Connecting the Senses:
Original murals on inpatient units, created by staff members Lydia Rudolph and Hannah Jackson, are one part of a comprehensive sensory integration program.

Mission Statements
The Mission of Natchaug Hospital is to provide a continuum of accessible, community-based services for those living with psychiatric illness and 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 and recovery.

The Mission of Hartford HealthCare is to improve the health and healing of the people and communities we serve.

Natchaug Accreditation and Licensure
- Licensed and surveyed by Connecticut Department of Public Health
- Surveyed by the Joint Commission using Hospital and Behavioral Health Standards
- Surveyed by the Center for Medicare & Medicaid Services
- Licensed and surveyed by the Department of Children & Families
- Special education programs are approved by Connecticut’s Bureau of Special Education
- Participates in most insurance and managed care programs
- A member of Hartford HealthCare

Vision Statements
Natchaug Hospital:
Helping people find their way.

Hartford HealthCare:
Nationally respected for excellence in patient care and most trusted for personalized coordinated care.

Core Values
Hartford HealthCare, in partnership with its member organizations, initiated a new vision for an integrated system of care to ensure that clients receive compassionate, seamless, comprehensive and coordinated care. Part of the integrated vision is the adoption of system-wide core values, developed with full participation from each of the HHC system members, which reflect our commitment to the people we help each and every day. This report shares stories about our core values: Care, Excellence, Integrity, Safety.
“Most trusted for personalized, coordinated care”, our shared vision with our Hartford HealthCare partners, drives our daily work, and for good reason.

- A young child is having more tantrums as he gets older, not fewer.
- A ninth grader has to explain to her friends the cuts on her arm.
- A college student who was maintaining a 4.0 average stops going to classes.
- A business owner can’t seem to do without the oxycodone he started after back surgery.

The list of behaviors is long and the experience for these clients and their loved ones is often overwhelming as they navigate the health care maze.

Disorders such as anxiety, depression, obsessive compulsive, anorexia, bi-polar, and schizophrenia are more difficult and complex in their diagnosis than a broken bone, strep throat or diabetes. The diagnosis may even be misdirected because people with mental illnesses have higher-than-average rates of heart disease, diabetes and serious infections. This destructive loop contributes to a shorter life expectancy for those with mental illness – as much as 25 years shorter!

This is part of the back-story to changes at Natchaug Hospital and our parent organization, Hartford HealthCare. We are connecting our clients and our community with comprehensive, coordinated care - the right care at the right time at the right place and at a reasonable cost.

Hartford HealthCare connects Natchaug to an extensive network of specialty resources, research, and advanced technology that is focused on making the client experience as comprehensive and beneficial as it possibly can be. Our goal is to treat the “whole” person.

Natchaug is also connected with other health care organizations — Lawrence & Memorial Hospital contracted with Natchaug this year to manage all of its inpatient and outpatient psychiatric services, and Natchaug’s Chief Medical Officer, Dr. Deborah Weidner, is also the Medical Director of Behavioral Health Services at Windham Hospital. These connections formalize long-standing relationships, and help to simplify care for clients as they move between specialized treatment programs offered by our respective hospitals, and community providers.

Help is available for the young child, the ninth grader, the college student, and the business owner. Natchaug Hospital and the Hartford HealthCare team are creating health care connections for life.

As you read this report, our staff, and our clients will tell you this story, in their own words.

Stephen W. Larcen, Ph.D.
President & CEO
A Word of Thanks
From the Board of Directors

Each year, the annual report provides an opportunity for the Board of Directors to recognize those who contribute to the success of Natchaug Hospital. From the inpatient units to the partial hospital programs, schools and Journey House, the Natchaug staff demonstrate their commitment to the Hartford HealthCare system-wide core values: Integrity, Caring, Excellence and Safety. They strive to do the right thing, the kind thing, the best thing and the safe thing for all of the individuals and families they serve. As a Board, we are both proud and grateful.

We are also grateful that so many individuals, businesses, foundations and community partners continue to support the Hospital’s commitment to “helping people find their way.” On behalf of all those who depend on Natchaug Hospital, we say thank you.

