Natchaug Accreditation and Licensure

Natchaug Hospital is accredited by The Joint Commission and is a member of The Hartford Health Care Corporation. Natchaug Hospital is licensed by the State of Connecticut and its special education programs are approved by Connecticut’s 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 non-profit 501(c)(3) organization governed by an all-volunteer Board of Directors 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.

Board of Directors

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A Word of Thanks

From the Board of Directors

As members of the Natchaug Hospital Board of Directors we feel privileged to be part of an organization which is dedicated to “helping people find their way.” We are extraordinarily grateful to the hundreds of Natchaug staff who touch the lives of over 4,500 individuals and their families annually. From the inpatient units to the schools, partial hospital programs and Journey House, our employees continually demonstrate their “Commitment to Caring.”

We also recognize and thank our community partners, as well as the many individuals, businesses and foundations whose generosity contributes to the success of the mission of Natchaug Hospital. We look forward to strengthening and expanding these relationships on behalf of all those who depend on Natchaug for help.

Carol A. Wiggins, Ph.D.
Chair, Board of Directors

About the cover

Bobble-head frogs, ducks and turtles created by middle-school age clients in Natchaug Hospital’s Mansfield Joshua Center program guard the Journey House gardens, and serve as an example of both the cooperation between programs and the resourcefulness of Natchaug’s Creative Rehabilitation Services.

Opposite Page:
Proud Family Brother and sister pause for a photo as they celebrate her graduation from Natchaug Hospital’s Clinical Day Treatment (CDT) special education program. June 2010 will include 15 seniors graduating from Natchaug’s CDT programs.

Photo by Fran Funk
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.
Nearly 4 percent of boys and more than 6 percent of girls have symptoms of post-traumatic stress disorder caused by violence they have endured or witnessed.

“The staff helped me feel safe!”

Gwen Mund, RN, admires the creation of a young “client” on the pediatric inpatient unit. The boy is actually the son of a friend of Natchaug’s who volunteered to be a model. Gwen’s 24 years of service to Natchaug Hospital were celebrated in April on the occasion of her retirement.
Natchaug Hospital’s mission of helping people find their way to recovery from mental illness and from the often co-occurring disease of addiction is grounded in an unwavering commitment: to empower our clients to participate in their own care, education and recovery.

“We helped 4,717 people” becomes more than a statistic when considered one story at a time.

Robert and his family who were seeking help as his retreat into a delusional world of nightmares put his job at risk. Kristen, who attempted suicide at the tender age of 13 while battling the highs and lows of bi-polar disorder. Jason, only six years old, whose explosive behavior was the only way he knew of to deal with the abuse he has experienced.

Each story involves a life that needs to be understood – the first step on the road to recovery. Natchaug Hospital’s staff is extraordinary in their dedication to helping people find their way: educating clients, families, the community, and even our elected officials to better understand the complex world of mental illness and addiction.

The power of understanding has fueled important changes during this past year both within the hospital and at a national level. For example:

- Admission to our inpatient programs is more responsive, thanks to the teamwork of staff from all areas of the hospital working together to understand and improve the processes that affect communications, paperwork, and the experience of our clients.
- Staff have reached out to families with evening support groups to help families better understand the treatment program and to engage them in the recovery plans for their loved ones.
- Treatment for Robert, Kristen, and Jason in the future is more assured because our elected officials understood and insisted that access to mental health treatment should be equal to access to medical care. Both the Wellstone-Domenici Parity Act, which became effective in January 2010 (after becoming law in 2008), and the Patient Protection and Affordable Care Act passed in March 2010 include long-sought protections for people with mental illness and substance abuse disorders.

The power of understanding has also unleashed community support from every sector of our community; our appreciation for this generosity is celebrated throughout this report.

We invite you to review the benefits we have provided the community highlighted in the following pages, and to join us as we continue to enhance and strengthen our excellent treatment programs and community services for the future.

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

* There were 4,717 admissions for treatment in our network of inpatient, partial hospitalization, intensive impatient, extended day, clinical day special education, and residential treatment programs this past year.
Empower...the Client

Each of our clients is in our care because something about their life is not right. Whether it is thought disorders, mood swings, trauma, or anxiety, the key is understanding what they are experiencing so they can decide what to do to improve their health.

