



*With  
You,  
Every  
Step  
of the  
Way*

2024 IMPACT REPORT



Bridges Healthcare promotes individual and community health, wellness, and recovery through integrated behavioral health services.

# BRIDGES MISSION

## FY2024 Service Statistics

Individuals reached through Bridges services this year:

# 8,881

Of that,

# 3,881

Individuals reached through Bridges Outpatient, In-Home, or Community-Based programs

# 5,000

Individuals reached through coordinated Prevention Efforts (in conjunction with local prevention councils)

# 1,904

Adults reached through Bridges adult and young adult programming

# 1,977

Children and their families reached through child programming (659 of which are direct child clients)

### Serving the Lifespan

- Adult Services
- ◆ Child & Family
- ✱ Youth & Young Adult



**Locations of Individuals Served:**  
Color saturation indicates higher numbers served

### Bridges Services:

# 20+

Unique Programs and Services Offered

# 68,584

Service Sessions Provided

### Population Served:

# 70%

of individuals we treat are classified as having low to very low income.

Dear Friends,

It's hard to believe that we've been through another year of providing comprehensive mental health, substance use, and recovery support services to residents in our surrounding communities. We at Bridges Healthcare are proud of the impact and range of more than 20 integrated behavioral health programs and services we offer to people across the lifespan. Our expert staff meet individuals and families where they are in their recovery journey — offering compassionate care and evidence-based practices that are backed by data and research.



With almost seventy solid years of experience as a behavioral health service provider, Bridges values and provides quality care and offers clinical interventions proven to lead to better health outcomes. We accomplish this by meeting rigorous standards set forth by our licensing and accreditation bodies to ensure that we are mindful of safety and appropriate care practices.

We have been intentional in our strategy to offer enhanced access to care with creative outreach through programs like our mobile medication-assisted treatment program (MATT's van), Wellness on Wheels Health van, peer engagement, and more. We are committed to continuing to find ways to reach as many as possible through our home and community-based programs, too.

As you will see, our 2024 Impact Report highlights the many ways that Bridges engages the community, works to improve care and facilities, and provides as many services as possible under one roof. These accomplishments are only possible with the support of our funders, supporters, and staff. We are grateful to YOU for your part in making this significant impact and progress. With your help, we will continue to ensure that Bridges is a comprehensive behavioral health provider for the next seventy years. We are committed to serving our communities and supporting individuals throughout their lifespan — to be there **With You Every Step of the Way!**

With gratitude and excitement for our future,

**Jennifer Fiorillo**

President & CEO



## **Board of Directors**

*As of January 2025*

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## A Commitment to Improve Quality Care and Client Experience

FY24 was a busy time for our Facilities and Quality Assurance teams! Together, they worked hard to meet stringent requirements to maintain certifications and accreditations and upgrade many outdated infrastructure needs. Bridges' goal is to provide the safest care and environments for the individuals we serve.



**Bridges once again earned The Joint Commission's Gold Seal of Approval** for

Behavioral Health Care Accreditation by demonstrating continuous compliance with its performance standards. This symbol of quality reflects a commitment to providing safe and effective care. Bridges' Quality Assurance team diligently works with staff and outside agencies to meet compliance in all areas that

exemplify our excellence in the field. Bridges is licensed at the state level with DCF and DPH to provide child and adult outpatient services. Bridges is also recognized federally as a Certified Community Behavioral Health Clinic by SAMHSA.

This year, Bridges' Facilities Team worked tirelessly to implement upgrades to create a more welcoming environment for those served by the agency. Enhancements include a



*Bridges staff and friends from Encon celebrate the installation of a new HVAC system.*

new HVAC system, updated flooring, a renovated Intensive Outpatient Program room, refreshed bathrooms, strengthened cybersecurity measures, an improved break room and kitchen for staff, and more. Thank you to our incredible staff for making such significant improvements for our agency and those we serve!



