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.

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.
Never has the importance of behavioral health been more significant than during the past year. Throughout this period of uncertainty and economic distress, the story of Natchaug Hospital is one of continuity. We have developed several initiatives focused on our continued investment to expand access to behavioral health care and our unwavering Commitment to Caring.

For example, evening treatment programs for adults are now offered at all four of Natchaug’s community-based adult programs. Thus, people with daytime employment and family commitments can receive the help they need. Two of our Joshua Center programs moved to larger facilities in Danielson and Enfield. Our Intensive In-Home Child and Adolescent Psychiatric Services, launched in March of 2008, grew to accommodate more children and adolescents in need of in-home treatment.

During the past year we have realized the tangible benefits to improved access for children, with more than 100 additional children and adolescents served as a direct result of the Extraordinary Care Appeal and the generosity of the community that responded with an investment in the future of our children.

We invested in continuous improvement of quality and safety as an integral aspect of expanded access to care, including implementation of electronic health records. We also made systemic improvements in the areas of medication administration, and health information management using the LEAN® approach to improvement. The September 2008 award of a full three-year accreditation and receipt of the “Gold Seal of Approval” from The Joint Commission affirm the commitment to patient care that guides all of Natchaug’s investments.

In a major investment in the future for patients and staff, Natchaug converted the 165 Storrs Road facility in Mansfield into a training center for our employees. We welcome college and university students for their internships in psychiatric medicine, encouraging them to consider careers in behavioral health fields. For feedback on how we’re doing as an employer, we conducted an employee satisfaction survey to enable us to glean key information on factors of importance in recruiting
and retaining outstanding staff to carry out our mission. This survey has already led to the implementation of programmatic changes.

The formal independent audit of Natchaug’s finances presents a remarkable story of financial stability. That a stand-alone psychiatric hospital of our size is in the black, and has been for the past five years, is testimony to Natchaug’s management and staff, and to the community that generously supports our programs through charitable donations.

In June 2008, we welcomed Elizabeth “Betsy” Ritter, State Representative for the 38th District, as our newest Board member. She and the other 12 members of Natchaug’s all-volunteer Board have helped Dr. Johnson prepare for his planned retirement from the Board this June. “As Chairman, it has been an honor and a privilege to have served Natchaug Hospital during its time of incredible change: expanding and enhancing programs to better meet community needs.”

However, the most incredible, heart-warming changes taking place at Natchaug Hospital are those that happen one at a time in the lives of our clients and their families, as the care they receive in our programs helps them find their way!

A child’s graduation from high school is an awesome occasion, one many families could not have imagined before entering Natchaug Hospital’s network of care.

Twenty-one students from Natchaug Hospital’s high school programs will be graduating in June 2009.

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

Stephen W. Larcen, Ph.D.  
President & CEO

1 See page 7 for story on implementing LEAN Improvement Projects at Natchaug.  
2 See page 14 for highlights of our FY 2008 financial performance.
Natchaug has been a very healing experience. I would definitely recommend any of my friends and family to go here for treatment.

Adult, Inpatient Program
investing in access

In response to community needs, Natchaug Hospital made considerable investments this past year to expand and improve access to behavioral health care so that more people have the chance to get to their brighter future. These investments were made possible, in part, through the generosity of many individuals and organizations that have supported Natchaug Hospital.

• The Town of Killingly welcomed the Joshua Center Northeast to its new location in the borough of Danielson. The ribbon cutting ceremony coordinated by Elsie Bisset, Killingly’s Economic Development Coordinator, and Betti Kuszaj, Executive Director of the Northeastern Connecticut Chamber of Commerce, included the presentation of a Key to the City by Bob Young, Chairman of the Killingly Town Council.

After more than 15 years the Joshua Center had outgrown its Brooklyn site, and this new location will allow this successful program to meet the increasing community need for both its school and after-school programs. The Joshua Center Northeast provides intensive behavioral health treatment to more than 145 emotionally disturbed children and adolescents each year. Over the school year, an additional 40 middle and high-school students attend the Center’s state-approved special education program. Students and staff are enjoying the large rooms and natural light.

• Brighter futures include meaningful work, which can be a challenge if a mental illness or addiction is unmanaged and the treatment needed interferes with day time responsibilities. All four of Natchaug Hospital’s adult partial hospitalization and intensive outpatient treatment programs now offer evening programs as well as an evening track for the Suboxone® opioid addiction treatment. The evening hours are particularly valuable for people who are not able to take mornings off from work or school while they recover from their illness and stabilize their lives, a gradual process that may take awhile.

• When the Enfield Joshua Center outgrew its first location, it looked for one that would allow it to serve both more adolescents and expand its after-school program to include services for younger children. Opened in August of 2008, the new facility’s larger program space includes an additional classroom, lots of natural light and easy access to an outdoor play area - helping more than 150 young people each year in their recovery from emotional disorders.

