



Community  
Partnerships



bridgeways

Annual Report 2007



## What we can do with a little help from our friends...



Over the past year, Bridgeways expanded its services, in depth and quality as well as in the number of clients served, largely through the generous support of our community. Whether through a foundation grant or a donation from our community partners,

each dollar added to the quality and care we offer our clients. It's humbling and energizing to be the recipient of such generosity. With Bridgeways' 25 plus years of experience, we are able to leverage resources into more and better ways to help those living with severe and persistent mental illness to improve their quality-of-life.

A generous multi-year grant from the United Way of Snohomish County allowed Bridgeways to embark on an innovative treatment program that works with clients

where they live. It's our first ever United Way grant, and we're proud to partner with them.

The Everett Clinic's 2007 *Operation Outreach* helped enhance programs and benefits to our clients. We extend a heartfelt thank you from our staff and our clients to all the staff at The Everett Clinic for their support.

The Glaser Foundation helped build our transitional housing capacity. We helped over 30 individuals released from Western State Hospital have a safe place to live while working with staff to secure permanent housing.

In October, Bridgeways held its first Annual Fundraising Breakfast. More than 60 longtime and new friends attended. The keynote speaker, Randy Revelle, former King County Commissioner and current Senior Vice President for Policy and Public Affairs with the Washington State Hospital Association, shared amusing stories and poignant moments of his own road to recovery from mental illness. We are thankful to Randy and to all who attended.

Mrs. Idamae Schack has become a special friend to Bridgeways. Her generous donation provided the means to upgrade the ventilation system in our sheltered workshop, vastly improving client employee working conditions. Thank you Mrs. Schack.

Finally sincere thanks to Bridgeways Board of Directors for their unwavering commitment and support. Thank you to the staff of Bridgeways whose dedication and hard work testify to the quality of our client care.

It is humbling and encouraging seeing what we can do with a little help from our friends. We look forward to 2008 as we continue partnerships and seek new friends to help us provide the highest quality of care to those we serve.

Sincerely,  
Donna Konicki  
Executive Director

**"Thank you for all you do. Our state is a better place for us all because of your commitment."**

Fred Jarrett, Washington State House of Representatives

Founded in 1981, Bridgeways is a licensed, not-for-profit community mental health agency located in Everett, Washington that provides clinical, housing and employment services to adults with severe and persistent mental illness.

### Mission Statement

Bridgeways provides mental health services that promote quality-of-life for individuals who live with mental illness in a manner that facilitates growth, independence, and a sense of community.

### Who We Serve

The target population served by Bridgeways is low to extremely-low income (at or below 30% of the area wide median income), adults 18 and older. Individuals are referred to Bridgeways by the Department of Social & Health Services (DSHS), Western State Hospital, the North Sound Mental Health Administration (NSMHA), evaluation and treatment centers, local hospitals, the Department of Corrections, and human service providers throughout Snohomish County.

### Services We Provide

- Clinical Services
- Housing Programs
- Employment Services

### Outcomes

- Reduced emergency room admissions as well as reduced number of in-patient hospitalizations
- Reduced homelessness
- Reduced criminal justice interventions
- Increased employability
- Increased self-sufficiency
- Increased quality-of-life

### Board of Trustees

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**"I am no longer struggling but living, thriving, and taking control of my own recovery."**

Mike Sursely, Client Member of Bridgeways since the 1990s



## Program overviews

At Bridgeways we have one goal in mind: to promote the quality-of-life of our clients. To that end, we offer a wide range of services to support recovery in adults who live with severe and persistent mental illness. An individual treatment plan is developed with each Bridgeways client with his/her needs in mind. This treatment plan, focused on growth, independence and a sense of community, includes clinical, housing and/or employment support, designed to guide and sustain each person's recovery whether at a Bridgeways facility or in the community.