Kristen and her family are empowered by understanding that her pain and risky behaviors are not just a rebellious teenage phase, but are triggered by a treatable organic brain disease: they can make informed choices for her treatment and set realistic goals for her future. Her disease can be managed, but she probably always will need the support of medication. The stigma still associated with mental illness means this will be a harder future to accept than if Kristen were diagnosed with a different lifelong health condition, such as diabetes.

Robert feels genuine hope for his future once he understands that the emotional and physical chaos he is fighting has a real cause and that it is treatable. The post-traumatic stress he denied experiencing broke through with a vengeance when job anxieties began interrupting his sleep. Trying to drown the nightmares in alcohol only made it worse. With help from the clinical team, he learns to see his strengths. This new awareness and the coping skills he learns empowers him in his recovery.

Young Jason is learning to express his emotions in ways that will make things better instead of making them worse. Through multi-family group and individual therapy, his family is learning how to set realistic expectations, coordinate behavior plans with his school, and plan ahead for different strategies as he gets older — empowering them to help Jason be successful in life.

Success!

Graduation ceremonies celebrate students who earn their high school diplomas, with help from the remarkable staff of Natchaug Hospital’s Clinical Day Treatment special education school program.

The Power of Knowledge

Natchaug Hospital employs a group therapy treatment model. Specially-trained professional staff help clients learn about their illness and develop skills that will help sustain recovery. Examples of skills development groups include:

- Addiction Coping Skills
- Anger Management
- Anxiety Management
- Assertiveness Training
- Coping with Grief & Loss
- Depression Coping Skills
- Expressing Difficult Emotions
- Fitness
- Holistic Tools for Mental Health
- Leisure Education
- Medication Management
- Relationship Skills
- Self Expression
- Self-Esteem
- Self-Injury Coping Skills
- Stress Management
- Women’s Group

Combination: Deborah Tennant-Zinewicz School is now using hallway lockers, thanks to a donation of combination locks from Dr. Edward Sawicki and the Keeper Corporation.

Set In Stone: Students at the Deborah Tennant-Zinewicz School incorporated some of their PeaceBuilders® program into stepping stones that are part of an ambitious garden project.

Tails of Joy: Volunteer Pam Cudahy and her specially-trained and certified pet therapy dog, Maggie, visit the inpatient programs weekly, helping clients in their recovery.
Emotional, behavioral and mental disorders cut across all income, education, racial, ethnic and religious groups. They are found among single parent and two-parent families and in birth, adoptive and foster families.

“Thank you for believing in me and seeing me through! You changed my life forever!”
Learning that someone you care about — a child, spouse, parent, sibling — has a mental illness often brings on feelings both of relief and of shock. Understanding what the diagnosis means and how the family can help a loved one with recovery is a journey most people never expect to take.

Help and advice from friends and neighbors would be forthcoming if the diagnosis were allergies, heart disease, cancer or diabetes. But the lingering stigma associated with mental illness inhibits this sharing of information about this diagnosis, which makes Natchaug’s work with families even more important.

Information from families helps clinicians diagnose the illness and prepare a realistic treatment plan. Sharing what the diagnosis means, and how the family can help sustain their loved one’s recovery, is part of regular group and individual family therapy sessions.

Groundwork begins by learning what a behavior plan is and how it can be used at home, by understanding what a realistic expectation for this illness is now, and what it might be in the future. Families learn strategies for reducing anxiety, negotiating behavior changes, and about the seemingly slight changes at home that can make a world of difference. Lowering the volume on the TV, for example, if sensitivity to sound is an issue, or reducing anxiety with a new bedtime routine. Developing family-based coping strategies empowers families to be part of the healing.

**Empower...the Family**

**Working with Families**
Families are encouraged to participate in assessment and treatment planning, starting at the time their loved one is first admitted. Several programs reach out to families, including:

- **Positive Parenting:** more than 100 parents from six teams participated in Natchaug Hospital’s six-week course, offered five times each year.
- **Multi-Family Groups:** each of the three inpatient units offers weekly meetings for families while their loved one is receiving treatment, learning from Natchaug staff — and from each other — how to support recovery. Participation at weekly family groups averages between four and eight families in each program.
- **NAMI:** Family support groups of the National Alliance on Mental Illness meet weekly and monthly in Natchaug facilities.