# ROCK THE DOCK

FOR MENTAL HEALTH

On May 30, 2024, during Mental Health Awareness Month, Bridges launched its inaugural Rock the Dock for Mental Health — an exciting new fundraising event — to help sustain the more than 20 programs and services that Bridges provides. Featuring live music from the popular local band *The Alpaca Gnomes*, a silent auction, raffle, delicious food and beverages from local restaurants, beautiful views at Lisman Landing, and incredible community support, the event attracted over 170 attendees, raising \$33,000 for mental health and addiction recovery services! Thanks to the generosity of our sponsors, food partners, auction donors, volunteers, and attendees, Rock the Dock is now an annual event that will continue to raise funds and awareness for years to come.



# Out and About! Engaging Communities & Expanding Access to Care



Through coordinated engagement efforts, many Bridges program staff go into the community, meeting people where they are to raise awareness about available services and increase access to care. By investing in community-centered, culturally responsive outreach, engagement, and education, Bridges continues to reduce barriers to care. Efforts include:

## *Assisting Seniors*

Our Elderly Outreach & Engagement Team links seniors from 36 towns to resources and personalized treatment options, including counseling, referrals, and collaborations with caregivers and physicians. The team often provides presentations and attends events, reaching individuals aged 55+ experiencing isolation or difficulty navigating age-related challenges.



## *Supporting Our Schools*

In addition to expanding our clinical presence in schools throughout Milford and West Haven, a new bilingual Case Manager Engagement Specialist was hired to connect hard-to-reach students and families to services and treatment options through community outreach and school collaboration. This role guides families, easing the transition to treatment with their school-based clinician.



## *Mobilizing Resources*

Our mobile programs — including Wellness on Wheels mobile clinic (WOW) and Mobile Addiction Treatment Team (MATT's Van) increase access to care by reaching populations that may face barriers to receiving office-based care. Our bilingual Community Engagement Specialist works to strengthen key community partnerships, understand barriers to care, and ensure more people are connected to care. Additional program and communications staff go into the community and attend events to bring resources straight to the public.



## *Educating the Public*

Thanks to a grant from SAMHSA, Bridges offers free Mental Health First Aid (MHFA) training to any adult living or working in Milford, West Haven, Bethany, Orange, or Woodbridge. MHFA equips community members with the skills to recognize and respond to the first signs of a mental health or substance use crisis. Our Project Director is nationally recognized as a top MHFA instructor of 2024 for "Teaching the Most First Aiders in Connecticut!"



## Wellness Fair

In May 2024, after a three-year hiatus due to the pandemic, Bridges' Behavioral Health Home (BHH) team brought back their Wellness Fair dedicated to promoting health, wellness, and connection. Designed for adult clients and staff, the free event created a welcoming space focused on relaxation, education, and self-care.

The fair featured a variety of wellness activities and community vendors offering resources to support well-being. From stress-reduction techniques to health screenings and interactive demonstrations, each experience provided practical tools to help clients and staff feel empowered in their wellness journey.



*Above, Bridges clinicians learn a new evidence-based practice to better treat and support clients.*

## Best Practices to Provide the Best Care

At Bridges, we are committed to providing the best quality care. Often, that means learning and implementing the latest therapeutic techniques to deliver the most reliable, evidence-based practices to the children and adults we serve. One recent example is when Bridges provided all its clinicians the opportunity to be trained in EMDR.

EMDR stands for Eye Movement Desensitization and Reprocessing. It is a cutting-edge psychotherapy treatment for individuals of all ages who have experienced or are experiencing trauma. Untreated trauma is responsible for many severe mental health conditions, including PTSD, abandonment/detachment disorders, dissociation, panic attacks, social anxiety, depression, low self-esteem, phobias, and more.

EMDR consists of seven phases that can reduce symptoms. The bilateral light stimulation that occurs during the intervention helps unlock negatively stored experiences so they can be reprocessed. After which, adaptive beliefs about the traumatic event, including the ability to address once-threatening triggers, can be developed with the help of the Restoration Team.

**Now, adults and children alike can benefit from this new therapy that Bridges clinicians are integrating into their practice.**

## A Look at Bridges' Mobile Crisis Services: *Immediate Help When You Need It Most*

In times of crisis, help is just a phone call away. Bridges' Mobile Crisis Services provide stabilizing care and counseling through a hotline and a mobile crisis team. These services are available 24/7, 365 days a year, to adults in Milford, Orange, or West Haven who may be experiencing a mental health crisis. Support is accessible by calling 988 or Bridges' direct helpline at 203-878-6365.