## Clinical Services

Bridgeways offers clinical services in the community for adults with severe and persistent mental illness who do not require 24-hour supervised care. Recovery-focused services include:

- Intensive case management
- Psychiatric services
- Outreach program
- Socialization activities
- Support groups
- Pre-vocational training
- Employment assistance
- Housing assistance
- Living skills training

We also provide training and support of medication, assessments, psychosocial education and various group and individual therapeutic experiences.

## Clinical Highlights

This year donations from individuals allowed us to expand our psycho-educational groups to five per week. On average, 12 clients attend each group and discuss a range of topics such as empowerment, managing mental health symptoms, and chemical abuse. In addition, community meetings offer clients a voice in developing future classes and events.

The Everett Clinic was especially instrumental in enhancing our programs and benefits to clients through their 2007 Operation Outreach program. Physicians and other staff from the clinic provided cash and important life items or activities sometimes taken for granted such as toiletries, clothing, a summer barbecue, and generous Christmas gifts for each client.

In June 2007, the United Way of Snohomish County awarded Bridgeways a substantial multi-year grant to fund two new positions. As a result, Bridgeways built on its previous high-intensity treatment program and joined with Sunrise Services and Compass Health to form the Snohomish County Program for Assertive Community Treatment (PACT) Consortium. PACT is a self-contained program made up of multidisciplinary mental health staff. The staff, working as a team, tailors services to the individual in order to help each person live as independently as possible in our community. By the end of the year, Bridgeways served over 100 clients in this innovative treatment program. We plan to expand the program in 2008.

## Clinical Accomplishments

- Awarded North Sound Mental Health Administration (NSMHA) contract through June 2009 increasing the number of Intensive outpatient slots from 46 to 55 clients and funding to increase outpatient services• Scored 96 percent compliance and no findings (that is things to correct) on the NSMHA Administrative, Fiscal, and Clinical audit in February 2007
- Collaborated with other service providers to launch PACT services, making such services available to adults with severe and persistent mental illness in Snohomish County for the first time

## Housing Program

Having a safe place to call home is an essential need for anyone and one of the toughest challenges someone with persistent mental illness faces. Bridgeways has a

comprehensive housing program that offers a wide variety of solutions. For clients who are ready to live independently, Bridgeways owns two apartment buildings in South Everett. We provide a number of supports, including regular medication monitoring and life skills training.

A vital support is our centrally located Everett Madison Center House (EMCH) a conveniently located, warm and safe drop in center. The center is a place where clients can enjoy a meal with friends and choose from variety of activities. Clients can also shop at the center's store for donated clothing, household items, and non-perishable foods. Bridgeways, with help from an EverTrust Foundation grant, served an average of 480 homemade hot meals and snacks each month.

Bridgeways offers the same support services for clients who live in the general community. We have developed relationships with several landlords in the Everett area who appreciate that wraparound support services makes better tenants. With new funding from the Snohomish County Human Services Office of Housing Homelessness and Community Development, Bridgeways can provide emergency rent, security deposits, and even help set up a household – with things such as furniture, kitchen utensils, linens and towels and more.

This year Bridgeways expanded its successful Unit 9 (emergency shelter program) to give more individuals a safe place to live for 30-60 days. The transition to in-community housing is not always easy. Often, when people discharge from Western State, they have no place to go and no one to help them navigate the system to receive their benefits. While in Unit 9, Bridgeways staff helps individuals access their benefits and find permanent housing. With help from the Glaser Foundation, we provided more than 1,000 bed nights to almost 30 clients.

## Manufacturing Services

Bridgeways Manufacturing Services Division provides a range of employment opportunities for adults with severe and persistent mental illness who have significant barriers to integrated employment. We also take referrals from other mental health providers in Snohomish County.

Our production shop offers mechanical assembly work for disabled individuals who are work-ready and who show aptitude and interest in production work. Training and certification is furnished in mechanical assembly, bonding, blueprint reading, AS9100 Quality Systems and other aspects of production work. All workers earn at least minimum wage and receive vacation and sick leave benefits based on hours worked.

