of closures
Lack of engagement/participation	32
Client requested	16
No longer meets case management criteria/moved out of county	12
Successful step downs	4
Incarceration	4
Deceased	2
<b>Total</b>	<b>70</b>

# SATISFACTION

## Participant Satisfaction

Participant satisfaction with BridgeWays services is monitored in four ways:

- Participants are surveyed by support staff annually via phone calls. This is a change that occurred in the last review period. There is also a QR code in the lobby that contains a link to the survey.
- Discharge Follow-Up Surveys are conducted by support staff at one month following discharge.
- Case managers regularly ask participants during contacts if they are satisfied with BridgeWays’ services and if their Individualized Service Plans are meeting their needs. Case managers document each participant’s response in progress notes.
- Individualized Service Plans are reviewed quarterly with participants and satisfaction is gathered at each review of the Individualized Service Plan.

## Results of Satisfaction Survey Done at Annual Individualized Service Planning

Over the course of this review period, 17 individuals completed an annual satisfaction survey. 17 individuals reported satisfaction and zero reported unsatisfied.

Feedback for improvement included: “new building” and “do connections with animals”

Some positive feedback from these surveys were: “honest”; “the support”; “my caseworker helps me to manage my mental health”; and “stability”

	Goal	Outcome	Rating F = Favorable; NI = Needs Improvement	Analysis	Last Period
Satisfaction with Targeted Case Management Services	95%	100%	F		95%

## Results of Quarterly Periodic Reviews

Satisfaction is recorded during 90-day periodic reviews for all persons served along with a review of the Individualized Service Plan. During 478 periodic reviews completed this six-month period, 97% of consumers who were assessed for satisfaction stated that they were satisfied with services.

Not assessed means that the client was not present during the periodic review due to lack of engagement and therefore satisfaction could not be assessed.

Question	Yes	No	Not assessed
1. Are you satisfied with services provided to you?	466	12	48

## Results of One Month Discharge Follow-Up Survey

Surveys are sent out one month following discharge. No responses were received for this period. Attempts are made to obtain this information via telephone..

Question	Yes	No	N/A
1. Were the services provided by BridgeWays helpful to you?	0	0	
2. Did the staff treat you with dignity and respect?	0	0	
3. Did you get the help you needed when you were here?	0	0	
4. Do your current services meet your needs?	0	0	

## Stakeholder Satisfaction

BridgeWays conducted its annual stakeholder satisfaction survey in September 2024 using Survey Monkey. Out of 49 parties contacted, six responses were received. This was a decrease in response since the last survey had eleven responses. The results are as follows:

Surveyed Party	# of response
Community Mental Health	4
MRC Affiliate	2

For six measures rating such things as clinical effectiveness of services, responsiveness to needs, timeliness of documentation, coordination of care, staff courtesy/professionalism, and safety protocols, on a scale of 1 - 6, with 1 being poor and 6 being excellent, all responses except for one rated BridgeWays 4 or above. One response scored a 3 under clinical responsiveness, commenting “staying open for referrals and/or lessening the time of referral freezes.” BridgeWays was on one of its longest referral freezes due to losing two staff around the same time, a new hire postponing her start date, and a staff being on leave. About half way through the freeze we began taking a limited number of clients each week. It is our priority to ensure that people coming into our services have adequate supports without overloading our case managers. It is also a priority to ensure existing clients are served adequately.

	Goal	Outcome	Rating	Analysis	Last Period
Stakeholder Satisfaction with BridgeWays (average score on all measures)	>90% rating 5 or over on a 6-point scale	NI	72%	Nine of 36 questions scored a four and one scored a three. (See above discussion on the referral freeze.) There is no other information about why individuals chose to assign scores under five.	82%

Comments included:

- From MRC Affiliate: “Timeliness of navigating the referral and orientation process leading to start of services. Improvements have been made but there is still opportunity for growth and communication in this area.” (This is likely referring to the time it takes to intake clients into Skill Building programming.)
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- The most beneficial thing about BridgeWays Services: “the commitment they have in serving individuals within the community....meeting them where they are at in their treatment.”

