Mission and Values

The Mission of Natchaug Hospital is to provide a continuum of accessible, community-based services for those living with psychiatric illness, chemical dependency, or emotional and related educational disabilities with a commitment to the dignity and privacy of those needing services, empowering them to participate in their own care, education and recovery.1

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.

Board of Directors

Chairman
Raymond B. Johnson, M.D.
Pfizer Global Research & Development, Retired

Vice Chair
Antoinette Ellzey, APRN
Practice of Michael Keenan, M.D., Retired

Secretary
Rev. Laurence A. M. LaPointe
Eastern Connecticut State University

Treasurer
Michael G. Pallein, CPA
Certified Public Accountant, Willimantic

William E. Anderson, Jr.
Savings Institute Bank & Trust

Angela V. Arnold*
CorePlus Credit Union

Kimberly A. Colfer, Esq.
Office of Public Defender

Karla Harbin Fox, Esq.
University of Connecticut

Pedro J. Johnson
Mashantucket Pequot Tribal Nation, Retired

George A. Little, M.D.**
Dartmouth-Hitchcock Medical Center

Colin K. Rice
Nutmeg Broadcasting Company

Edward S. Sawicki, M.D.
Internist

Leila M. Shepard
The Center for Work & Family

Carol A. Wiggins, Ph.D.
University of Connecticut, Retired

Harriotte W. Wilson
University of Connecticut Foundation

* Completing term June 2008
** Transitioning to Director Emeritus, June 2008

Natchaug Accreditation and Licensure

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

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

Natchaug Hospital is a private non-profit 501(c)(3) organization 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 program equipment is funded by private contributions.

1 The Natchaug Hospital Mission Statement was modified this year to reflect our commitment to recovery and to include our school programs.
Extraordinary Care

Compassion
Teamwork
Respect
Empowerment
Education
Quality

Natchaug

Children in photos are volunteer models.
Answering the Need...

The need for improved access to mental health services is a nation-wide challenge which Natchaug Hospital continues to answer.

We continue to strive to address emerging community needs on a financially sound basis. While this may seem remarkable in today’s health care sector, it is a testimony to the extremely capable and dedicated staff of Natchaug Hospital and the support of our community.

During the past year we opened a new wing on our child and adolescent inpatient program, an initiative which responds to the need of our general hospitals for relief from the increasing number of young people arriving in emergency departments in acute psychiatric distress. Julia and Dr. Carl Lindquist have provided remarkable leadership with the Extraordinary Care Appeal, generating crucial financial support for this project from the community. In its first three months of operation, this expanded program has supported a 24% increase in pediatric and adolescent admissions.

More than half of the people under the care of Natchaug Hospital receive treatment in our expanded community-based outpatient programs. We launched a new intensive in-home program in New London County to support court-referred youth and other young clients and their families. Adults with daytime responsibilities of work and/or college are now able to receive treatment through Natchaug’s expanded evening outpatient behavioral health treatment programs in Groton, Mansfield, Putnam and Vernon. Additionally, our Enfield Joshua Center will answer the need for expanding school and after-school programs with a newly leased facility this summer.

Looking ahead, Natchaug is addressing the ever-increasing demand for clinical health care professionals by hosting more than 40 nursing, pharmacy, psychology and social work students for their behavioral health internships this year.

These answers to emerging community needs are guided by Natchaug Hospitals all-volunteer Board of Directors, which is welcoming a new member this year: William Anderson, Jr. This year also marks the milestone transition of Dr. George A. Little, in his 54th year with the hospital and his 31st year of service on our current Board. We have been fortunate to have had George’s sustained participation and support throughout this time. We look forward to his continued involvement with Natchaug Hospital as a Director Emeritus, maintaining an uninterrupted legacy with the Little family.

We are proud of our dedicated staff and their answers to the needs of our community, and we look forward with confidence as we continue our commitment to caring for people living with mental illness, substance abuse and special education needs. Always foremost in our minds is our vision of “helping people find their way.”