• Natchaug Hospital operates two teams in the Intensive In-Home Child & Adolescent Psychiatric Services program (IICAPS) and is preparing to form a third team. The IICAPS clinical teams members drive to the child’s home to meet with the child and family two to three times each week for a period of six months. Each home visit involves several hours of assessment, skills development, training and treatment planning. The IICAPS team members also go to the child’s school, help advocate for services at juvenile court, and find other ways to help the child and their family build a brighter future.
I would like to thank the staff and everyone else for the great moral support. You have changed my life forever and I will never forget it.

Adult, Inpatient Program
**LEAN: People + Process = Quality**

- Implementation of LEAN Events to further improve quality, patient safety and the efficiency of hospital operations continued through the year, with four “Events” completed to date: Medication Administration, Denial Process, Hiring/New Employee Orientation Process, and Health Information Management Process. Each LEAN Event is a significant investment, involving a team of top decision makers and front-line staff working together for five consecutive days to address one systemic issue: identifying what is good, what can be improved, and then actually making the changes for the improvements within that week or shortly thereafter. This engagement of our staff ensures that we create a self-sustaining LEAN culture.

1. LEAN Improvement Events use analytical tools developed by Toyota and adapted for application in the healthcare environment to identify opportunities to improve the experience of our clients as they receive care and pursue systemic changes that will reduce costs and further improve safety and treatment outcomes. Key to this approach is taking the view of what is of value to our clients, and making processes staff and client friendly, addressing any constraints within the delivery of care process.

**Investing in Our Workforce**

- Among the many ongoing investments in the retention and enhanced competency of Natchaug Hospital’s staff during this past year were two of particular note: the creation of a newly renovated Staff Resource & Education Center and the implementation of an employee satisfaction survey using an assessment developed by the Sigma Group specifically for Natchaug. The benefits from both of these investments include enhanced staff skills and work satisfaction, which are both foundations and catalysts for quality patient care.

- The new Staff Resource & Education Center created adjacent to the Hospital at 165 Storrs Road is being dedicated to retiring Board Chairman Raymond B. Johnson, M.D. in recognition of his commitment to the staff, and the value he places on the contribution each employee makes to the quality of care provided to those in their care.

- Dr. Johnson’s vision included initiating a process where our staff identified the Core Values that drive their work and their Commitment to Caring. He also initiated bi-annual visits by Board members and senior leaders in management to each of Natchaug Hospital’s 15 programs and 11 sites to hear from and support the staff in their work and efforts to implement the Core Values. In photo at right, Dr. Johnson enjoys a discussion at the Montville Joshua Center with ICAPS Director Nancy Gray, with Board Member Dr. Edward Sawicki looking on.
My son, as well as our family, has definitely benefited from the services provided here. I feel because of this program we are heading in the right direction.

Parent, Thames Valley
investing in future

• Natchaug actively encourages people to pursue careers in the behavioral health care field. We do this to ensure the availability of well-trained professionals needed to staff behavioral health services throughout Connecticut and to provide the best care to our future clients. To this end, we welcome students from both the University of Connecticut and Three Rivers Community College, University of Connecticut pharmacy students; pre-doctoral practicum psychology students; graduate students in social work, marriage and family therapy; occupational therapy and counseling. This provides them the opportunity to work alongside skilled professionals. Natchaug staff enjoy the energy and ideas the students contribute.

investing in wellness

• Natchaug Hospital celebrated the 2008 Great American Smokeout with the transition to smoke-free status for its inpatient treatment programs. Clear scientific evidence documents that persons with mental illness have far shorter life expectancies than others, are far more likely to smoke, and are thus often dying prematurely from a condition that is treatable with early intervention. Compared to many hospitals, Natchaug provides more services to clients who are struggling with multiple addictions. Under the dedicated leadership of Nurse Manager Cathy Martel, staff developed programs for the Inpatient Unit to ensure the transition went smoothly and that all nicotine-addicted clients received help with stopping smoking or nicotine patches or gum during their stay, and tobacco cessation is now fully integrated into the program’s recovery philosophy.

An Illness Like Any Other: Finally, a beginning

• Natchaug joins in celebrating the passage of the Paul Wellstone and Pete Domenici Mental Health Parity and Addiction Equity Act of 2008 into law. This requirement of equity in the provision of mental health and substance-related disorder benefits under group health insurance plans is a huge step forward in the long struggle to bring brain diseases fully into the mainstream of medical care. Insurance parity will help people gain access to treatment, both by improving financial support and by reducing the stigma associated with mental illness.