**IICAPS Adds Fourth Team**
The Intensive In-Home Child & Adolescent Psychiatric Services Program works closely with families. IICAPS team members drive to the children’s home to meet with the child and family two or three times each week for a period of six months. The four teams enable us to support up to 32 families with this intensive support. Each home visit involves assessment, skills development, training and treatment planning. Part of a statewide effort coordinated by the Yale Child Study Center, IICAPS helps each family build a brighter future for their child.

**A Gathering Place:** Natchaug Hospital welcomes non-profit community organizations such as the National Alliance on Mental Illness (NAMI), Alcoholics Anonymous, Al-Anon, and Adult Children of Alcoholics to use its meeting rooms, helping people support each other in their recovery.

**Parent Training Workshops:** A six-week training program is offered five times each year by a licensed clinician to help parents change behavior and improve their relationship with their child. Primary care givers learn effective, research-based methods of communication and discipline.

**TeamWork:** IICAPS Program Coordinator Nancy Gray Himmel reviews a challenging case with team members Deborah D’Andrea and Shamin Shaikh.
“This program helped our family become stronger and closer. It also has taught my daughter how to deal with her problems in a more positive way. They have also educated our family on communicating our feelings. Thank you to everyone in this program; it was extremely rewarding to our family!”

One in four families has at least one member with a mental disorder.
During the past year, the Board and Management of Natchaug Hospital participated in strengthening the Hartford Healthcare system and the unique role we serve within it. For example, five Natchaug Hospital Board Members and four Executive Team members helped develop the system’s new strategic plan, ensuring that the needs of our clients, and our ability to meet those needs, are well represented.

Staff members from throughout the hospital formed special teams dedicated to improving: the diagnosis and documentation of medical conditions that may co-occur with a psychiatric illness, the admissions process for the inpatient treatment program, client transitions from inpatient to partial hospitalization programs, and new-employee orientation. The transition to electronic medical records is nearly complete, a prodigious achievement with numerous benefits to both clients and staff.

The Future:
Students from colleges and universities learn about careers in behavioral health by working alongside Natchaug’s skilled professionals. University of Connecticut pharmacy student, Nicole Jordan, reviews a chart with Natchaug Pharmacist, Jose Scarpa.

SPOTLIGHT ON LEADERSHIP

Dana R. McGee, Esq., joins Board of Directors, May 2010
University of Connecticut’s Associate Vice President Dana McGee is the principal advisor to the University’s President, Provost, and other University senior executives on civil rights, institutional diversity and social equity issues, and related policies and procedures. She is responsible for promoting diversity across all levels and campuses of the University of Connecticut, while working in partnership with administrators, deans, faculty, staff, and students.

Dana earned her law degree from Boston College Law School, and a degree in Political Science from the University of Pennsylvania. Following law school, Dana practiced as an Assistant District Attorney, a litigation attorney for a mid-sized law practice, and was the Director of Administration for a management-consulting firm. Prior to joining UConn, Dana served as a Contract Attorney and Placement Director for The Law Registry in Hartford, and as Manager of Executive Research and Recruitment for the Hartford Insurance Company.

Deborah Weidner, M.D., MBA, became Natchaug Hospital’s Chief Medical Officer in September 2009
Dr. Weidner oversees Natchaug’s 28-member team of psychiatrists and Psychiatric Advanced Practice Registered Nurses (APRNs) at its 57-bed inpatient treatment program, 13-bed residential treatment center, and its nine-site network of community-based programs.

Dr. Weidner is Board certified in General Psychiatry and Child and Adolescent Psychiatry. She also has an MBA from the MIT Sloan School of Management. Most recently Dr. Weidner served in several key medical leadership roles at Cambidge Health Alliance, a nationally recognized integrated health network in Cambridge, Massachusetts. Dr. Weidner also serves as Medical Director of Behavioral Health Services with our partner and Hartford Healthcare member Windham Hospital, where she works closely with all psychiatrists and physicians at Windham Hospital to assure quality care and enhanced coordination of services in inpatient and emergency department settings.