Raymond B. Johnson, M.D.
Chairman, Natchaug Hospital
Board of Directors

(Photos by Riley Johnson commemorating Dr. Johnson’s receipt of the 2008 Lifetime Achievement Award from the African-American Affairs Commission)
10 years with Hartford HealthCare

This year marks the first decade of Natchaug Hospital's affiliation with Hartford Healthcare, the parent of Hartford Hospital. Triggered in part by the nation-wide expansion of managed care, the formal affiliation in 1998 brought Natchaug into the larger Hartford HealthCare system. The 1998 investment of $4 million in Natchaug Hospital by Hartford HealthCare supported the construction in 2000 of new state-of-the-art inpatient treatment areas and the conversion and renovation of former inpatient areas into an expanded outpatient program and administrative support space. There have been many benefits to this decade of affiliation with Hartford HealthCare. For example:

- The affiliation improved Natchaug's contract negotiating position with managed care organizations and suppliers.
- Clients benefit from improved communication and quicker transfers between the various affiliated treatment programs at the Institute of Living and Rushford Center.
- Technical assistance with communications technology, critically important for Natchaug's multi-site network of programs, is an on-going benefit of the affiliation.
- Hartford HealthCare's support with this year's implementation of MediWare, a key piece of the Patient Safety Initiative component of Natchaug's Commitment to Caring, made possible this sophisticated pharmacy management and electronic medication record program.
- Natchaug's longstanding relationship with the Windham Hospital lab was enhanced with real-time reporting of results to our clinical team.

From the perspective of 2008, we look back and thank the leaders at both Natchaug Hospital and Hartford HealthCare for their vision, which has clearly improved access to behavioral health care in Connecticut.
Answering the Need...  
...for In-Home Services

Natchaug Hospital answered a Court Support Services Division (CSSD) need to provide Intensive In-Home Child and Adolescent Psychiatric Services (IICAPS) for youngsters in New London County. IICAPS is an innovative program developed by the Yale Child Study Center where clinicians, overseen by a child psychiatrist, work directly with the child and family within the home, providing several hours per week of individualized treatment based on a comprehensive assessment. The typical family receives services for about six months, though many families participate for longer periods. Each team can serve up to eight youngsters and families at a time. Although the primary source of referral will be the Juvenile Court, referrals from other providers are welcomed.

Teamwork

Natchaug Hospital psychiatrists provide care at group homes located in Mansfield and Lebanon (operated by Northeastern Center for Youth and Families) and Ledyard and Groton (operated by Noank Baptist Group Homes). These programs provide a small home-like intensive treatment setting that better integrate children in the local community. Natchaug psychiatrists also provide consultation and emergency room coverage at Windham Hospital, and New Perceptions/Right Turn programs in Willimantic and Danielson. 

Clients of Natchaug Hospital benefit from an experienced, highly skilled Medical Staff. Staff have specialized training and certification in adult and child psychiatry, family practice, addiction medicine, and advanced practice nursing. They coordinate coverage at all Natchaug sites in Connecticut and are present 24 hours a day, seven days a week, in the hospital. On hand for a group photo are, from left, seated: Leela Panoor, M.D.; Susan Grace, APRN; Pat Burke, APRN; Teodora Andrei, M.D. Standing, from left: Peter Sugerman, M.D.; Paul Pentz, M.D.; Stacy Cruess, Ph.D; Medical Director Craig Martin, M.D.; Bonnie Viens, M.D.; Peter Smith, M.D.; Rajesh Parekh, M.D.
...for Special Education

Where can students identified with emotional disturbance that interferes with their ability to learn in a regular classroom go to learn how to manage both their mental health disabilities and their academics? Close to 800 students each year benefit from the state-approved special education schools operated by Natchaug Hospital that incorporate clinical behavioral health care to meet this need.

For students whose emotional disturbance prevents them from succeeding in a traditional school environment, Natchaug Hospital’s Clinical Day Treatment school programs in Brooklyn, Enfield, Mansfield, Montville, Norwich and Windham can provide the key to academic success.

In addition to academic course work, CDT students participate in counseling and group therapy to learn problem solving and improve social skills in order to be successful in an educational environment. This June twelve students will be receiving high school diplomas. We celebrate this achievement, which may not have been accomplished without intervention from the Natchaug school programs.

For our inpatient school, most days include welcoming a young person who arrived (often by ambulance) the previous evening and preparing another student to be discharged from the hospital and return to his/her home school. The ability to learn is a critically important aspect of inpatient treatment. The interdisciplinary team includes teachers, educational assistants, nurses, physicians, therapists and mental health workers to assist students in progressing academically while benefiting from treatment for acute psychiatric needs.

...for Expanded Programs

Five years ago Natchaug opened a new Joshua Center in Enfield to address the need identified by providers in the area for a treatment alternative to serve adolescents who are experiencing social, emotional and behavioral health challenges. To support increased community access to our after-school and special school programs, the program will relocate to a nearby Enfield facility that will provide twice as much program space plus options for outdoor activities. Staff and clients are looking forward to three dedicated class rooms, three dedicated group rooms, a community room and improved private counseling areas for our therapists and physicians.

