Providing extraordinary, compassionate care for those who suffer from mental illness requires a talented staff with many skills. One of the most important is active listening, which requires understanding needs and responding in an appropriate and timely manner. Active listening is a hallmark of the Natchaug Hospital team, and it supports the two tenets in our philosophy of health care: that a person’s journey through the health care system should be as smooth as possible, and that people should be able to receive the care they need as close to home as possible.

We’ve done a lot of active listening this year, including having our Board of Directors and senior staff make regular visits to each of our 15 programs so we can listen to patients, their families and the staff who provide their direct care.

In response to identified needs, we have launched two new programs. In our Putnam and Mansfield locations, and soon to be offered in Vernon and Groton, we are offering a state-of-the-art medication called Suboxone (buprenorphine), which suppresses symptoms of opioid withdrawal and decreases cravings, making it possible for patients to recover at home rather than in the hospital. Second, knowing that it can be difficult for adults who work during the day to find appropriate, convenient treatment, we are now offering evening programs in Mansfield and Groton.

Parents and children will have faster access to the near-home extraordinary care they have learned to expect at Natchaug.

Our Board and staff continue to support local, state and national advocacy efforts to provide payment for mental health services on the same basis as payment for general health services. We know that having a mental health disorder can be as serious as having cancer or suffering from heart disease. Yet, many who suffer from mental health conditions don’t seek treatment because they lack insurance, or their insurance excludes their condition or puts limits on their treatment. In the same vein, we continue to be active in the Chamber of Commerce of Eastern Connecticut’s Healthcare Council, an effort that improves our collective ability to ensure that all people have insurance coverage.

Through actively listening to parents and healthcare providers, and by joining with volunteers from the community, we are expanding our inpatient program for children. This will eliminate long waits in the emergency rooms of our region’s general hospitals, or referrals out of the region. Parents and children will have faster access to the near-home extraordinary care they have learned to expect at Natchaug.

In each of our current and future endeavors, it is our intent to continue to listen, hear, and respond to the behavioral health needs of the Natchaug “community.”
Extraordinary Care
Members of Natchaug’s inpatient program staff are directly involved in planning for the expansion and renovation of their units. Brenda Hardley (center), Clinical Program Coordinator of the Child & Adolescent Unit, makes a point to Tecton architect Robert Amatuli, with Karen Dyson, Nurse Manager for the Child & Adolescent Unit.

Students from 85 local communities participated in Natchaug’s 10-site network special education program this past year. Reducing the time students spend on buses was the catalyst for opening Natchaug’s first satellite program, the Montville Joshua Center, in 1990.
in-patient care...

Why would such an adorable, happy boy be in Natchaug Hospital’s inpatient psychiatric unit? In this case, it’s because his family allowed him to model for our photograph.

But children like him arrive at Natchaug every year for intensive treatment of acute psychiatric illnesses. Most often, they come by ambulance from the emergency department of a general hospital, where conditions such as brain injury or diabetes were ruled out as the cause of their behavior.

In the adolescent unit, almost every chart begins: “brought to ED after suicide attempt.” Who could have known that the withdrawn behavior, anxiety, or anger over something parents considered trivial was anything other than normal teenage angst?

In one case, a grandmother recognized that her grandson’s pressured speech and flight of ideas were not normal. In another case, it was the teacher who picked up on a student’s delusional thinking and hallucinations. In yet another, parents’ concern about their son’s agitation, excessive speech and poor judgment lead them to realize he also was not sleeping.

Today we have a boy whose bones and skin have healed from the horrific car accident that killed others in his family, but whose aggressive behaviors signal that he’s having a hard time dealing with the mental trauma.

We are helping a little girl who ran away from her school and into traffic, then sat down on the curb crying, laughing, shouting… cycling through intense emotions and seemingly communicating with an internal voice.

It amazes kids, and their parents, that they are not alone in their struggles. Natchaug’s dedicated, compassionate staff works with each family to help them find their way to recovery. Clinical teams review each client’s progress at least three times every day. How did they sleep? What did they eat? Were they able to concentrate in class? How did they get along with others? Is there evidence of unwanted side effects to medications? What did they say about themselves? Are they making progress?

This attention comes from a deeply caring place in the heart of every Natchaug staff member. Extraordinary care, every day.

On-Site to present *Values In Action* recognition to School Principal Woody Crowley (center) are, from left: Board Chairman Dr. Raymond Johnson, Natchaug President & CEO Dr. Stephen Larcen, and the two Deborah Tennant-Zinewicz staff who nominated Crowley, Kathy Mikna and Ann Baker. Members of Natchaug’s Board of Directors visit each of the hospital’s 15 programs twice each year.

