



Q3 FY 22-23  
**January-March**

# **CJR's Performance and Quality Improvement**

## **QUARTERLY REPORT**

**SUBMITTED BY:**

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# A Snapshot of Our Outcomes

**CJR's PQI program helps measure the impact our programs have on the individuals, families, and communities we serve.**

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Our data-driven approach allows CJR to grow and change in response to the needs of our community. We use this intelligence to measure and assess program performance, to identify and evaluate trends, and to ensure compliance with and fidelity to program models. In this report, you will find highlights and outcomes from Q3 FY22-FY23.

## **AMIR & REGIONS PROGRAMS ACHIEVED**

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**93%**  
**PROGRAM ADHERENCE**

as calculated using the DBT-PFC  
(Program Fidelity Checklist).

Strengths of the REGIONS Program as indicated on the DBT-PFC included significant improvement in coaching and validation since the last site visit.

Strengths of the AMIR Program as indicated on the DBT-PFC included validation and intentionality in DBT.

***Congratulations!***

## **East Hartford (EH) TOP Community Service Projects**

The EH TOP Program continued their fundraising efforts this quarter by organizing basketball and flag football tournaments. Students paid \$5 to play and sold candy and snacks at a concession stand.

### **IN TOTAL, ALMOST**

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**\$900**

**WAS RAISED IN HONOR OF  
WOMEN'S HISTORY MONTH**

All money raised was donated to Mercy Housing and Shelter Corporation - a homeless shelter for women.



**3**  
**NEW WELLNESS  
CENTER LOCATIONS**

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This quarter the WC continued to expand. In January and February 2023, WC clinicians began serving students at all Thomaston Public Schools - Black Rock School, Thomaston Center School, and Thomaston High school.

# Outputs and Outcomes: CJR awarded 6 out of 7 program proposals

After completing the mandatory JBCSSD program rebid process for CJR's REGIONS Program in December, a proposal that was more than 400 pages long, the grant writing team jumped right back into action this quarter. Between January 27, and February 10, the team **submitted 7 proposals**. The first was for the new Community Diversion Respite Center (CDRC) Program; the CDRC Program is a new version of the TRAC and TEAM Programs currently in Litchfield. In addition, 6 LYNC Program re-bid proposals were submitted, as well. **These 7 proposals totaled a whopping 2,578 pages!** Sneak Peek to next quarter - **CJR was awarded 5 of the 6 LYNC Programs applied for, as well as the CDRC!**

The grant writing process includes answering a series of specific organizational and programmatic questions as well as presenting supporting data to convince the funding source that CJR is the best choice of vendor. A snapshot of some of this data can be found on the following page.



*CJR's grant writing teams consisted of Dan Rezende, Chris Jaffer, Ana Flamengo, Julianne Torrence, Kathy Budzyn, Hedy Barton, Trish Shishkov, Noemi Rivera, Brian Smith, Diana Bennett, Cassie Reyes, Carol Bujak, Lynn Fairchild and Kailey Baker*

## GRANTS SUBMITTED BY CJR'S DEVELOPMENT DEPARTMENT:

**\$25,000  
GRANT**

Application to the American Savings Foundation for CJR's Work-Based Learning Summer Program in Waterbury; Grant awarded as requested in March.

**\$500,000  
CONGRESSIONALLY DIRECTED  
SPENDING GRANT**

Application Submitted to U.S. Sen. Chris Murphy's Office for New Technology to Enhance Education Services Provided by the Cable Academic and Vocational Education Center - March 18, 2023; In-Process with endorsement by Senators Murphy and Blumenthal.

**\$150,000  
GRANT**

Requested for fiscal year's 2023-24 and 2024-25 in two equal increments of \$75,000 to provide Wellness Center services for children and families lacking insurance, who have high deductible health care plans, are in need of crisis care, or wraparound services and other care not covered by insurance.