Answering the Need... for Leadership

Jill Bourbeau, Natchaug’s Director of School Programs, is in charge of nine school programs that enrolled 772 students this past year. Jill also serves as the President of the Connecticut Association of Private Special Education Facilities (CAPSEF). CAPSEF represents more than 40 state-approved special education programs in hospitals, residential treatment centers as well as day schools, often serving some of the state’s most challenging students. In addition to serving as the President of CAPSEF, Jill was elected Chairman of the Board of Education for the Franklin Public Schools.
Addressing the Need...
Commitment to Caring

...Our Core Values

We at Natchaug Hospital are deepening our dedication to the Core Values initiative, started five years ago, with an enhanced customer service initiative: Commitment to Caring through Core Values, which addresses the need to enrich and enliven the spirit of the hospital's Core Values in every aspect of our programs.

Over the past year, a team of staff members from throughout the hospital carefully considered which specific behaviors comprise each of our six Core Values: Compassion, Teamwork, Respect, Empowerment, Education, and Quality. This effort has become a booklet, *Commitment to Caring through Core Values*, to describe and support our enhanced customer service initiative. While writing the booklet, we asked the clients we treat and fellow employees for their thoughts.

Patient satisfaction surveys are one measurement tool that help assess the impact of this initiative. During this past year 3,383 clients participated in satisfaction surveys, giving an average score of 89 out of 100 for overall satisfaction; 91 percent of the participants indicated that Natchaug's staff is respectful.

“There are few words I can use to adequately describe my gratitude to you and your program...your service began with the concern I received at my initial intake and ended with the hugs and handshakes exchanged as I left...each and every staff member did their absolute best to assure that I was physically and environmentally comfortable. I felt the group programs were excellent. You have an excellent, caring program.”

- Adult, substance abuse treatment program

Natchaug Hospital’s Executive Team signs one of the Commitment to Caring posters, which will be displayed in the lobbies and program areas throughout Natchaug’s network. Standing (L-R): Janet Keown, Director of Human Resources; Paul Maloney, Chief Financial Officer; Dr. Craig Martin, Medical Director; Dr. David Klein, Vice President of Community Programs. Seated: Dr. Stephen Larcen, President & CEO; and Ellen Buffington, Vice President of Hospital Operations. Missing from photo: Lakisha Hyatt, Director of Nursing.
Patient Safety Initiative

One of the remarkable advances in the treatment of mental illness includes medications that correct chemical imbalances in the brain. Natchaug Hospital’s priority is to ensure that the most current information about doses, side effects and interactions is immediately available to our physicians, pharmacists and nurses.

Addressing the need to stay abreast of advances in medical technology, Natchaug implemented three systems to support our staff and enhance patient safety, reduce paperwork, and improve quality of care. The systems – OmniCell medication dispensing machine, WORX pharmacy system, and MediMar documentation system – work together to provide advanced clinical alerts such as drug interaction and dose range checks, electronic medication administration documentation, and automated dispensing of medication.

The systems interface with Natchaug’s electronic client records, and transmission of laboratory results from Windham Hospital in real time, to further improve patient safety. Technical support from the Information Systems Department of Hartford Hospital enabled us, a relatively small hospital operation, to implement this comprehensive, sophisticated resource and improve benefits to our clients, staff and the community.

...LEAN at Natchaug Hospital

The need to keep staff skills current was addressed in part through a grant from the Eastern CT Workforce Investment Board’s Incumbent Worker Training program. Twenty-five of Natchaug Hospital’s caregivers participated in LEAN training, a special program that is helping improve the quality of time we spend with clients and co-workers by creating a better working environment in which what is suppose to happen does happen, on time, every time.

The LEAN approach allows staff to spend more of their time caring for patients and improves the quality of care those patients receive. A LEAN organization values its employees and encourages their involvement in organizational initiatives to improve care. This, in turn, sustains hospital-wide quality improvements. During the first project employing LEAN analysis and techniques, the hospital improved a medication administration process for the inpatient program.
Four of Eastern Connecticut’s general hospitals hosted informational briefings on behalf of Natchaug Hospital’s *Extraordinary Care* fund-raising campaign. Discussions at these briefings touched on the many opportunities for health care providers to work together for improved services.