Excellence in Education: Nine Natchaug Hospital educators were recognized by the Connecticut Association of Private Special Education Facilities, each receiving a Golden Apple for their contributions. Scot Haney from WFSB presented the awards to June Mathieu, Kim Boutin, David Heg, Amy Burris, Anita Powers, Brian Hickey, Daun Nagan, Rose Joyner and Maureen Strickett. (Photo courtesy of Susan Gauthier)
NAMI Walks for the Mind of America 2007 saw a great turn out, despite the rain. Natchaug's team included, from left: Dr. Sue Jacobson, Ellen Buffington, RN, Dr. Stephen Larcen, Don Buffington, Gary Zimmer, Lilli Rhodes, Sue Martin, and Dr. Craig Martin. Photo by team captain, Karen Zimmer, RN.

Journey House, Natchaug’s residential treatment program for girls, celebrated its second anniversary in July 2006. Johnathan Simpson, MA, was appointed Director in May 2007. More than 30 girls have benefited from treatment since its founding.
Day treatment...

Time. It takes time for the pain of an illness to cause a person to seek help. Finding the time to get treatment for mental illnesses and addictions, while still holding down a job, raising a family or going to school, can be a challenge. This is where Natchaug Hospitals’ network of community-based partial hospital and intensive outpatient treatment programs comes in.

For children and teens, the hospital deploys a fleet of over 35 vans to virtually every school in Eastern Connecticut, bringing the kids to one of its six programs* for several hours of treatment each day after school and during school vacations.

For adults, Natchaug offers treatment during the mornings in Groton, Mansfield, Putnam and Vernon. Evening hours were added to the Mansfield and Groton programs this year.

Key to these treatment programs is each individual’s treatment plan and goals. In group therapy, people learn they are not alone, how they come across to others, and how to build on their successes. Those addicted to opioids benefit from Suboxone treatment, which allows them to recover from their underlying mental disorders and from their addictions.

Recovery from brain diseases and the many social and emotional disorders people of all ages struggle with is different from recovery from a broken bone.

Recovery in Natchaug programs demands change. Recovery is a progression to a new developmental level, a new understanding of who you are and what you need to do to sustain a healthy, independent life.

*Mt. Sinai, Enfield, Groton, Mansfield, Montville, Norwich.

 Dialogue with Legislative Leaders: Among legislators participating in a briefing at Natchaug are, from left: Representatives Kevin Ryan, Walter Pawelkiewicz, Denise Merrill, Betsy Ritter, and Ed Jutila. Also on hand: Representative Bryan Hurlburt, and Senator Andrea Stillman. Discussions included the impact of State funding on inpatient psychiatric services, the status of teens in the judicial system, and a progress report on Natchaug’s Journey House residential treatment program for girls.

Mental Health Month Gets Boost. Natchaug Hospital President & CEO, Stephen Larcen, Ph.D., elected to a term on the Board of Trustees of the National Association of Psychiatric Health Systems, thanks Congressman Patrick Kennedy (D-RI) for his advocacy on behalf of mental health and addictions treatment.
Universal Health Care was the topic at a Chamber of Commerce of Eastern Connecticut breakfast. Moderated by Natchaug Program Director Peter DeRosa, far right, participants included, from left: Chamber President Tony Sheridan, businessman Howard Stillman, and Speaker of the House James Amann.
The stigma associated with mental illness makes it unlikely that people are telling their friends and co-workers about their treatment at Natchaug. But we do hear from our successes.

“I was a patient there both on the Adolescent and Adult Units. I also attended The Joshua Center School Program in 1994. I just wanted to thank Natchaug Hospital for giving me that chance in life and to let you know that your programs do work. I am stable now, and have a full-time job. You saved my life at a time when I needed it the most. I was a difficult patient, but lead a happy and productive life now. If there is anything I can do for your programs, let me know. Thank you, EB”

“The Joshua Center has been a real help to me, they have taught me to cope with my depression, through the clinical groups where we can all talk about what is happening in our lives. I like the people here, all of them. I love having other kids to talk to. We can all relate to each other in one way or another and the things each of us has gone through. I have enjoyed my time here. I feel a lot better about myself and where I am going in my life and a lot of the thanks should go to the Joshua Center and the people here who have helped me get my life together again. I will be sorry to leave the great people here but I realize that when I leave and move on in my life, what they have taught me, I will carry with me for the rest of my life”. SB, 14