Sharon Hinton, APRN, joined Natchaug Hospital as Chief Nursing Officer in March 2010
Ms. Hinton brings with her more than 20 years of progressive leadership from a variety of behavioral health organizations, including prior leadership at Natchaug. Sharon recently served as Division Director/Nurse Executive for the 102-bed Cedarcress Hospital in Newington. Ms. Hinton has served as Clinical Faculty for nursing students at UConn and Yale. She has also served as a Psychiatric Nurse Surveyor for the Centers for Medicare & Medicaid Services (CMS), and maintained a private practice as an advanced practice primary psychiatric provider. Welcome back, Sharon!
Admissions FY2009:
4,717 from 112 Connecticut towns and 7 states
1,896 children & adolescents
2,821 adults

“I felt the staff was very considerate. The therapist was excellent and very helpful. I would like to thank all the staff for the safety and security of my daughter. You all did an excellent job.”

Ready to Empower
Empower... the Community

Empowering communities includes identifying, creating and supporting resources needed by their residents. In November 2010 Natchaug will celebrate the 20th anniversary of its first satellite program, the Joshua Center-Southeast, which opened in Montville to better meet the needs of young residents of New London County communities. Natchaug’s network now includes nine community-based programs that, collectively, provide care close to home for more than 400 children, adolescents and adults each day.

Recent community response to Natchaug’s programs is a testament to the increased understanding of mental illness as a treatable disease: government and businesses leaders welcomed our Northeastern Joshua Center to its new Danielson location in 2008 with proclamations of support and a key to the city! Community support for the Journey House residential treatment program, reviewed on page 16, is helping prepare these young women for independent living.

The community is, in many ways, a member of each client’s treatment team: the people in our care come from, and return to, their home communities. Investing in opportunities to make this partnership more effective and improve the quality of life for each of our clients and for our communities are dynamic, inter-related commitments guiding Natchaug Hospital’s program development and community outreach initiatives – for the past 56 years, and for the future!

Natchaugians: Pharmacist Jose Scarpa, holding the banner, served as captain for this year’s Natchaug NAMI (National Alliance on Mental Illness) Walk for the Mind of America team, which raised over $5,000 in support of programs that help people with mental illness, and their families.

Nurturing. Rick Stevens, a general manager for Groton Utilities, helps one of nine students from Natchaug Hospital’s Care Plus Extended Day Treatment program plant a tree near the Pohognut Reservoir in Groton shortly after the Spring floods of 2010.

Natchaug Professional Development Seminars 2009-2010

Autism Spectrum Disorders
Helping Children Deal with Grief
Self-Managing Anger
Childhood Anxiety Disorders
Co-occurring Psychiatric and Substance Abuse Disorders in Children and Adolescents
Suicide Risk and Assessment

Third Annual ECSU Foundation Luncheon

Natchaug Hospital is among the organizations benefiting from Eastern Connecticut State University’s increased community outreach: for the third year, the Eastern Connecticut State University Foundation hosted a fund-raising luncheon on behalf of Natchaug Hospital’s education programs. The luncheon drew 128 guests and generated more than $13,000 for Natchaug Hospital.

Ken DeLisa, ECSU Foundation Vice President for Institutional Advancement, and Stephen W. Larcen, Natchaug Hospital President & CEO, enjoying the success of the Third Annual ECSU Foundation fundraising luncheon on May 12, 2010.
“Natchaug brought me back to my life, and gave me all the tools I desperately needed to move forward to the next chapter of my life.”

Depression is a leading cause of absenteeism and low productivity in the workforce. It affects almost every company to some degree, and its cost is high.

Practicing Empathy
Embraced by the community

We are profoundly grateful for contributions from individuals whose gifts, large and small, support the programs and operations of Natchaug Hospital. The benefit of this support is seen every day, from big projects like outdoor play equipment for the Enfield Joshua Center and renovated assessment space for the Juvenile Justice Intermediate Evaluation program, to an all-school assembly and the creation of gardens at Journey House. Individual donors, businesses and foundations are supporting investments such as, electronic medical records (a Quality Initiative of the Hospital), transportation to and from treatment programs, staff training, and recreational equipment. Thank you!

Fiscal 2009 marks the 10th anniversary of Natchaug Hospital’s formal entry into fund-raising: the beginning of the Century Appeal capital campaign that funded the construction of new patient care areas.