*Left:* Windham Hospital’s President Richard Brvenik, pictured here with Natchaug Board member Carol Wiggins, Ph.D. and Natchaug Board Chairman, Raymond Johnson, M.D., hosted three informational briefings on Natchaug’s program expansion for his Board, Medical Staff and the business community.

*Right:* Lawrence & Memorial Hospital President, Bruce Cummings, describes challenging situations his Emergency Department has been facing—situations the expanded Natchaug program will ameliorate.

*Above:* Norwich Pediatrician, Dr. Ravi Prakash, speaks in support of Natchaug Hospital’s program expansion during a breakfast briefing hosted by The William W. Backus Hospital and its President, Thomas Pipicelli.

*Above:* The breakfast briefing hosted by Day Kimball Hospital President & CEO, Robert Smanik, generated a welcome editorial endorsement of the project by the Norwich Bulletin. The Hartford Courant, The Day and Willimantic Chronicle also endorsed the project.

*Above:* Robert Amatuli of Tecton Architects points out site features to Dr. Stephen Larcen, Dr. Carl Lindquist and Julia Lindquist.
Local Needs, *Extraordinary Care*

An appeal for Natchaug Hospital

*Extraordinary things have happened this past year. A call for help was answered, extraordinarily!*

- Emergency Departments throughout our region were calling for more inpatient psychiatric beds for children and adolescents: Natchaug Hospital created them.
- Natchaug Hospital called for help financing the construction of a new wing onto the existing child and adolescent inpatient unit: the regional community answered. Extraordinarily!

Dedicated campaign leadership, determined contractors and unfailing support from the community combined to meet the goal of an expanded child and adolescent inpatient treatment program. The new wing, reconfigured nursing stations and expanded program space have already supported a 38 percent increase in pediatric admissions and 20 percent increase in adolescent admissions since welcoming the first clients in mid-January, in time to meet the seasonal increase in demand experienced every year between January and May.

We are deeply grateful to the community for helping Natchaug Hospital help more children and their families – quicker, and closer to home.

Below: Dr. Larcen listens as Rheo Brouillard, President and CEO of The Savings Institute, announces a pledge of $15,000 from the SI Foundation.

Dianne Kent representing People's United Bank at the October signing of a roof truss that would become part of the roof over the new adolescent inpatient program. The bank has pledged $25,000 to support the Appeal.

Above: Stephen W. Larcen, Ph.D. and Jane Bethoney, RN, receive a plaque and $10,000 donation in support of the Extraordinary Care Appeal from Liberty Bank Foundation representatives, Mary Waitte and Angela LaTour.
Representative Denise Merrill addresses guests at the October roof truss signing after she and other legislators were thanked for their leadership in securing $300,000 in state funding in support of expanding inpatient psychiatric care for children and adolescents.

Floyd Blair, JD, Deputy Commissioner of the Department of Children and Families (DCF), added his message of support and hope to the new adolescent inpatient wing roof truss. DCF is providing a $300,000 Cornerstone Grant for this project.

Dime Bank President, James Cronin, presents Natchaug Board Chairman, Dr. Raymond B. Johnson, with a $25,000 check from Dime Bank. With him are: Stephen W. Larcen, Ph.D. President & CEO, Natchaug Hospital, Carl Lindquist, M.D., Co-Chair, Extraordinary Care Appeal; Julia Lindquist, Co-Chair Extraordinary Care Appeal; Cheryl Calderado, Vice President, Dime Bank.

Senate President Pro Tempore Donald Williams, Jr., among the leaders supporting an allocation of state funding for Natchaug’s inpatient treatment program expansion, adds his signature and message to a roof truss that is now part of the roof over the adolescent unit.
Natchaug Hospital
2008 Annual Report

Appeal Co-Chairs
Julia J. and Carl W. Lindquist, M.D.

Steering Committee
Angela Arnold
Deb Walsh Bellingham
Pedro J. Johnson
Raymond B. Johnson, M.D.
Cathy Walton
Hallie Wilson
Karen Zimmer

Advisors and Volunteers
Cynthia Adams, Ph.D.
Timothy Bates, Esq.
Thomas & Kathy Borner
Richard Brvenik
Bruce Cummings
Ken DeLisa
Daniel R. Dennis, Jr.
Mary Lou DeVivo
Roberta Dwyer
Barbara & Andrew Gibson, Ph.D.
Robert Gillard
Sandy & Stanton Hale, M.D.
Kevin Kinsella
Robyn McCullough
Joan & Austin McGuigan, JD
Denise Merrill
David & Mary Patenaude
Thomas P. Pipicelli
Ken Przybysz
Jack Richie
Ryan Rose
Robert E. Smanik
William Satti
Stefan & Bernice Szafarek, DMD
Kevin Tubridy
William Turner
Mary Jo Wlodecki

Julia J. Lindquist and her husband, Carl W. Lindquist, M.D., Co-Chairs of Natchaug Hospital's Extraordinary Care Appeal, lead a group of dedicated volunteers on a remarkably successful fund-raising campaign that secured gifts and pledges from more than 300 donors, generating over 80 percent of the project costs. The campaign will continue until the remaining funds are raised.

