

BRIDGEWAY



Annual Report

July 1, 2020- June 30, 2021

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Message from the CEO

The talented and dedicated staff of Bridgeway can take great pride in their efforts and solutions put forth over this most challenging year. We have all experienced some of the most difficult days in our personal lives and work lives these past many months. The COVID-19 pandemic has presented dramatic ups and downs and twists and turns and the Bridgeway staff have dealt with it head on and with tremendous courage and commitment to service.

We managed to keep staff and people we serve relatively well and safe, and continued providing vital services with great creativity. In addition, we successfully implemented a new electronic health record, Streamline Smartcare. Countless intensive hours of effort were spent by a wide array of staff. Bridgeway also stepped up to the challenge to perform exceptionally well with a virtual CARF accreditation survey, resulting in many citations of exemplary conformance to standards and a 3-year accreditation.

Bridgeway has performed very well financially despite the downturns of the pandemic. Bridgeway's financial position is in excellent standing and we are poised for continuing success in the next fiscal year. Congratulations to the Bridgeway team on the work done well and thank you!

-Bill Nelson



Introduction

Bridgeway Inc. envisions a world where people live to their full potential. The mission of Bridgeway Inc. is "Creating Solutions for Everyone." At Bridgeway, we have an extensive history of being creative and innovative in every service that we provide. We focus on the most innovative and cost-effective methods for problem-solving in partnership with our consumers. When people look to Bridgeway for help, they are looking for someone to help them solve their life's problems. Meeting the needs of our consumers, and everyone we work with is our goal.

Bridgeway embraces diversity and does not discriminate against any person for any reason. Our primary focus is on the needs and desires of the individuals served, the development of innovative ways to achieve consumer goals, the quality of life for those we serve, and the removal of barriers that hinder access to services and the continuous enhancement of the quality of our services.

Values

- Person-Centered Quality Services
- Dignity, Respect, Diversity
- Empowerment, Choice & Personal Growth
- Accessibility & Flexibility of Services
- Community Partnerships

Principles

- Focus on Solutions
- Keep It Simple
- Strive for Excellence
- Enhance Efficiency
- Enjoy the Process
- Celebrate Outcomes

Highlights

Individuals Served in Each Program			
Community Day Services	140	Outpatient Mental Health/Psychiatric	3,500
Community Employment (IPS)	402	Prevention Services	2,611
Community Housing and Supported Living	74	Recovery-Oriented System of Care (ROSC)	281
Community Support Services	151	Substance Use Services	900
Mobile Crisis/SASS	967	Supported&Supervised Community Living	105
Organizational Employment Training	67	Youth Empowerment Services	69

Total Individuals Served: 9,267



1 / No Stoppage of Services

Throughout the entirety of the pandemic, no Bridgeway services were stopped. There were some alterations to programs, such as implementing telehealth services or other electronic mediums, however, Bridgeway was able to maintain all of its services.



2 / Achievement of Another CARF Accreditation

Bridgeway has been accredited by CARF (Commission on Accreditation of Rehabilitation Facilities) for more than five decades. In November 2020, Bridgeway successfully achieved another 3-year CARF Accreditation, which is the gold standard for organizations that provide disability and behavioral health services and are seeking to improve their image and provide high-quality treatments within their communities.



3 / Community Employment Services

Community Employment produced 306 total job starts for people with disabilities and developed 1,818 employer contacts throughout year to promote employment for people with disabilities.

Highlights



4/ Streamline Smartcare

This year, Bridgeway switched its electronic health record from Cerner to Streamline SmartCare, a cloud-based healthcare platform. SmartCare services provide caregiver and client management, scheduling, point-of-care, back-office operations, business intelligence and analytics all in one solution.



5 / Mobile Crisis Response

The Mobile Crisis Response team conducted 1,002 crisis evaluations from July 1, 2020 – June 30, 2021. Of these requests, 967 consumers were screened in crisis. Of those, 676 were adults and 291 were children and adolescents.