Our team responds in person and/or by phone to individuals facing acute behavioral or mental health crises. People contact the crisis hotline when they are experiencing isolation, mood swings, anxiety, panic attacks, suicidal thoughts, or risky behaviors such as substance use. Others call seeking information on mental health or substance use resources or expressing concern for a friend or relative who may need a wellness check.

Bridges' trained crisis counselors manage the hotline Monday to Friday, 8:00 a.m. to 5:00 p.m. After hours and on weekends, South Central Crisis Services, a Bridges partner, provides immediate and specialized intervention for callers.

Mobile crisis services are provided following a telephone screening and are delivered in person when someone is experiencing sudden, incapacitating emotional distress or is in an unsafe situation. Our clinicians often collaborate with police and emergency responders to de-escalate situations or divert individuals from hospitalization. Individuals served

*Below: Team members, Christine Hegedus, Susan Rosenberger, and Craig Gillespie, assess each call and provide evaluations, interventions, and access to critical resources. They are also trained to determine when an in-person response is necessary.*



through Mobile Crisis Services receive follow-up care, including priority access to appropriate treatment and support.

Our highly trained and qualified crisis counselors have Emergency Certificate training through DMHAS, enabling them to evaluate and declare when someone with psychiatric disabilities is a danger to themselves or others and needs immediate medical treatment or hospitalization.

A valuable community resource, these crisis services are available to anyone in need. Besides individual callers,

FY24 Mobile Crisis  
team responses:

**329**

in-person calls

we receive calls from doctors' offices, soup kitchens, senior centers, and concerned neighbors seeking crisis assistance for others.

Support is accessible  
by calling

**988**

or Bridges' direct  
helpline

**203-878-6365**



## Your Connection to In-Home Support for Children and Youth

Children with complex psychological and behavioral needs can find vital therapy and support services through Bridges Healthcare.

Bridges' Intensive In-Home Child and Adolescent Psychiatric Services, also known as IICAPS, provides comprehensive home-based therapy and support for youth aged 5-17 who are at imminent risk of hospitalization or residential placement. This program helps stabilize children by offering both individual and family therapy, along with essential support services.

Participants in the IICAPS program often face psychiatric, emotional, or behavioral challenges and are commonly diagnosed with conditions such as ADD, anxiety, PTSD, or trauma. Many exhibit severe behaviors, including self-harm, suicide attempts, or aggression toward parents.

As Bridges' highest level of care, **IICAPS serves 125 children annually**, delivering intervention for up to six months with a family-centered approach. The goal is to create stability within the child's home and school environments while addressing their mental health needs.

Developed by the Yale School of Medicine, the IICAPS model is implemented by Bridges and thirteen other organizations across CT and RI. Yale provides ongoing training and consultation, and data collected from the program contributes to research that informs both U.S. and international treatment approaches to psychiatric care, according to Yale.



Above: The IICAPS Staff Team. Below: Dana Falkenstein & Pat Giordano, IICAPS Program Leaders.



Bridges' IICAPS program, launched in 2002, is led by Director of Home-Based Services Pat Giordano and Program Coordinator Dana Falkenstein, who have collaborated for nearly two decades. They oversee up to seven and a half clinical teams serving children across nine cities in southern Connecticut. Each team consists of a Master's-level clinician and a Bachelor's-level mental health counselor, with oversight from an APRN and a physician to ensure proper treatment for each case.

IICAPS is built on a strong family-focused foundation, addressing four key areas: Child, Family, School, and Environment. Services include individual and family therapy (held at home or school 2-3 times per

According to Yale,  
**75%**  
of families who enroll  
in IICAPS successfully  
complete treatment.

week), parental and school guidance, medication management, treatment planning, case management, and 24/7 crisis intervention.

**The program has demonstrated significant outcomes**, according to Yale — including a 60% reduction in hospitalizations, a 70% decrease in inpatient days, and a 50% drop in emergency department visits. These improvements are accompanied by notable enhancements in child functioning and mental health.

By addressing the broader needs of children and their families, Bridges' IICAPS program plays a critical role in fostering long-term stability and mental well-being for youth with complex mental health issues.