Robyn McCullough, Vice President, NewAlliance Bank, presented Ellen Buffington, RNC, MSN, Natchaug VP of Hospital Operations, with the SBM Charitable Foundation’s second contribution to Natchaug’s Extraordinary Care Appeal, bringing their total of $33,000 into the Founder’s Circle. (Hospital founder Dr. Olga Little appears to be looking on via her portrait in the background).
Answering the Need...
...for Community Support

On behalf of the children who will benefit from the expansion of Natchaug Hospital's inpatient program, and their families, we thank the following for their early pledges of support for this project:

Cornerstone Grant
Connecticut Department of Children & Families

Founder's Circle
George Little, M.D.
Peridot Foundation
Pfizer Global Research & Development SBM Charitable Foundation, Inc.

Leadership Gift
Dime Bank
People's United Bank

Visionary
The Chronicle Printing Company
Community Foundation of Southeastern Connecticut
Johnson Family Foundation
Chester Kitchens Family Foundation
Liberty Bank Foundation
Julia J. & Carl Lindquist, M.D.
Putnam Bank Foundation
Savings Institute Foundation
Peter Smith, M.D.

Advocate
Benefits Consulting Group, LLC
Judith Hyde
Pedro Johnson
R.C. Knox
Stephen W. Larcen & Susan T. Graham
Blair MacLachlan
Dr. & Mrs. Craig Martin
Cathy Martel
Carol & Michael Rice
Omar & Shirely Shepard
Bruce & Deborah Walsh Bellingham
Carol A. Wiggins, Ph.D.

Benefactor
Angela Arnold
The Associates of Waterford Group
Faith & Rheo Brouillard
Jonathan Chasen, M.D.
Kenneth Dardick & Judith Stein
Toni & Will Ellzey
Andrew & Barbara Gibson
Susan Grace, APRN
Don Hodgins
Dr. & Mrs. Raymond B. Johnson
The Kleins in memory of Milton P. Kozelka
Norwich Physicians Fund
Daniel & Margaret O'Shea
Colin & Loretta Rice
Ed & Jean Sawicki
Cathy Walton
Hallie Wilson

Sustainer
William E. Anderson, Jr.
& Timothy S. Grogan
Anonymous(6)
Shamal & Mohan Beltangady
Rudolph & Jill Bourbeau
Mary & Dick Brvenik
Don & Ellen Buffington
Gregory Cichowski
George & Joan Cole
Mary Lou Devivo
Karen Dyson
Eastern Connecticut State University Foundation
Joseph and Helen Fatone
Mr. & Mrs. Thomas Forma
Sandy & Stanton Hale, M.D.
John Haney, M.D.
The Hyatt Family
The Jaworowski Family
Jewett City Saving Bank
Keith & Marietta Johnson
Lorna & Ron Kenney
Janet N. Keown
Paul Maloney
Eugene Mittleman
New Alliance Foundation
Kathy & Dave Pepin
The Pichie Family
Nancy & Warren Scholl
Johnathan Simpson
Anne & Winthrop Smith
Carla Squatrito
E. Michael Strycharz

For your continued success in providing excellent services to our community — Kevin Ryan, 135th

Roof Truss Messages

Love, Hope, Faith! — Julie Lindquist

Serve our children well! — Donald Williams, 29th

Go forth in good health — Dave Foster

A gift to our children and our community! — Betsy Ritter, 38th

Glad to be here — for our children of Eastern CT — Denise Merrill, 54th

For your continued success in providing excellent services to our community — Kevin Ryan, 135th

Mary this help children and their families find their way — Janet Keown

Mary I shelter you for just a short time then on to a lifetime of good health — Dr. Craig Martin

Natchaug Hospital
2008 Annual Report
Jackson P. Sumner
Betsy & Kevin Tubridy
Dr. James E. Watson & Ellen L. Lang, RN, MPH
Dianne Welch
The Zacharie Family