Benefactor
Altrusa International, Inc.
of NECT
Chamber of Commerce of Eastern CT
Chelsea Girton Foundation
The Chronicle
The R.S. Gernon Fund
Hartford Wolf Pack
Community Foundation
David C. Klein, Ph.D.
George A. & Grace L.
Long Foundation
Cathy A. Marsil, R.N.
Dr. & Mrs. Craig M. Martin
Mr. & Mrs. Michael Rice
Omar Shepard

Neutrino
Mr. & Mrs. Roger Adams
William Anderson, Jr.
Teodora Andrei, M.D.
Angela Arnold
Timothy D. Bates, Esq.
Curt Beck
Shanal Bittangady, M.D.
Benefits Consulting Group
Mark Bertolini
Rudy & Jill Bourbeau
Rice Boulard
Mr. & Mrs. Richard A. Brunik
Don & Ellen Kellington
Jonathan Chasen, M.D.
Diane Daniels
Dr. Kenneth Dardick
Augustine Demeo
Mary Lou DeVito
Donor's Donuts
Karen Dyson
Eastern Federal Bank
Mr. & Mrs. William Eltay
Kaia Hafner & Martin D. Fox
Mr. & Mrs. Harry Gauke

Cornerstone Gift
Leister E. Foster & Phyllis M.
Foster Foundation

Founder's Circle
AT&T
Peridot Foundation

Leadership Gift
People’s Bank

Visionary
Anderson-Paffard Foundation
William T. Christopher Fund
Eastern Connecticut Workforce Investment Board
Drs. George & Carol Little Putnam Bank Foundation
The Savings Institute Foundation
Johnson Family Foundation

Advocate
Community Foundation of Southeastern CT
Dime Bank Foundation
Chester W. Kitts
Family Foundation
Stephen W. Larcen, Ph.D. & Susan Graham
Liberty Bank Foundation
Mr. & Mrs. Blair M. Macclachlan R.C. Knox
SIB Mission Charitable Foundation, Inc.
Soroptimist International of Willimantic
Carol A. Wiggins, Ph.D.

We are grateful for friends and neighbors helping increase awareness of, and financial support for, Natchaug Hospital’s programs and services:

Cindy & Roger Adams
Stephen Larcen
Judy H. Brin
Holly Butler
Ken DeLisio
Mary Lou DeVito
Ernie Eldridge
Andrew Gibson, Ph.D.
Sharon & Ron Gideon
J. Kevin Keonella
Jacqueline Korengel

Volunteers
We are gratefully for friends and neighbors helping increase awareness of, and financial support for, Natchaug Hospital’s programs and services:

Cindy & Roger Adams
Stephen Larcen
Chryzysta Andrychowski
Maria Miranda
Richard Brin
Shelley Mustard
Holly Butler
Crystal Pretzman
Ken DeLisio
Anita Sebestyen
Mary Lou DeVito
Bill Stanley
Ernie Eldridge
Bernice & Andrew Gibson, Ph.D.
Stefan Szafarek
Sharon & Ron Gideon
Bob Walton
J. Kevin Keonella
Eleni Lang
Jacqueline Korengel
James Watson

Fusion: Auctioneer and Mayor of Windham, Ernie Eldridge, works with Natchaug Board Member and Chairman of Natchaug’s Development Committee Bill Anderson to help raise $10,000 at an event hosted by Irene and Stefan Szafarek that benefitted children receiving treatment for emotional and behavioral disorders at Natchaug Hospital’s six Joshua Centers.
The growing number of volunteers is an indicator of the remarkable and welcome outpouring of community support for young women receiving treatment in Natchaug Hospital’s Journey House residential treatment program. Residents of towns and schools in the region spend time with Journey House residents, helping them understand what their futures can be, and practicing the skills needed to get there — from training for job interviews to salsa dancing lessons. It adds up to empowering the girls to achieve their goals.