## Care Coordination's Respite Program

Our Care Coordination team assists children under 18 with complex behavioral health needs by connecting families to essential services and helping them coordinate multiple services. A key component of Care Coordination is Respite, a program that provides short-term relief for caregivers while ensuring children receive safe, engaging care.

Respite offers one-on-one outings, where a Respite worker connects with a child in an engaging activity; small group sessions, allowing multiple parents to drop off their children for supervised social interaction; and large group events, which bring entire families together, easing stress and fostering community. Activities like basketball games, bowling, and adventure parks not only support children and provide a break for often overloaded caregivers but also provide financial and planning relief for families. The program has helped children overcome anxiety, build connections with other Respite members, and enjoy positive experiences in a safe, supportive space.

## Expansion of Bridges' School-Based Therapy Services

Bridges' School-Based Program provides therapeutic services to children and youth (ages 10–19) and their families within their school settings in Milford, West Haven, and Orange. By delivering care directly in schools, we are able to reach young people who might otherwise be unable or unwilling to access traditional, office-based therapy due to challenges like transportation, scheduling conflicts, or stigma.

Since launching in 2017, Bridges' school-based services have grown significantly, enabling us to support an increasing number of students and families dealing with anxiety, depression, behavioral challenges, and trauma. Services are delivered by licensed clinicians and supported by prescribers as needed.

In FY24, our offerings included traditional therapy, SAMHSA-funded trauma services, plus group therapy during summer school through a grant with the Town of Orange.

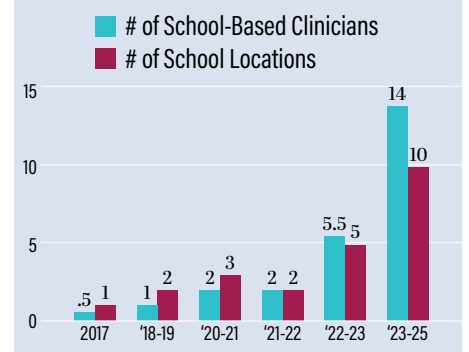
What began with one part-time clinician at Platt Tech High School in 2017 has expanded to a team of 14 clinicians and four master's-level interns serving students across nine schools. Between January 2023 and December 2024, our traditional therapy and SAMHSA-funded services supported 271 unique youth within the school setting.

As the demand for school-based mental health services continues to grow, so does the need for further expansion to ensure students receive the support they need.



Above: Bridges' Leadership and School-Based Team host Congresswoman Rosa DeLauro, SAMHSA Assistant Secretary Miriam E. Delphin-Rittmon, and SAMHSA Deputy Assistant Director Tom Coderre.

### Rapid Growth of School-Based Services



## Youth & Young Adult Programs:

### *Providing Unique Spaces to Meet Unique Needs*

When engaging young people, it's essential to meet them where they are. Sometimes, that means creating a space designed to increase comfort levels and promote a willingness to show up and participate. At Bridges, we have two distinctive locations where we connect with and serve young adults in our community: RM4 and Coffee Haven West.

**RM4** is a drop-in center that welcomes individuals ages 18 to 25 looking for connections to peers, recreational activities, new life skills, or a safe place to relax and hang out. Located in Milford at 570 Boston Post Road, it offers a comfortable space equipped with a kitchen, lounge area, air hockey table, computer area, and meeting space. It hosts group

activities and community outings focused on social skills, cooking and baking, games, monthly birthday parties, eating out, or community service. Teens and young adults find a sense of belonging and connection here, while parents or caregivers are afforded respite for up to 3 hours per day. **To learn more about this unique space and its hours, visit [RM4.org](http://RM4.org).**

**Coffee Haven West** is a coffee shop — and a whole lot more! It is part of Bridges' Young Adult Services (YAS), which assists young adults (ages 18-25) affected by mental illness and/or traumatic events to help them reach their fullest potential. One facet of YAS is an integrated Vocational and Social Rehabilitation program through the operation of a cafe.



Coffee Haven West

Coffee Haven West, located in West Haven, is a supported space where young adults learn the necessary skills to enter the workforce. The cafe not only serves as a hands-on vocational experience but also provides a community space where young adults can connect, learn, share, and explore creative and professional interests.