## OUTCOMES

The following outcome measures represent performance objectives in the categories of increased independence in living situations, employment, and decreased de-compensation as measured by use of crisis residential and psychiatric facilities.

### Living Situation

Living situation figures are taken from the total number of persons served on the last day of the period.

**Individuals living independently:** Living independently means individuals living alone, with relatives, with friends, or independently living with supports in place. Details about individuals with other living arrangements are in the demographic table at the end of this report.

April 1 <sup>st</sup> 2024-September 30, 2024 Current Open Caseload: 367		
Outcome 9/30/24	Outcome 3/31/24	Outcome 9/30/23
250/367 (68%)	243/362 (67%)	225/346 (65%)

This percentage has increased slightly since last reporting period, despite housing options in Kalamazoo continuing to be a factor in options for independent living in the local area.

**Individuals served who are homeless:** defined as living in a shelter or in the community without appropriate shelter.

April 1 <sup>st</sup> 2024-September 30, 2024 Current Open Caseload: 367		
Outcome 9/30/24	Outcome 3/31/24	Outcome 9/30/23
55/367 (15%)	48/362 (13%)	60/346 (17%)

This number has increased since the last reporting period, consistent with ongoing housing challenges in the community.

## Employment

Information is derived from sample employment data that is collected during a seven-day period near the end of each quarter. **Employment** is defined as being independently competitively employed or being employed with paid supports in place.

<b>EMPLOYMENT</b> <b>April 1<sup>st</sup> 2024-September 30, 2024</b> <b>Current Open Caseload: 367</b> F = Favorable; NI = Needs Improvement					
Objective	Goal	Outcome	Rating	Analysis	Last Period
Total % of individuals employed	20%	26%	F	97/367 are employed independently or through a job coach	23%

## Medication Adherence

Medication adherence information is collected by the consumer's self-report and by incidents where non-compliance leads to physical and/or mental de-compensation. **Medication compliance is defined as following through with psychiatric recommendations for medications.**

<b>Medication Adherence</b> <b>April 1<sup>st</sup> 2024-September 30, 2024</b> <b>Current Open Caseload: 367</b> F = Favorable; NI = Needs Improvement					
Objective	Goal	Outcome	Rating	Analysis	Last Period
% of individuals medication adherent on last day of period	85%	86%	F	314/367 are medication compliant	86%

## Hospitalizations/Crisis Residential/Substance Abuse Treatment

During this period, 72 BridgeWays participants were hospitalized at least one time. Of these hospitalizations, 58 admissions were inpatient for psychiatric reasons. There were 35 admissions for medical reasons. There was a total of **93 inpatient admissions**. There were three placements made with Intensive Crisis Stabilization, five inpatient substance abuse placements and one placement with Centerpointe Crisis Housing. The breakdown of these admissions is as follows:

<b>In County vs. Out of County Placements</b>	<b>Number hospitalized</b>
Kalamazoo County	60
Out of County Placements	33
<b>Total:</b>	93

There were 601 days of psychiatric hospitalizations and 6 days at crisis residential facility Centerpoint for a total of 607 days for psychiatric reasons. There were 315 days of hospitalization for medical reasons. Over this reporting period, there were 62 days authorized to the Intensive Crisis Stabilization program run through ISK.

**The majority of psychiatric hospitalizations were for the following reasons:**

- Suicidal ideation with or without gesture, or danger to self or others
- Psychosis due to Schizophrenia, Schizoaffective Disorder, or Psychotic Disorder
- Mood Disorder, Major Depression, or Dysthymic Disorder
- Symptoms of mania, depression, and/or psychosis due to bipolar disorder
- Substance Induced Mood Disorder and/or psychosis
- Hallucinations/delusional, confusion, assaultive

**TARGETED CASE MANAGEMENT**  
**April 1<sup>st</sup> 2024-September 30, 2024**  
**Current Open Caseload: 367**  
**Total Clients 367 (397 with billable services)**