**Journey House Volunteers**

- African American Cultural Center
- Lambda Tau Chapter of Alpha Kappa Alpha Sorority
- Asian Cultural Center
- Ron Beaudoin
- Books to Dreams, Inc.
- Kathy Chowanec
- Connecticut Department of Environmental Protection, Captain Lewis
- Nancy Decrescenzo - ECSU Career Services
- Delta Kappa Gamma
- Cathy DeSilva
- Dunkin’ Donuts
- East Hartford Police Department, Officer Zawacki and K-9 Axel
- Eastern Connecticut State University, Sisterhood Project
- Charlie Grab
- Kenneth Gwozdz
- Harford Wolf Pack Community Foundation
- Lambda Theta Alpha Latin Sorority, Inc.
- Mansfield Community Center
- McWeyney Senior Center
- Joan Merritt
- National Alliance on Mental Illness
- Anika Powers
- Puerto Rican and Latin American Cultural Center
- Rainbow Graphics, Manchester, CT
- Pat Scalafano
- Soroptimist International of Willimantic
- Megan Stanton
- Nancy Stroebel
- Carol Sweet
- Dr. Nannette Tummers
- UConn Women’s Center
- Catherine Wade

Soroptimist Lisa Rose presents a $4,250 donation to Journey House Program Director Jonathan Simpson. Joining in the presentation are, from left, Journey House Assistant Program Director Christy Calhoun, Soroptimist Joan Merritt, and at far right, Journey House Clinical Director April McLean. The Willimantic Chapter of Soroptimist International is among the most generous and involved community group at Journey House.
Grants received during Fiscal Year 2009 and the first half of Fiscal Year 2010 include:

**Altrusa International of Northeastern Connecticut**, $1,000 to help continue the R.E.A.D. Therapy Program at Natchaug's Mansfield Clinical Day Treatment special education program. During the pilot phase of this program, in which children in grades K–6 read to a specially trained therapy dog, students advanced several reading levels, experienced success with behavior control, and learned to enjoy reading.

**AT&T**, $30,000 planning grant to assess a 12-town region regarding: 1) the need for therapeutic school and after-school programs to help students with social/emotional/behavioral disorders complete secondary-school, and 2) community interest in bringing Natchaug's successful programs to this region.

**Chamber of Commerce of Eastern Connecticut Foundation**, $1,500 to help expand the participation of our youth-serving programs in the PeaceBuilders® program. Piloted at our Deborah Tennant-Zinewicz School during 2008/2009, this unique violence-prevention and community-building program is credited with helping reduce suspensions from 26 in the first five months of the 2007 school year to three during the same time frame this school year, and with increased involvement in the school by parents.

**Chelsea Groton Bank Foundation**, $3,000 to help maintain transportation for children and adolescents participating in the Thames Valley after-school partial hospitalization, intensive outpatient and extended day treatment programs.

**The Community Foundation of Southeastern Connecticut**, $4,895 for equipment and training to strengthen the Project Adventure Activity Therapy program at Care Plus in Groton and the Montville Joshua Center.

**Dime Bank**, $420 from bank employees as part of their May “Jeans Day”, which will be used to help clients arriving by ambulance who are in need of clothing. Over seventy percent of the patients admitted at Natchaug arrive by ambulance from the emergency rooms of area hospitals.

**Dime Bank Foundation**, $3,750 to purchase one SMART Board for the Montville CDT program, to better support individual education plans by providing access to computer-based educational resources, and to strengthen the cell-biology units in the science curriculum.

**Eastern Connecticut Workforce Investment Board (EWIB)**, $8,250 grant is helping Natchaug staff become Certified Behavioral Health Care Interpreters, with a focus on better serving our Spanish speaking clients.

**Eastern Federal Bank Foundation**, $1,000 toward the expansion of the Project Adventure activity therapy program in Natchaug Hospital’s youth treatment programs.

**The George A. and Grace L. Long Foundation**, $2,500 toward the expansion of the Project Adventure activity therapy program in Natchaug Hospital’s youth treatment programs.

**The Lester E. & Phyllis M. Foster Foundation**, $10,000, which is a restricted gift.

**The Olga Sipolin Children’s Fund**, $4,000 to replace flooring at Natchaug’s Thames Valley Joshua Center.

**Hartford Wolf Pack Community Foundation**, $1,500 for Journey House Community Integration program, bringing their total grant support for this program this year to $3,000. This grant will help the residents, adolescent girls involved with the juvenile justice system and the Department of Children and Families whose challenges stem from underlying mental health issues, learn “normal” behavior through closely supervised participation in community programs and activities.

**The Savings Institute Employee’s Caring and Giving Campaign**, $500 is being used to purchase clothing for clients arriving for inpatient treatment without a change of clothes.