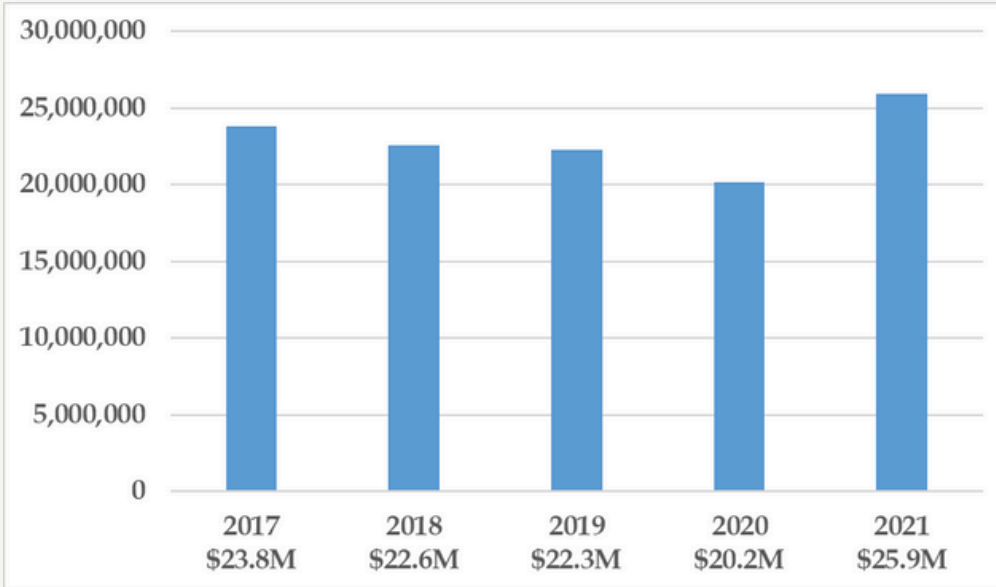
6 / Affirmative Business New Contracts

For FY21, Affirmative Business added 37 new contracts. These contracts encompass a wide range of new projects for new and existing customers. Some of the notably significant contracts include:

- **Taylor**
 - New kitting project creating a candy dispenser for McDonald's McFlurry machines
- **Walmart**
 - Selected RV Air Filters to be carried in 2,985 stores
- **US Doodles**
 - New customer that purchased 4,200 pounds of green packaging materials
- **International Paper**
 - First business back since COVID
 - Folding 189,000 units of corrugated pads
- **IPPINKA**
 - designated Bridgeway as their primary warehouse for returns

Financial

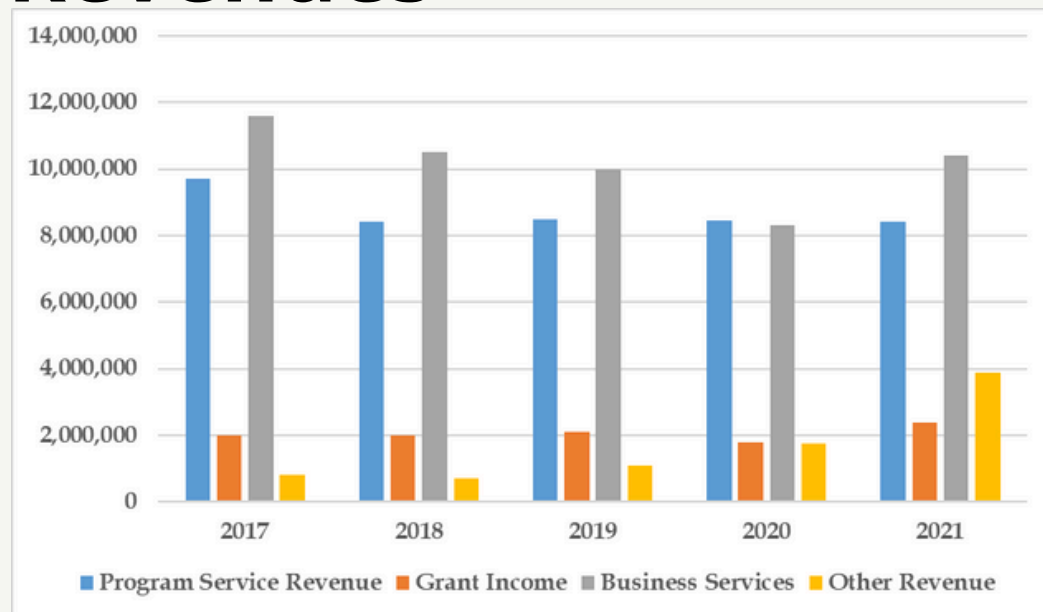
Total Revenue



Total revenues for FY 2021 were \$25.9 million, which was a \$5.6M increase from FY 2020.

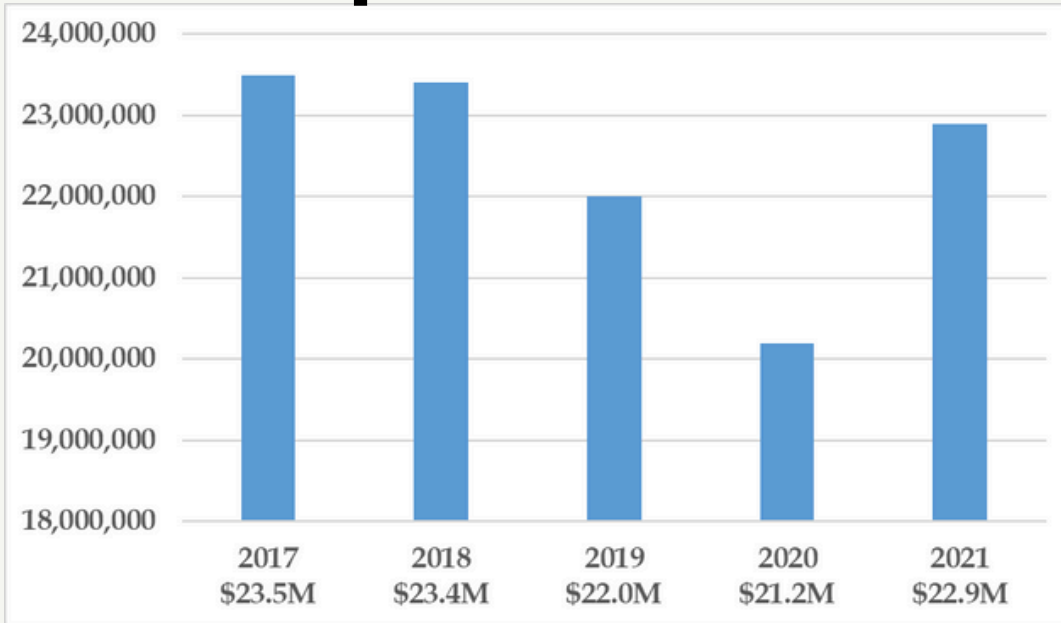
Grant income was up approximately \$1M due to more state funding and new COVID funding. Other revenues were up \$2.3M mainly due to the PPP loan forgiveness.