One in Four: Key to Jessica Lowney’s presentation at Natchaug’s 2006 Annual Reception was her surprise at learning that one in four people will experience a mental illness in their lifetime, a fact she discovered while preparing research for the 2006 BrainDance awards competition. Representative Walter Pawelkiewicz and Senator Edith Prague join in presenting Jessica with an Official Citation from Connecticut’s General Assembly, recognizing her achievement as first-place winner of the 2006 BrainDance competition, which will help stamp out the stigma associated with mental illness.
True to its traditions of active listening and responding to community need, Natchaug devoted considerable time this past year to researching the emerging need for more inpatient beds for children arriving in emergency departments who need inpatient care for acute psychiatric illnesses. While Natchaug Hospital meets most of the community need, there are peak periods when we do not have a bed and the child is held overnight or longer in the referring hospital, or is referred to a facility far from home.

Based on input from providers throughout the region, Natchaug developed a plan for the expansion and reconfiguration of our inpatient child and adolescent program.

A key goal in Natchaug’s plan is maintaining our small-group program model, which ensures children receive the individual attention necessary to their recovery.

Our seven-year old facility will remain largely intact, with only two adolescent private rooms needing to be relocated to make room for a new wing that will extend off the back of the current adolescent unit. The new wing will include five private rooms, an activity/group therapy room, an on-unit office for therapists, two bathrooms, an on-unit storage area, a work station for clinicians, and a relocated laundry facility. We will also reconfigure the nursing station to accommodate the increased unit capacity. During these renovations we will also enhance our inpatient adult unit with the addition of a larger group therapy room, additional on-unit offices for therapists, and make improvements to the nursing station.

This expansion of our program will afford children and adolescents faster access to inpatient care, closer to their home.
"The Crisis Team at L&M does a great job, but if the patient needs to be admitted to a mental health care facility, often they need to wait in the ER, due to a shortage of beds for these patients in Connecticut. Sometimes they need to stay in the L&M ER for days, until a bed in such a facility is available. It makes sense at this time to build on a proven program such as Natchaug."

Bernard A. Giserman MD, Chairman, Department of Pediatrics, Lawrence & Memorial Hospital

"It's tough having kids in the ER. Emergency rooms can be chaotic places, and that's hard for kids who are not doing well to start with. We provide competent and caring emergency care…but we cannot provide the acute psychiatric treatment that children need. We believe that this expansion is needed and will make a real difference."

Gregory Shangold, MD, Interim Director, Emergency Services, Windham Community Memorial Hospital

THANK YOU

Even before the official launch of our fundraising campaign to expand and reconfigure Natchaug's child and adolescent inpatient unit, early supporters include:

SBM Charitable Foundation, $15,000
Community Foundation of Southeastern CT, $15,000
Pfizer Global Research & Development, $10,000
Board and staff, more than $100,000

CAMPAIGN LEADERSHIP

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Hallie Wilson, University of Connecticut Foundation
Cathy Walton, Care Plus
Karen Zimmer, Natchaug Hospital
The Mission of Natchaug Hospital

is to provide a continuum of accessible, community-based services for those suffering from psychiatric illness and chemical dependency with a commitment to the dignity and privacy of our patients, empowering them to participate in their own care and recovery.

Vision

Helping People Find Their Way

Natchaug Hospital’s mission and vision are grounded in six core values:

Compassion: We care about each person as if they were family, guiding them to understand and manage their illness and health.

Teamwork: We actively collaborate with our fellow staff, knowing that each of us brings a special set of skills and experience that, when combined, raises the quality of care beyond the level any individual alone can achieve.

Respect: We respect every client and co-worker, embracing their inherent worth and uniqueness, and acknowledging the dignity of each.

Empowerment: We encourage consumers to exercise their right to participate in their treatment and recovery, knowing that by this participation they will determine the course of their lives.

Education: We advocate developing the ability to learn as fundamental to acquiring the knowledge and skills that will enable people to achieve their full potential to lead productive lives. We encourage consumer education and professional development as contributing to our mutual understanding and the continuous improvement of Natchaug Hospital’s quality of care.

Quality: We continuously pursue opportunities to improve the quality of care we provide, the environment of care and every factor that affects our ability to fulfill our mission.