**SBM Charitable Foundation**, $5,000 toward the purchase and installation of a playscape at Natchaug’s Enfield Joshua Center.

**Soroptimist International of Willimantic**, $4,520 from the Soroptimist’s Charity Ball, and an additional $100 in honor of Linda Johnson by Vicky Duers, to the Journey House program. $4,000 of this gift will help launch the Ansel-Casey life skills program that is being implemented at Journey House. Most, if not all, of our residents have had significant disruptions in their childhood relationships (many have experienced traumatic events). The Ansel-Casey program is a therapeutic and skill-building tool that will help residents achieve the objective of developing the life skills necessary for establishing and maintaining healthy social relationships.

**Willimantic Rotary Club Foundation**, $200, to purchase a set of teacher guides for the Ansel-Casey life skills program that is being implemented at Journey House.
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.
Statement of Operations

All of the Hospital’s program areas increased access and served more clients than in the prior year:

- Inpatient admissions increased 12.2% over the prior year to 1,973 patients with significant increases in adult and adolescent admissions. The trend of decreasing lengths of stay resulted in an average daily census of 48.5 patients, 3% less than last year.

- The Journey House residential treatment center for girls cared for 31 girls during the year with an average of 11.8 residents, a slight increase over the prior year.

- The Hospital’s ambulatory programs provided over 53,000 days of care, an increase of 3.7% over the prior year through its network of 10 programs.

- Our eight school locations provided education to an average of 185 students each day, an increase of 1.0% over the prior year. In addition, schooling was provided to each of our inpatient and residential clients.

The Hospital posted its sixth successive year of positive earnings — $401,939 on net revenues of $40.3 million — a decline from the prior year in the face of restrained rate growth from public payors and increased care management by managed care companies. The state’s economic condition has resulted in the reduction or freezing of reimbursement rates from our public payors which provide 49.8% of our funding. In addition we have sought to restrain the growth in our school rates, in order to address significant strains on local government budgets.

The Hospital continues to invest in and implement technologies to reduce or limit the growth in our cost structure. During the year, the Hospital implemented a Hospital-wide staff scheduling and timekeeping technology which provides for more efficient deployment of staffing. The Hospital continues to use its Lean Program to evaluate and improve the quality of and access to care, improve efficiency and reduce costs. We continue to invest in facilities and during the last year have completed the relocation of the Joshua Centers in Danielson and Enfield as well as completed renovations and energy saving improvements to other facilities.

Community support has enabled the Hospital to improve access — the planned expansion of the existing Groton Ambulatory Program and the anticipated creation of a new program in the Essex/Old Saybrook area are opportunities significantly benefiting from the support of our generous community partners.

To address the challenges of our future, the Hospital has actively engaged in a strategic planning process which implements well thought out growth opportunities, revenue cycle enhancements, process efficiencies and cost reduction strategies.

The Hospital would like to thank our many community partners as well as our staff for their dedication to our mission and for their contribution to the performance results we report this year. With this support, the Hospital remains confident that we will successfully meet the challenges before us and continue to provide the highest quality care to those seeking our help.

Borders, Eastbrook Mall collected more than 390 new books from their customers to support a pilot program combining reading and positive coping skills development.

Lego® Largess: North Windham Wal-Mart’s donation of Legos® after their use for an in-store promotion benefited all of Natchaug’s youth programs.

Learning Space: Journey House classroom teacher Janelle Marella in one of Natchaug Hospital’s classrooms which, with the important exception of being limited to eight students, is much like classrooms anywhere in the region.
Grassroots Advocacy: In recognition of his advocacy regarding the importance of mental health parity and emergency psychiatric care, Natchaug Hospital President & CEO Dr. Stephen W. Lurcan received the 2010 National Association of Psychiatric Health Systems Grassroots Advocacy Award from NAPHS President Mark Costal.

The Power... of Advocacy

Thank you and congratulations to our elected representatives, who understand the need to protect and improve access to mental health care: the 2008 Wellstone-Domenici Parity Act, which became effective in January 2010, ensures that mental health care is provided on the same terms as medical care. The Patient Protection and Affordable Care Act, which also became law in March of this year, contains many provisions respecting people with mental illness get the care they need.