# CJR By the Numbers:

| LOCATION                   | # of Clients Served | % Increase in Clients Served from FY 20-21 | % of All Clients Served Who Had a PCOT Upon Discharge |
|----------------------------|---------------------|--|---|
| CJR Overall*               | 1683                | 20%  | 86%   |
| CJR Community Programs     | 551                 | 27%  | 92%   |
| LYNC 1 and LYNC 4 combined | 78                  | 70%  | 96%   |
| LYNC Danbury               | 14                  | 40%  | 90%   |
| LYNC Torrington            | 17                  | 70%  | 100%  |
| LYNC 1                     | 31                  | 55%  | 98%   |
| LYNC Middletown/Meriden    | 14                  | 40%  | 100%  |
| LYNC Waterford/New London  | 33                  | 106%                                       | 95%   |
| LYNC 4                     | 47                  | 81%  | 96%   |

\*With Repeat Clients

| LOCATION                   | # of Clients Served Who Identified as BILPOC | # of Discharged Clients Who Identified as BILPOC | % of BILPOC Clients Who Had a PCOT Upon Discharge |
|----------------------------|--|--|---|
| CJR Overall*               | 922  | 666  | 82%   |
| CJR Community Programs     | 456  | 391  | 92%   |
| LYNC 1 and LYNC 4 combined | 78   | 37   | 97%   |
| LYNC Danbury               | 13   | 10   | 90%   |
| LYNC Torrington            | 8  | 6  | 100%  |
| LYNC 1                     | 21   | 16   | 94%   |
| LYNC Middletown/Meriden    | 11   | 5  | 100%  |
| LYNC Waterford/New London  | 23   | 16   | 100%  |
| LYNC 4                     | 34   | 21   | 100%  |

\*With Repeat Clients

| TOTAL EMPLOYEES                              | 2020         | 2021         | 2022         |
|--|--------------|--------------|--------------|
| # of Employees Beginning of CY 1/1           | 228          | 230          | 215          |
| # of Employees End of the CY 12/31           | 230          | 215          | 234          |
| Average # of Employees                       | 343          | 337.5        | 332          |
| # of Employees who Left                      | 50           | 52           | 72           |
| <b>Organization Turnover Rate</b>            | <b>14.58</b> | <b>15.41</b> | <b>21.69</b> |
| SENIOR MANAGEMENT                            | 2020         | 2021         | 2022         |
| # of Employees Beginning of CY 1/1           | 9            | 9            | 8            |
| # of Employees End of the CY 12/31           | 9            | 8            | 9            |
| Average # of Employees                       | 13.5         | 13           | 12.5         |
| # of Employees who Left                      | 0            | 1            | 0            |
| <b>Senior Management Turnover Rate</b>       | <b>0.00</b>  | <b>7.69</b>  | <b>0.00</b>  |
| MIDDLE MANAGEMENT                            | 2020         | 2021         | 2022         |
| # of Employees Beginning of CY 1/1           | 25           | 24           | 23           |
| # of Employees End of the CY 12/31           | 24           | 23           | 21           |
| Average # of Employees                       | 37           | 35.5         | 33.5         |
| # Employees who Left                         | 2            | 1            | 2            |
| <b>Middle Management Turnover Rate</b>       | <b>5.41</b>  | <b>2.82</b>  | <b>5.97</b>  |
| LINE STAFF                                   | 2020         | 2021         | 2022         |
| # of Employees Beginning of CY 1/1           | 162          | 168          | 156          |
| # of Employees End of the CY 12/31           | 168          | 156          | 174          |
| Average # of Employees                       | 246          | 246          | 243          |
| # of Employees who Left                      | 45           | 46           | 66           |
| <b>Line Staff Turnover Rate</b>              | <b>18.29</b> | <b>18.70</b> | <b>27.16</b> |
| LYNC Meriden/New London Staff                | 2020         | 2021         | 2022         |
| # of Employees Beginning of CY 1/1           | 6            | 10           | 10           |
| # of Employees End of the CY 12/31           | 10           | 10           | 8            |
| Average # of Employees                       | 11           | 15           | 14           |
| # of Employees who Left                      | 0            | 1            | 4            |
| <b>LYNC Meriden/New London Turnover Rate</b> | <b>0.00</b>  | <b>6.67</b>  | <b>28.57</b> |
| LYNC Danbury/Torrington Staff                | 2020         | 2021         | 2022         |
| # of Employees Beginning of CY 1/1           | 7            | 7            | 7            |
| # of Employees End of the CY 12/31           | 7            | 7            | 7            |
| Average # of Employees                       | 10.5         | 10.5         | 10.5         |
| # Employees who Left                         | 0            | 0            | 1            |
| <b>LYNC Danbury/Torrington Turnover Rate</b> | <b>0.00</b>  | <b>0.00</b>  | <b>9.52</b>  |