Natchaug Hospital, Inc. is a private nonprofit 501(c)(3) organization and an affiliate of Hartford HealthCare, governed by an all-volunteer Board of Directors that is composed of representatives from the communities Natchaug Hospital serves.
Financials

Assets

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<tr>
<th>September 30</th>
<th>2006</th>
<th>2005</th>
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<tr>
<td>Accounts Receivable</td>
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<td>Other Current Assets</td>
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<td>555,714</td>
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<td>Net property, plant &amp; equipment</td>
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<td>10,366,102</td>
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<tr>
<td>Other assets</td>
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18,322,217 18,678,756

Liabilities & Net Assets

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<tr>
<th>September 30</th>
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<td>Total long-term Liabilities</td>
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<td>Long-term debt</td>
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<td>Net Assets:</td>
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<tr>
<td>Unrestricted</td>
<td>7,907,171</td>
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<tr>
<td>Restricted</td>
<td>107,577</td>
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8,014,748 7,805,655

Statement of Operations

During FY 2006 the Hospital realized net income of $101,394 on net revenues of $33.8 million. Some highlights from this year's operations:

- Inpatient and residential services remained comparable to the previous year while the Hospital's ambulatory programs continued to see growth.
- During the year the Hospital successfully renegotiated most of its commercial managed care contracts, realizing reimbursement at rates more closely approximating its cost structure. State reimbursement remained below our costs. Increased reimbursement rates and overall volume increased combined to generate an 8% increase in net revenues over the prior year.
- Personnel costs continue to be the most significant financial challenge as a result of ongoing shortages in many clinical specialties, particularly nursing. Management continues to implement new methods of monitoring staff scheduling as well as strategies to enhance recruitment and retention efforts.
- The Hospital has been able to invest significant resources into technologies and procedures aimed at improving the quality of care and safety of our client populations.

It is with continued generous community support that the Hospital has been able to direct its operational resources into program expansion and enhancement and still invest significant funds received through charitable contributions into physical enhancements at our many program locations. During the year the Hospital was able to complete renovations to program facilities including modernization of adult program locations, and the addition of recreational facilities at several of our adolescent programs.

Revenues | $33,756,589

Expenses | $33,655,195

Admissions

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<tr>
<th></th>
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Donors

Thank You.. Natchaug Hospital is profoundly grateful to the following individuals, businesses and foundations for their generous pledges and contributions during the past year. Their support strengthens and expands programs that help people recover from a myriad of behavioral health challenges.

**Founder's Circle**
Drs. George & Carol A. Little

**Leadership Gifts**
Community Foundation of Southeastern Connecticut
Mr. and Mrs. Pedro Johnson
Stephen W. Larcen & Susan Graham
Julia J. & Carl W. Lindquist, MD
Dr. & Mrs. Craig Martin
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Priscilla Williamson
Margaret S. Wilson
Mr. & Mrs. Robert Wilson, Sr.
Windham Middle School NJHS
Richard A. Zitkus
Nursing

UConn nursing student Rebeca Genn, on the children’s unit with Gwen Mund, RN, is one of many who come to Natchaug for regular “psych rotations.” Providing hands-on training in psychiatric nursing is one way in which Natchaug addresses the local impact of the national nursing shortage.

Quality Improvement

Quality improvement initiatives are in process throughout Natchaug’s operations. Far left, Dianne Welch, RN, MSN, Director of Quality Improvement, meets with Director of Nursing, Lakisha Hyatt, MSN, RN, and Director of Infection Control, Mary Ewing, RN, ICP.

Safety: Advances through technology

Advances in medications for treatment of mental illnesses are literally giving people their lives back, allowing them to return to work, school, and full lives in their communities. When people experience acute episodes of psychiatric illness, however, they are also often struggling with other complex health issues. Managing the mix of medications is a safety issue. To help manage this process and provide an extra measure of safety to its patients, Natchaug Hospital purchased an Omnicell medication-dispensing device, which is used in conjunction with a pharmacy order reviewing and processing system and an electronic nursing medication administration record. The investment, unusual for a stand-alone facility of Natchaug’s size, allows nurses and pharmacists to spend more time talking with patients, providing education on medication management and assessing the effectiveness of particular medications.

Jose Scarpa, RPh, Director of Natchaug Hospital’s Pharmacy with one of the new Omnicell units
Natchaug Hospital
189 Storrs Road
PO Box 260
Mansfield Center, CT 06250-0260
860-456-1311 or 800-426-7792

Natchaug Accreditation and Licensure:

Natchaug Hospital is accredited by the Joint Commission and is an affiliate of Hartford HealthCare. Natchaug Hospital is licensed by the State of Connecticut, and its special education programs are approved by the Bureau of Special Education.

Natchaug Hospital, Inc. is a private nonprofit 501(c)(3) organization and an affiliate of Hartford HealthCare, governed by an all-volunteer Board of Directors that is composed of representatives from the communities Natchaug Hospital serves. A significant portion of the Hospital’s facilities and needed program equipment is funded by private contributions.

Natchaug Hospital participates in most insurance and managed care programs and is approved by Medicaid and Medicare.