Supporter
Anonymous(2)
Honey & Harry Birkenruth
Richard & Irene Brown
Thomas & Gail Bruhn
Judy Caracausa
Sandy Carboni
Kimberly Colfer
Peter DeRosa
Joyce Donohoo & Art Roberts
Elaine Fry
Robert O. Gillard
Peggy Raye Hynes
William & Jaclyn Kornegay
Anna Lane
Mr. & Mrs. John J. Lawrence
David Lucier
Nancy & Michael Marrella
June Mathieu
Alan & Katherine Miller
Edward Moran
Shirley C. Mustard & Dean W. Williams
Leela Panoor, M.D.
Ken Przybysz
Kris & Herb Ridyard
Jose & Eny Scarpa
Peter Sugarman, M.D.
Robert & Mary Sullivan
Tecton Architects, Inc.
Windham Community Memorial Hospital

Friend of Natchaug
Anonymous (15)
A-1 Septic Services, Inc.
Roger & Cindy Adams
Sheila Amdur & Marcy Neff
Jennie Christina Antonino
Helen Armstrong
Philip & Lena Barry
Timothy Bates, Esq.
Curt Beck
Ron & Judith Blei
Jim & Jane Ann Bobbitt
Bert & Gloria Brine
John & Harriet Brubacher
Brenda Buchbinder
Dave & Nancy Bull
Shawna Cain
David & Mary Ellen Calchera
Louis & Barbara Cano
Care Plus Staff
F. Peter Casarella
Darren Chick
Dr. & Mrs. Larry Colletti
David Corsini & Delia Berlin
Paul Cortese
Marvin & Diane Cox
William & Mary Curtin
Eli Dabora
Alex Demac
Jean de Smet
Erica Diamond
John Dolan, M.D.
John & Priscilla Douglas
Howard & Carol Drescher
John & Victoria Duers
Roberta & Timothy Dwyer
Inge-Marie Eigesti
Craig Elliott, M.D.
Phyllis & David Emigh
Carol Enright
Donna Evans
JoAnn Feeley
Jill Flanagan
Martina & Donald Fortunato
Gary Fox
Karla Harbin Fox, Esq.
Monia Friedland
Richard Giggey
Robert O. Gillard
Thomas Gorin, M.D.
Kaye Gregory
David Heg
Patricia Hempel
Sharon Hinton
Hamilton Holt
Robert & Pamela Horrocks
Dianne Howe
Robert Jannette
Paula Jessee
Edward R. Johnson
Grace & Gordon Johnson
Janet Jones
Ronald W. Kelly, M.D.
Lorraine Kenowski
The Kindall Family
Kevin Kinsella
Meryl & Norman Kogan
June and Henry Krisch
Rusty Lanzit
Rev. Laurence A.M. LaPointe
Scott & Rebecca Lehmann
John & Jean Lenard
Joan Lisi
Charles Lowe
Michael Luongo
Gordon & Bette MacDonald
Madge L. Manfred
Carlos Manguel
Christine Manville
Monica Tourtellotte-Marsh
The Mayer Family
William McDonough
Joan & Austin McGuigan
Carol McMillian
Denise Merrill
George Milne
Kimberly & Anthony Morelli
William Morgan
NAMI-CT Windham County
Nadia Nashid
Nathan Hale Inn
Corine Norgaard
Dennis O’Brien & Susan Johnson
Kelly O’Brien-Kelly
Maria, Mike, Meadow & Alex Pallein
Frederick W. & Barbara Palm, Jr.
Carleigh Papillo
Paul Pentz, M.D.
Daryl Perch
Geeta Pau
Pilates III
E. Carol Polifroni
Peter Polomski & Lynda Barrow
Sue Porter
Matthew & Maria Proser
Anne Rash
Hal Reed
Lillian L. Rhodes
Peter Rich
Dr. & Mrs. Brian Riley
Christine Rizzo
Ron Robinson
Mary Ann Romano
Bill and Joan Russoniello Goba
Billie Salter
Lottie Scott
Jacqueline R. Seide
Leila Shepard
Paul & Virginia Siege
John & Nancy Silander
The Smardon Family
Denise St. Germain
Connie & Irv Stanley
Bruce M. & Sondra Astor Stave
Hillary Stern, L.C.S.W.
William Strand
Janet Tabb-Martin
Ilse & Michael Taylor
The Tellioglu Family
Thomas & Lee Terry
Catherine Wade
Nelson C. Walker, II, M.D.
Edmund & Mary Wehrle
David Wheeler, Ph.D.
Anne Willenborg, M.D.
Dianne Williams
Karen Zimmer
Windham Eye Group
Annual Appeal, Holiday Gifts, Special Programs and Projects

Natchaug Hospital is 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.