**Stop by 535 Campbell Avenue for a delicious cup of coffee and help equip a young person with real-world employment skills!**

RM4



Coffee Haven West



# FY 2024 Financials

*Bridges Healthcare, Inc.*

*Audited Financial Statements Annual Report*

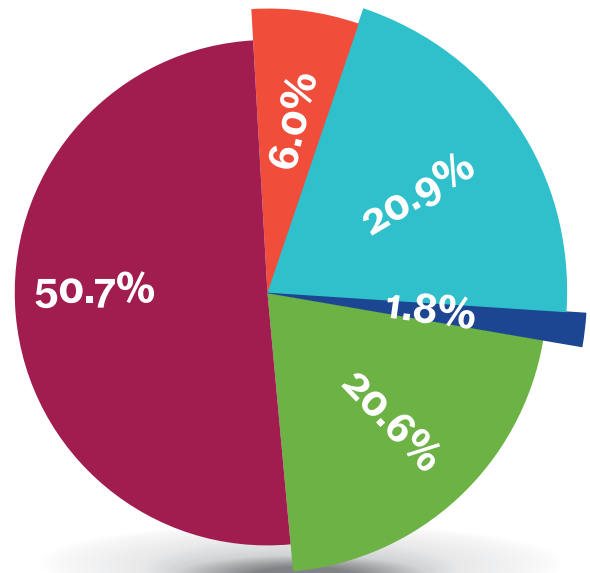
REVENUE		
Foundations & Contributions Support	154,258	0.8%
Local Support	525,371	2.8%
Service Fees & Contracts	4,356,074	23.1%
State & Federal Grants	13,834,747	73.3%
<b>Grand Total</b>	<b>18,870,450</b>	<b>100.0%</b>

EXPENSES		
Adult Services	9,054,341	50.7%
Drug & Alcohol	1,069,444	6.0%
Family & Children	3,737,016	20.9%
General Services	313,809	1.8%
Supporting Services	3,666,599	20.6%
<b>Grand Total</b>	<b>17,841,209</b>	<b>100.0%</b>
<b>FY2024 Net Income</b>	<b>1,029,241</b>	

Major funding for several programs provided by the CT Dept. of Mental Health & Addiction Services (DMHAS), the CT Dept. of Children & Families (DCF), and the federal Dept. of Health & Human Services (DHHS).

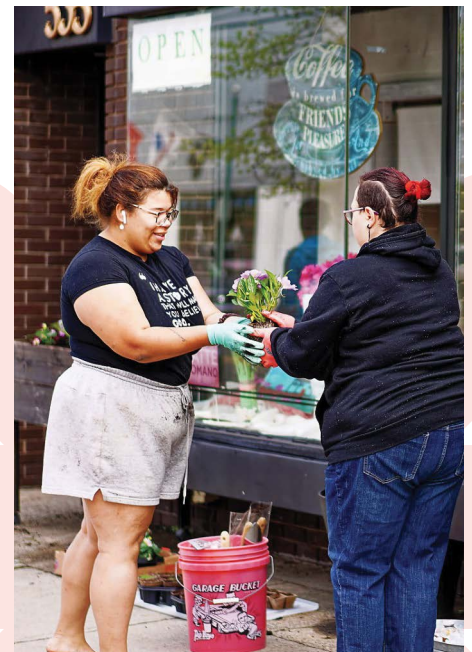
# Functional Expenses 2024

- Adult Services
- Drug & Alcohol
- Family & Children
- General Services
- Supporting Services



RM4

Coffee Haven West





949 Bridgeport Avenue, Milford, CT 06460

Follow us on:



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## Thank you to our donors

The generosity of our valued donors makes a lasting difference. Thanks to you, Bridges is here for our community, supporting mental supporting mental health and wellness every step of the way.

Your contributions, whether through financial gifts, in-kind donations, or sponsorships, allow us to meet individuals where they are, nurture their well-being, and empower them to move forward. Because of you, Bridges remains a trusted hub for health and mental wellness, providing compassionate care for people of all ages and stages of life.

**We are deeply grateful for your support.**

**Together, we are building a stronger, healthier community—one step at a time.**