<b>Objective</b>	<b>Goal</b>	<b>Outcome</b> 4/1/24- 9/30/24	<b>Outcome</b> 10/1/23- 3/31/24	<b>Rating</b>	<b>Analysis</b>
<b>The number and percent of individuals who had a psychiatric hospitalization</b>	Less than 20%	58/397 15%	33/425 8%	F	
<b>The number and percent of readmissions to an inpatient psychiatric unit compared to the numbers of persons with psychiatric hospitalizations</b>	Less than 25%	2/58 3%	4/33 12%	F	
<b>The number and percent of individuals who received a peer service</b>	23%	71/397 18%	69/425 16%	NI	Peer support continues to meet new consumers on caseloads and is working to establish relationships with clients.
<b>*Productivity of face-to-face time spent with clients</b>	40%	15,513 units/37,306 available units  41.5%	15,318 units/38466 available units  40%	F	
<b>*The number and percent of discharges who graduated to a lower intensity service (step down) or graduated from services successfully</b>	5%	4/51 7%	3/63 5%	F	
<b>*The number and percent of discharges due to non-engagement</b>	baseline	32/70 46%	42/84 50%		

\* Indicates goals set by MRC

Diagnosis and Demographics  
on consumers authorized during period

<b>Diagnosis</b>	9/30/24		3/31/24		9/30/23		3/31/23	
	N=432		N=450		N=456		N=410	
<b>Primary Diagnosis</b>	Number	Percent	Number	Number	Number	Number	Number	Percent
Schizophrenia (all types)	81	21	80	18	79	17	83	20
Bipolar I Disorder	58	15	67	15	73	16	68	17
Bipolar II Disorder	12	3	12	3	16	3	14	4
Bipolar Disorder NOS	20	5	21	5	19	4	22	5
Psychotic Disorder	2	<1	2	<1	2	<1	1	<1
Schizoaffective Disorder	56	15	58	13	58	13	51	12
Anxiety Disorder	14	4	14	3	14	3	13	3
Mood Disorder	1	<1	1	<1	1	<1	2	<1
Attention Deficit Hyperactivity Disorder	10	3	9	2	7	2	6	1
Posttraumatic Stress Disorder	34	9	40	9	42	9	38	9
Depressive disorders (major/dysthymia)	115	31	118	26	121	27	99	24
Intermittent Explosive Disorder	0	0	1	<1	3	<1	3	<1
Pervasive Developmental Disorders	6	1	0	0	0	0	0	0
Obsessive Compulsive Disorder	2	<1	3	1	2	<1	0	0
Disruptive Mood Dysregulation Disorder	0	0	1	<1	0	0	0	0
Delusional Disorder	1	<1	3	1	3	<1	2	<1
Adjustment Disorder	4	1	2	<1	5	1	2	<1
Other	16	4	18	4	11	2	6	<1

<b>Demographics</b>	9/30/24		3/31/24		9/30/23		3/31/23	
	N= 432		N= 450		N= 456		N= 410	
<b>Gender</b>	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Male	234	62	251	56	250	55	224	55
Female	179	49	182	40	190	42	174	42
Self Identified	19	6	17	4	16	3	12	3
<b>Age</b>								
18-24	44	12	47	10	46	10	42	10
25-35	133	36	151	34	130	29	110	27
36-45	85	23	76	17	97	21	96	23
46-55	87	23	93	21	90	20	76	19
56-75	83	22	83	75	93	20	86	21
<b>Race</b>								
African American	121	33	123	27	127	28	109	27
Middle Eastern	2	<1	2	<1	2	<1	2	<1
Asian/Native Hawaiian/Pacific Islander	4	1	4	1	3	<1	2	<1
Hispanic/Latino	8	2	8	2	9	2	9	2
Multi-racial	19	5	23	5	20	4	22	5
Native American	2	<1	2	<1	1	<1	1	<1
Caucasian	270	73	279	61	285	62	257	63
Other	6	2	9	2	9	2	8	2
<b>Living Arrangement</b>								
Independent	209	57	203	45	206	45	195	48
Specialized Residential	39	11	39	9	40	9	43	10
Adult Foster Care	8	2	8	2	6	1	5	1
With Family	90	25	90	20	88	19	77	19
Supported Independent	11	3	12	3	15	3	11	3
Homeless	75	20	96	21	100	22	77	19
Jail/KPEP/Residential Treatment/Prison	1	<1	2	<1	1	<1	2	<1