*"I saw the change that caring consistent help can make with [my son's] behavior and thought process."*

*"The counselors are very respectful, caring, and they listen and always try to give advice and try to make things better and help."*



# Average Signature Time

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This quarter the PQI Department reviewed charts from every program active in the Electronic Clinical Record (ECR). Reviews focused on the average number of days before a document was first signed and the average number of days until a document was fully signed.

Depending upon the document type, the number of signatures required for a document to be fully signed ranges from 1 to 3 signatures. CJR considers best practice to be that a document is fully signed within 3 days of the activity date.

*"I feel our therapist really listened to our concerns and worked hard to help."*

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*"Being listened and understood and learning how to communicate."*

## WHAT PQI DISCOVERED:

**.88**  
**DAYS**

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**AVERAGE TIME  
TO FIRST  
SIGNATURE**

**2.6**  
**DAYS**

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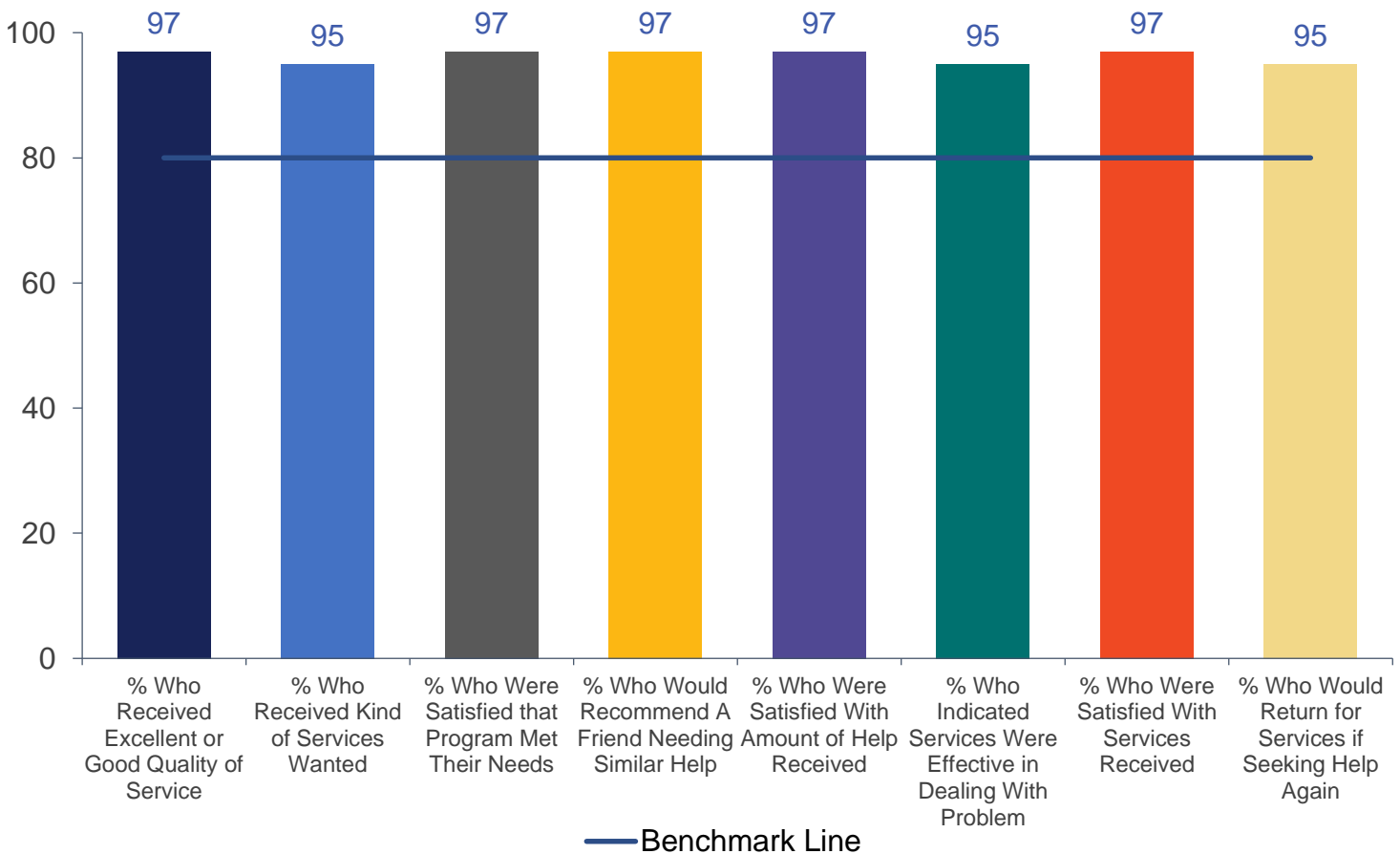
**AVERAGE TIME  
TO FULLY  
SIGNED**