Bridgeways provides a safe and thriving work environment where employees can experience success. Some find Bridgeways to be a perfect long-term employment option, while others use the experience and training they receive as a means to move into community employment.

## Manufacturing Accomplishments

New AS9100 Compliant Quality System

- New documentation, including our procedures and quality manual
- New forms
- Controlled work orders
- AS9100 training provided to all manufacturing staff, including executive management

New Ventilation System

- Significantly reduces fumes & odors from bonding and cleaning operations in Boeing Main, General Tool and the Tool Crib during daily manufacturing activities
- Provided Manufacturing with two down-draft tables

Tool Crib Setup Complete and Fully Operational

- Construction completed
- Paint hood refurbishment program started
- Air hose sorting program also part of the Tool Crib contract

Focus on Quality, Cost and Delivery

- Quality metrics for supplier non-conformance notifications and internal non-conformance reports have improved significantly, and the results of our monthly quality reviews are now posted publicly in manufacturing
- Cost, as measured by productivity and efficiency metrics, has significantly improved
- Delivery continues to improve with the addition of the Planner and Driver positions, the implementation of production status boards, and cross-training among various production lines



### Referrals

Western State Hospital  
 Evaluation & treatment programs  
 Local hospitals  
 Department of Corrections  
 Human Service Providers

### Clinical Services & Activities

Psychiatric assessments  
 Intensive case management services  
 Medication monitoring  
 Psychosocial education  
 Support Groups  
 Pre-vocational training  
 Employment assistance  
 Housing assistance  
 Life skills training  
 Group and individual therapeutic experiences

### Drop In Center

Two nutritious meals per day  
 Socialization  
 Activities  
 Support Group  
 Education & Information Center