The Day hosted an Online Chat December 2, 2008 with Natchaug’s CEO, Dr. Stephen Larcen, long an advocate for this legislation, to better educate the community on the benefits and impact that this historic parity legislation will have on families and individuals that need access to mental health and substance abuse care.
The Extraordinary Care Appeal, launched in 2007 to fund the expansion of Natchaug Hospital’s child and adolescent inpatient treatment program as a solution to the problem of children in acute psychiatric distress being held in emergency departments, continues to benefit from community support. Contributions received to date cover approximately 90 percent of the total project costs. We are deeply grateful to campaign co-chairs Julie and Dr. Carl Lindquist for their vision, to our volunteers for their energy and creativity, to our legislators for their support in directing $300,000 from the state’s 2007 surplus to this project, and to the community for its generosity. The new wing has already exceeded our admissions goals, helping keep young people out of emergency departments and closer to home.

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*Gift/pledge received during FY09
**Contributed in both FY 2008 and 2009
***Gift/pledge received during FY07

Natchaug Hospital :: Annual Report
In the Family: Windham Hospital formalized its affiliation with Hartford Healthcare this year, further enhancing its already close relationship with Natchaug Hospital. Dick Brenik, President, & CEO of Windham Hospital and Natchaug President & CEO Dr. Stephen Larcen enjoyed the opportunity to catch up on business at the luncheon sponsored by the Eastern Connecticut State University Foundation on behalf of Natchaug Hospital programs.

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Walk-In Center*
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Saraine Murray & Jackson Foley*
Shirley C. Mustard &
Dean Williams*

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.

**U.S. Congressman Joseph Courtney** served as Keynote Speaker at a benefit luncheon hosted by the Eastern Connecticut State University Foundation for Natchaug Hospital.
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. Music lessons, tickets and mentors for Jorgenson events and Windham Theatre Guild performances, bowling, crochet lessons, poetry and dance classes, fishing lessons and Karaoke are just a few of the opportunities those listed below are making possible.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American Cultural Center</td>
<td>$1,500</td>
<td>program that utilizes a specially-trained Reading Education Assistance Dog.</td>
</tr>
<tr>
<td>Lambda Tau Chapter of Alpha Kappa Alpha Sorority</td>
<td>$1,500</td>
<td>Journey House Community Integration Program, which provides residents with opportunities for music and dance lessons as well as opportunities to participate, with staff supervision, in community events such as bowling, movies and sports events.</td>
</tr>
<tr>
<td>Asian Cultural Center</td>
<td>$3,000</td>
<td>Grant to assess the need for therapeutic school and after-school programs in the 12-town region of Greater Essex/Old Saybrook that would help students with social/emotional/behavioral disorders complete secondary-school, and to assess community interest in bringing Natchaug's successful programs to this region.</td>
</tr>
<tr>
<td>Books to Dreams, Inc</td>
<td>$3,000</td>
<td>向 Journey House programs.</td>
</tr>
<tr>
<td>Bobbie Brown</td>
<td>$4,000</td>
<td>Thames Valley flooring replacement.</td>
</tr>
<tr>
<td>Kathy Chowanec</td>
<td>$3,000</td>
<td>Altrusa Club of Northeastern Connecticut Foundation, Inc, for a pilot reading skills development program that utilizes a specially-trained Reading Education Assistance Dog.</td>
</tr>
<tr>
<td>Connecticut Department of Environmental Protection, Captain Lewis</td>
<td>$30,000</td>
<td>Planning Grant to assess the need for therapeutic school and after-school programs in the 12-town region of Greater Essex/Old Saybrook that would help students with social/emotional/behavioral disorders complete secondary-school, and to assess community interest in bringing Natchaug's successful programs to this region.</td>
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<td>Dota Kappa Gamma</td>
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<td>from their Annual Charity Ball, toward Journey House programs.</td>
</tr>
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<td>R.S. Gernon Trust</td>
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<td>AT&amp;T Foundation</td>
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<td>AT&amp;T Foundation Planning Grant</td>
<td>$30,000</td>
<td>to assess the need for therapeutic school and after-school programs in the 12-town region of Greater Essex/Old Saybrook that would help students with social/emotional/behavioral disorders complete secondary-school, and to assess community interest in bringing Natchaug's successful programs to this region.</td>
</tr>
</tbody>
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Journey House Advisory Committee

Heather Avery  
Gender Specific Services  
Vicki Barbero  
Adolescent Substance Abuse  
Bill Correll  
Business Owner  
Howard Drescher  
Family  
Kevin Grunwald  
Social Services  
Holly Fitch  
Career  
Lynne Ide  
Housing  
Walter Pawelkiewicz  
Community Development and Government  
Diane Potvin  
Addiction Recovery, Peer Services  
Joan Merritt  
National Alliance on Mental Illness  
John Norton  
Anita Powers  
Puerto Rican and Latin American Cultural Center  
Dr. Edward Sawicki  
Pat Scalafani  
Soroptimist International of Willimantic  
Megan Stanton  
McSweeney Senior Center  
Nancy Stroebel  
Carol Sweet  
Dr. Nannette Tummers  
UCONN Women’s Center  
Catherine Wade, Delta Kappa Gamma
Continuity of Care

Natchaug Hospital operates 15 programs at 11 eastern Connecticut locations to provide mental health and addiction services for children, adolescents and adults.
All of the Hospital’s program areas achieved an increase in access and service volume from the prior year:

- Inpatient admissions increased 5.1% to 1,760 patients – with an increase in adolescent and child admissions of 16.6% following the successful expansion of the adolescent patient wing which opened late January 2008.