*Once again, CJR surpasses best practices*

# Quality of Life Improvement

One of the most important measures of the quality of work we do is client and family satisfaction with CJR services. Using the Client Satisfaction Questionnaire 8(CSQ-8), CJR elicits feedback on services received. This survey, offered in both English and Spanish, consists of 8 questions. CJR now offers this survey in hard copy, via email, or via a link in the client's last session. CJR's benchmark is that 80% of all answers be rated positively in all satisfaction categories. From January through March 2023, as an organization, CJR programs not only met but exceeded this benchmark by as much as 21%

## CLIENT SATISFACTION FOR ALL SERVICES Q3 FY 22-23



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***I appreciate the involvement of the entire family that was required. Additionally, the amount of time and effort the staff puts in to each family ensuring that everyone feels supported and has the time they need available to them.***

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# Program Acronyms

## Behavioral Health

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### **WC**

Wellness Centers for Children and Families

### **WCAS**

Wellness Center Adult Services

### **WC WSP**

Wellness Center Waterbury School Partnership

## Cable Academic and Vocational Education Center Programs

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### **CAVEC L**

Litchfield Day

### **CAVEC LR**

Litchfield Residential

### **CAVEC W**

REGIONS Residential

## Community Programs

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### **CM**

Credible Messengers Program

### **LYNC**

Linking Youth to Natural Communities Program

### **MDFT HYPE**

Multi-Dimensional Family Therapy Helping Young People Entering Recovery Program

### **MST**

Multi-Systemic Therapy Program

### **MST-FIT**

Multi-Systemic Therapy-Family Integrated Transitions Program

### **SAFE**

Success Always Follows Education Program

### **TOP**

Teen Outreach Program

### **WBLS**

Work-Based Learning Summer Program

## Residential Programs

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### **AMIR**

Adolescent Male Intermediate Residential Program

### **TRAC**

Therapeutic Respite and Assessment Center Program

### **TEAM**

TRAC Expansion for Adolescent Males Program

### **REGIONS**

Re-entry, Goal Oriented, Individualized, Opportunity to Nurture Success Staff Secure Program

### **REGIONS RM**

Re-entry, Goal Oriented, Individualized, Opportunity to Nurture Success Reintegration Mentoring Program

### **WTGH**

Winchester Therapeutic Group Home Program



# We would love to hear from you

You can provide anonymous feedback on this Quarterly Report via a brief survey available [here](#).