### Emergency Shelter

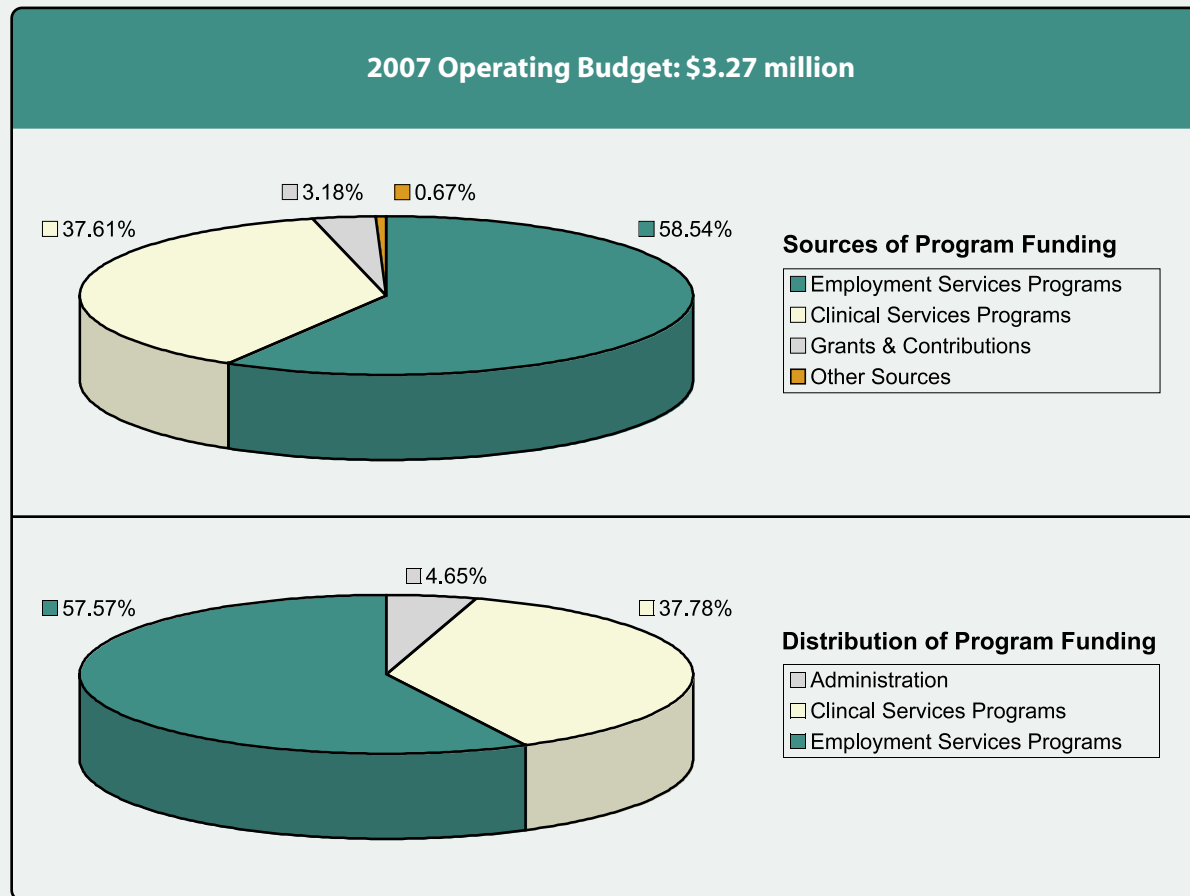
Up to 7 individuals  
 28 – 60 days

### Permanent Housing

Deposit  
 Rent voucher  
 Rent subsidies  
 Furnishings, Start up package

### Employment Services

Bridgeways Sheltered Workshop



“Bridgeways successfully fills vital needs in the community by providing crucial housing and supports for at-risk clients.”

Seth Dawson, Human Services Lobbyist  
& Legislative Analyst

# Thank You to our Donors and Friends



## Donors

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## Prestigious Donor Major Gift

Idamae Schack

## Sponsors

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Design services for Bridgeways  
2007 Annual Report donated  
by Key Design Group

*"During Christmas 2006, we saw an article in the Everett Herald about Bridgeways and wondered if this might be the agency that could help our adult son transition to independent living. It was. From the initial meeting, we found staff who treat people as individuals and with respect. As our son walks that fragile path of mental illness, he now has a partner in Bridgeways working with him, helping him with life stresses and celebrating his accomplishments. Less than a year later, he is living on his own and visiting Bridgeways weekly for support. This has been a great relief for us to watch him take steps that seemed impossible only a brief time ago. We are very grateful to Bridgeways and the services it provides."*

*Gary and Maria Kirchberger*



Anthony Zuiker  
Creator of CSI



## Bridgeways 2nd Annual Fundraising Event – October 16th Gala Dinner And Auction

### With Guest Keynote Speaker Anthony Zuiker Creator Of Television Hit Series *CSI*

Please join us on October 16th for Bridgeways 2nd Annual Fundraising Event. This evening promises to be a remarkable evening that includes an elegant dinner, live auction and a pre-event (Meet and Greet) with Anthony Zuiker. The event will also host a reception following. The event will be held at the Everett Event Center in the Grand Ballroom.

Anthony Zuiker, Creator of television hit series *CSI: Crime Scene Investigation*, *CSI: Miami* and *CSI: NY*, will be this year's guest keynote speaker. Get a glimpse of what goes on behind the scenes in Hollywood; hear about Anthony's journey; his interest in mental health issues and particularly how these issues relate to his new upcoming series.

#### Auction Items Include

- Walk on part for an upcoming *CSI* episode
- Lunch for two with Anthony Zuiker
- A day touring all three sets of *CSI*
- Each include airfare, transportation and lodging at the Hilton Universal
- Other auction items include *CSI* signed scripts, posters, DVDs and autographed costumes along with other items

**Watch for your invitation – tickets will go fast...  
We hope to see you there!**

**Contact** Virginia Sprague at (425) 512-8213