Revenues



Financial

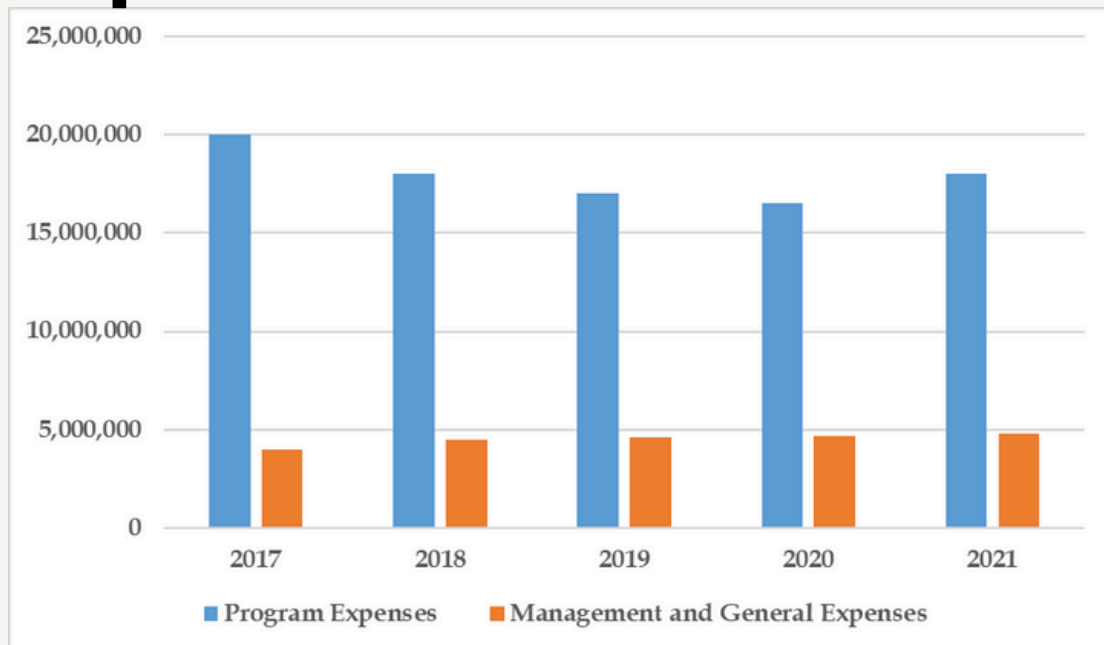
Total Expenses



Total expenses were \$22.9M, which increased from FY 2020. The overall increase in expenses for FY 2021 was expected with the increase in program-related revenues. The majority of the increase in expenses was in salaries and related benefits which increased about \$1.5M in FY2021.

Expenses

This graph shows the ratio of program expenses to management/general expenses. A good rule of thumb is to maintain management/general expenses at 20% or less of total expenses. Bridgeway Inc. has consistently maintained a 15-19% ratio over a 5-year period. This shows that 82 cents of every dollar goes into direct programming.



Consumer Satisfaction Data

Bridgeway conducts a twice yearly consumer satisfaction survey to analyze and improve services for its consumers. For FY21, there were 830 surveys submitted. The table below depicts three questions that were asked of every program and represent the "somewhat" and "strongly" agree answers.

96.6%	The staff are courteous and helpful.
92.4%	I would recommend Bridgeway to a friend.
94.6%	I am satisfied with the overall quality of services.

Featured Comments

- "It's been lifesaving!" (Mental Health Services)
- "It is a great place and I've really improved." (Mental Health Services)
- "Living here is the best thing to happen to me." (Community Housing-Disability Services)
- "I couldn't have gotten my job without the encouragement and support. I appreciate the support." (Community Employment Services)



We thank you for your continued support in our efforts to create solutions for everyone.

Contact

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