Ongoing efforts to change a 40-year old Federal law that prohibits a psychiatric facility from claiming reimbursement for treating adult Medicaid clients finally succeeded with the introduction of an emergency psychiatric care demonstration program in the reform package from which Natchaug could benefit. If Connecticut is selected to participate in the demonstration program, admissions of Medicaid-insured adults with psychiatric illnesses to Natchaug from Windham Hospital’s Emergency Department would be reimbursed for the first time in 40 years.

Finally, our advocacy with the Department of Defense has resulted in expansion of the TriCare Insurance Program to increase treatment options and access to care for our citizen soldiers and their families — this will help them and their families deal with the trauma of war that impact their lives at home.

Craig M. Martin, M.D., FA.P.A. receives a Distinguished Service Award from Natchaug Hospital’s now retired Board Chairman, Dr. Raymond Johnson, formerly Commanding Officer of the Bethesda Naval Hospital.

Craig M. Martin, M.D., FA.P.A., Psychiatrist for the Naval Health Clinic New England and former Chief Medical Officer at Natchaug Hospital, helped guests at Natchaug Hospital’s 2009 Annual Board Reception gain a better understanding of the impact of war on our citizen soldiers. Dr. Martin has long been an advocate for expanded access to care for service personnel and their dependents.

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Community… Benefits

Natchaug Hospital’s tradition of giving back to the community pre-dates its official transition from a private to a non-profit organization in 1977, a change motivated by the founders’ commitment to serving the community’s needs.

During Fiscal Year 2009, 722 clients benefited from ‘charity and uncompensated care’ — a $864,040 contribution from the hospital to people in need. In addition, thousands of clients received care reimbursed by public payers at below the Hospital’s cost, a benefit valued in excess of $2 million in Fiscal 2009.

Other ways in which Natchaug gives back to the community include:

Leadership: Natchaug employees are active in many professional and community groups, contributing literally thousands of hours: providing leadership on Chamber of Commerce … at clinics that serve the un- and under-insured, leading State-wide professional and mental health organizations, participating in task forces aimed at ending homelessness — the list is long.

Education:
• Student Nurses and Student Pharmacists field training.
• Professional Development Seminars for those working with school-age youth.
• Participation in awareness initiatives, from local school health fairs to National Depression Screening Day, increasing awareness and spreading the word that mental illness is a treatable medical condition.
• Training for families, to help support recovery.
• Natchaug Staff volunteers talk with students about their work, encouraging them to consider careers in behavioral health.

Community Service projects are part of Natchaug Hospital’s school and treatment programs.

A Gathering Place: As mentioned on page 8, Natchaug Hospital facilities provide an important gathering place for support and recovery.

Inpatient Treatment Program:
• Treat 57 clients on a daily basis in three programs (child, adolescent and adult) at the Mansfield location
• Average length of stay, 3-13 days
• Intermediate Care program average length of stay, 45 days

Residential Treatment Program:
• Average daily census: 12 adolescent girls
• All residents are connected with the juvenile justice system
• Average length of stay, 9 months

Partial Hospitalization and Intensive Outpatient Programs (eight locations):
• Treat approximately 250 children and adolescents, and 100 adults daily
• Average length of stay in Extended Day Treatment and Intensive In Home programs, 6 months
• Average length of stay in day and intensive outpatient programs, 6-8 weeks

Clinical Day Treatment special education program (eight Natchaug school locations, plus two Norwich schools operated by Natchaug Hospital):
• Each school day an average of 200 students attend Natchaug Hospital’s school programs
• Placement referral made by the local education authority

Natchaug Hospital is one of only six Connecticut facilities that treat both children and adolescents.

Friends: Virginia Fulton and Janet Jones enjoy a restful break during an event at the Szafarek’s Harmony Hill that included a Fusion of performances, fund-raising and gourmet delights.

Whirled Peace: Natchaug students celebrated World Peace Day in September. Guests and staff enjoyed the display of their work in the lobby near the portrait of the late Millard Amdur, M.D., Natchaug’s Medical Director in 1984.

Malawi Bake Sale: Journey House residents raised more than $500 with a bake sale to benefit a school project in Malawi. Journey House residents learn life skills and expand their school studies through a variety of community service projects.
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.