- Inpatient average daily census increased 3.5% to 48.9 patients per day.

- Journey House, our residential treatment center for girls, cared for 34 girls – an average of 12.2 residents and an increase of 8.8%.

- Our ambulatory programs provided over 51,000 days of care through our network of ten partial hospital sites located throughout Eastern Connecticut.

- Our eight school locations provided education to an average of 182 students each day, an increase of 9.6%. In addition, schooling was provided to each of our 33+ inpatient and residential clients.

- In March we launched a new intensive in-home program that served 19 families in its first six months of operation.

With the generous support of our community partners and volunteers through the Extraordinary Care Appeal, the Hospital was able to complete the million dollar expansion of the child and adolescent wing in January, without incurring any new debt! This allowed for improved access and an immediate increase in admissions from area emergency rooms. In addition, the Hospital was able to renovate the adult inpatient unit expanding much needed group therapy and support space.

During the year the Hospital located new program sites for its Enfield and Northeast Joshua Centers which will enable us to expand to meet local needs previously limited by space constraints.

The Hospital also leased and renovated a building adjacent to its main campus in Mansfield Center in order to relocate its Human Resource, Education & Training, Quality Improvement and Information Technology departments. This new Staff Resource & Education Center reflects the continuing importance the Hospital places on its workforce and its dedication to quality and safety.

While FY 2008 operating and financial results were the best the Hospital has reported in over ten years, the Board of Directors and management appreciate the challenges before us given the national and state economies. We anticipate several years of limited or no growth in federal and state reimbursement. In the face of increasing demands and limited opportunity for rate increases management continues to emphasize cost containment and process improvement aimed at improving efficiency and eliminating waste.

We thank our many community partners as well as our staff for their dedication to our mission and their contribution to the performance results we report this year. With confidence, we look forward to working together to meet the challenges of tomorrow.
Business of the Year Awarded to Natchaug Hospital

Natchaug Hospital received The Windham Region Chamber of Commerce's *Business of the Year* Award in May 2009. This award is given to a business which has expanded through physical and/or employment growth, and has exhibited commitment to civic engagement.

The Chamber’s Executive Director, Roger Adams, cited both Natchaug’s growth in its programs and services and its major investments in its facilities in Mansfield Center in 2000, 2004 and 2008 as among the reasons Natchaug Hospital was identified for this recognition. Adams expressed appreciation for the hospitals investment in facilities improvements, and commented that the recognition of Natchaug, one of the region’s larger employers and with a staff that actively participates in the community, was probably long overdue.

The hospital now employs more than 530 people, at least 300 of whom live, shop and volunteer in the Greater Windham Region. Dr. Stephen Larcen, Natchaug Hospital’s President & CEO, thanked the businesses, educational institutions, foundations and individuals from throughout the region whose generous support has made it possible for Natchaug to expand its services to better meet the community’s needs. Many of those business supporters of Natchaug are members of the Chamber of Commerce, and several were present for the awards ceremony.

During the past ten years Natchaug Hospital has nearly tripled its operations. A significant increase occurred with the 2003/2004 acquisition of the St. Francis partial hospitalization and intensive outpatient treatment programs in Norwich and Groton. The creation of a Joshua Center program in Enfield during 2003 and the 2004 opening of a residential treatment center, Journey House further expanded Natchaug’s services. More recently, the addition of evening hours to our four adult intensive outpatient programs and the expansion of the child and adolescent inpatient program have added to Natchaug’s ability to respond to community need.

Fueling the Need

A grant from the ChelseaGroton Bank Foundation is helping fund fuel costs for the Natchaug Hospital vans that provide transportation for children to and from the Partial Hospitalization (PHP) and Intensive Outpatient (IOP) programs at its Thames Valley Joshua Center program in Norwich. Natchaug maintains a fleet of over 35 vans in order to overcome the barrier transportation presents to families in need of PHP and IOP treatment in rural Eastern Connecticut.
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
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
NORTHEAST
934 North Main Street
Danielson, CT 06239
860-779-2101

JOSHUA CENTER
ENFIELD
72 Shaker Rd. Suite 7
Enfield, CT 06082
860-749-2243

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

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