**Sustainer**
- Benefits Consulting Group, LLC
- Jewett City Savings Bank
- Carol A. Wiggins, Ph.D

**Supporter**
- Dime Bank
- Alice Bertha Jansen
- Dr. and Mrs. Raymond B. Johnson
- Lauter-Greer-Flanzer Foundation, Inc.
- Lawrence & Memorial Hospital
- Standard Builders
- Mark S. Sypher
- Windham Community Memorial Hospital

**Friend of Natchaug**
- Mr. & Mrs. Roger Adams
- American Ambulance
- Angela Arnold
- Vivian Batterson
- Mr. & Mrs. Harry H. Birkenruth
- Karen E. Calef, DMD
- Michael Cluney
- Columbia Ford
- Stephanie D’Allesandro
- Eastern Federal Bank
- Cindy Ellis
- Dr. and Mrs. William Ellzey
- Joe Fatone
- First Church of Christ in Mansfield UCC
- Jill Flanigan
- Sharon Flanigan
- David Foster

**In memory of Jonathan Davenport**
- Sharon Bergin
- Lawrence Chaves, Sr.
- William Chaves
- Donald Culver
- William Dineno
- James Zirolli, Jr.

“People were very helpful. The most important thing that I cannot express enough for is the amazing ability to listen to us as people about our son and concerns we were having regarding his medications and diagnosis, thank you again.”

-Parent of child In-patient Program
Special Program Grants:
In addition to gifts and pledges dedicated to the *Extraordinary Care Appeal*, grants received since June 2007 include:

- Bodenwein Public Benevolent Foundation: $6,000 for carpeting and related asbestos abatement, Montville Joshua Center
- Chamber of Commerce of Eastern Connecticut: $5,408, PeaceBuilders pilot program for The Deborah Tennant-Zinewicz School, Norwich
- Eastern Federal Bank: $1,000, Sewing Skills initiative, Thames Valley Joshua Center, Norwich
- R.S. Gernon Trust: $2,750, Sewing Skills initiative, Thames Valley Joshua Center, Norwich
- EWIB Incumbent Worker Training Program: $10,000 toward hospital-wide staff training in LEAN program
- Bodenwein Public Benevolent Foundation: $3,000 to support professional development seminars in New London

*Journey House: Community Support*

The residents and staff of Journey House, Natchaug Hospital’s residential treatment program for girls, are grateful for the outpouring of support from the community. Trips to the opera and an alpaca farm, crochet and dance lessons, karaoke, poetry classes and stocking fish in local streams are just a few of the opportunities those listed below are making possible.

- Catherine Wade, *Delta Kappa Gamma*
- Nancy Stroebel
- Carol Sweet
- Cathy DeSilva
- Kenneth Gwozdz
- Megan Stanton
- African American Cultural Center
- Anita Powers
- Diane MacIntosh
- Maria Alegro
- Puerto Rican and Latin American Cultural Center
- Books to Dreams, Inc
- National Alliance on Mental Illness

Thanks to funding from the Eastern Federal Bank Foundation and the R.S. Gernon Trust, students at our Thames Valley Joshua Center in Norwich are enjoying new applications for their math, world cultures and art lessons through a pilot Sewing Skills Initiative, which also teaches vocational skills such as machine maintenance and repairs.

The new wing on the adolescent inpatient unit includes a comfortable, private room set aside for family visits and meetings with therapists.
Financials

Revenues $35,477,857

- Residential Treatment Center $2,315,490
- School Programs $8,469,435
- Child/Adolescent Inpatient $5,389,826
- Joshua Centers $7,329,550
- Other Revenue $47,348
- Adult Day Programs $4,244,274
- Adult Inpatient $7,681,934
- Other Revenue $47,348

Expenses $35,248,838

- Salaries & Benefits $26,999,944
- Professional Fees $1,444,747
- Supplies & Other $3,214,445
- Capital Costs $1,458,821
- Bad Debts $1,088,747
- Eastern Region Collaborations $1,042,134

Continuity of Care

Approximately half of the people admitted to one Natchaug Hospital treatment program later participate in another Natchaug program. For example, a person receiving inpatient treatment continues their recovery in an outpatient program.

ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on Hand</td>
<td>$773,192</td>
<td>$3,850</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>5,799,742</td>
<td>6,897,810</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>681,530</td>
<td>1,182,171</td>
</tr>
<tr>
<td>Net Property, Plant &amp; Equipment</td>
<td>10,007,617</td>
<td>9,966,663</td>
</tr>
<tr>
<td>Other Assets</td>
<td>288,402</td>
<td>311,851</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$17,550,483</td>
<td>$18,362,345</td>
</tr>
</tbody>
</table>

LIABILITIES & FUND BALANCE

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Current Liabilities</td>
<td>$4,216,161</td>
<td>$5,307,428</td>
</tr>
<tr>
<td>Total Long-term Liabilities</td>
<td>1,052,736</td>
<td>776,588</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>4,237,533</td>
<td>4,263,581</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>8,044,053</td>
<td>8,014,748</td>
</tr>
<tr>
<td>Total Liabilities &amp; Fund Balance</td>
<td>$17,550,483</td>
<td>$18,362,345</td>
</tr>
</tbody>
</table>
Statement of Operations

During FY 2007 the Hospital realized net income of $229,019 on net revenues of $35.5 million.

- The Hospital’s inpatient programs increased admissions by 5.7% while reducing the average length of stay to 10.3 days, its lowest level since 1999.
- Journey House, our residential treatment center for girls, cared for twenty-one girls – a daily average of 11.2 residents.
- The Hospital’s ambulatory programs provided over 50,000 days of partial hospital, intensive outpatient and extended day services to an average of 200 clients per day.
- Each day our school programs were in session we educated an average of 166 students in eight school locations, in addition to the 31 children participating in our inpatient and residential programs on the Mansfield campus.
- The Hospital’s continued efforts to improve managed care and state reimbursement rates, and improved management of its accounts receivable, resulted in a 4.5% increase in net revenue per patient day over the prior year.
- Through improved collection of accounts receivable the Hospital has been able to significantly reduce its borrowing costs for operations, as well as to continue investing in the quality initiatives begun during the past few years.
- Increased investments in our new pharmacy system and expanded staff training initiatives — improving the quality of care provided by our staff.

During 2007, the Board launched the Extraordinary Care Appeal and approved the expansion of the child and adolescent inpatient wing. Ground was broken in July 2007, and the new facilities opened in January 2008, in time to meet the peak period of demand experienced by emergency departments between January and May each year.

The extraordinary generosity of our Board, staff and community has to date raised 80% of the expected costs of this expansion.

FY 2007 continues the financial and operational improvement over the past few years. In partnership with our community supporters and their amazing generosity we are on a firm foundation and poised to make continued improvements in quality and capacity of the care delivery system in eastern Connecticut over the next few years.
Natchaug Hospital provides a regional system of care for children, adolescents and adults with mental illness, emotional trauma, substance abuse and behavioral health problems.
Natchaug Hospital’s Network of Care

Natchaug Hospital provides a regional system of care for children, adolescents and adults with mental illness, emotional trauma, substance abuse and behavioral health problems.

Natchaug Hospital Sites

NATCHAUG HOSPITAL
189 Storrs Road
PO Box 260
Mansfield Center, CT 06250-0260
860-456-1311 or 800-426-7792

CARE PLUS
1353 Gold Star Highway
Groton, CT 06340
860-449-9947

JOSHUA CENTER
BROOKLYN
7 Providence Turnpike
Brooklyn, CT 06234
860-779-2101

JOSHUA CENTER
ENFIELD
72 Shaker Rd. Suite 7
Enfield, CT 06082*
860-749-2243
*relocation from 151 Hazard Ave,
Enfield scheduled for August 2008

JOSHUA CENTER
MANSFIELD
189 Storrs Road
PO Box 260
Mansfield Center, CT 06250-0260
860-456-1311

JOSHUA CENTER
MONTVILLE
20 Maple Avenue
Montville, CT 06382
860-848-3098

JOURNEY HOUSE
189 Storrs Road
PO Box 260
Mansfield Center, CT 06250-0260
860-456-1311

QUINEBAUG
320 Pomfret Street
Putnam, CT 06260
860-963-6416

RIVEREAST
428 Hartford Turnpike
Vernon, CT 06066
860-870-0119

SACHEM HOUSE
189 Storrs Road
PO Box 260
Mansfield Center, CT 06250-0260
860-456-1311

THAMES VALLEY
CLINICAL DAY PROGRAMS
One Ohio Avenue
Norwich, CT 06360
860-886-4850

WINDHAM CLINICAL
DAY TREATMENT
345 Jackson Street
Willimantic, CT 06226
860-450-7373