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Colin K. Rice**
WILI Radio

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38th District

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Dartmouth-Hitchcock Medical Center

Elisabeth A. Little Rowlands
Educator, Retired

*Term ending June 2011, after 12 years of service
**Term ending June 2011, after 25 years of service

Board of Directors, 2009 - 2010

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.

Colin K. Rice - 25 Years of Service

Colin K. Rice completed 25 years of Board membership, including serving as Chairman 1997 - 2002, milestones within which included the 1998 affiliation with Hartford HealthCare, the Hospital’s first capital campaign, and significant growth to meet community needs.
Connecting with feelings:
North Windham Elementary School Social Worker, Catina Caban-Owen, and Art Teacher, Annette Schleicher-Thursday, worked with their students on the awareness-raising program, My Feelings are a Work of Art.

Remarks by Elsa Núñez
President of Eastern Connecticut State University
At the Natchaug luncheon on March 24, 2011

ECSU President Dr. Elsa Núñez noted that some of Eastern’s 5,400 students come to the University with heavy burdens. When preparing for the March 24th luncheon that is hosted by the ECSU Foundation, Dr. Núñez asked one of her students, who was hospitalized at Natchaug, how she is doing now...

“Things are going so well now. I’m back on my feet. The people who helped me the most were the people at Natchaug. I simply fell apart and it felt like I melted away. Feeling desperate, I was sent by Eastern to Natchaug. And there, I found my footing again. The doctors, the nurses, all helped me. And I realized I could get back to where I was. Even if it was going to be slowly. In a way, Dr. Núñez, they saved my life.”

We are grateful to Dr. Núñez for sharing this message, and for supporting the luncheon, which raises funds for Natchaug Hospital education programs.
Integrity

Integrity of individuals and organizations are interconnected.

Natchaug Hospital’s recent investments in technology – to ensure the highest level of integrity for treatment plans, medication orders and similar safety initiatives – provide a foundation from which the individual, client-centered care can proceed. But doing the right thing in the behavioral health care world is complicated: it means reaching out to family and friends; it means considering the whole context in which each client lives.

What are the ethics of persuading a person to do something they don’t want to do, knowing that, based on research and experience, it is the “right” thing to do?

Clinicians prepare for their recommendation that Amanda be placed in a therapeutic group home rather than live with either her grandmother or aunt.

Gene asks to change his vacation schedule so as to continue working with a challenging client with whom he is on the verge of establishing enough trust to learn what is really going on with this client and how to help.

Katherine’s mom refuses to allow her daughter to receive medication for acute anxiety, depression and nightmares, confident that biofeedback and herbal treatments are better options.

The rationale for withdrawing Owen from medications prescribed for ADHD is shared with his new guardian; it is the third change in his guardianship this year.

Wayne, admitted to Natchaug’s inpatient treatment program in a highly agitated condition, refuses to take medication both for fear of being poisoned and because of a belief that the voices he hears are messages from his deceased grandmother.

Connecting clients, and their families, with a path toward recovery demands intense sensitivity to and profound respect for the individual situation of each client – what is right for them? — while concurrently adhering to hospital policies and research-based “best practices” for treatment.

Until diagnosing mental illnesses is as straightforward as that for diagnosing strep throat, advocating for what is right for a client will continue to be a challenge. Natchaug’s client-centered, multi-disciplinary teams build connections between technology and people that ensure the highest level of integrity in the care we provide.

Staying Connected:
Clinical teams discuss the status and progress for every single client, drawing on each others observations and expertise to ensure treatment plans are meeting the client’s needs.
Quality health care means noticing the whole person. Not just the issue that brought them in for care, but how it impacts on their whole life. How it impacts their family.

Pamela Shuman, M.D.
Board Certified Child Psychiatrist
Joshua Center Northeast & Journey House
More of our clients today have other physical issues that need attention, from complex medical conditions to basics like dental work.

Audrey Curtis, RN
Inpatient Units
Attribute it to intuition, training, experience or all three; the fact is, when a client needs a bit of extra kindness, Natchaug Hospital staff can sense it.

Ellen, experiencing delusional psychosis, refuses to take the insulin she needs for her diabetes. Natchaug's staff compassionately persists in encouraging her to accept the insulin. The physician on her treatment team sits with her, eye to eye, listening, waiting. And Ellen takes the insulin. She starts her recovery.

Maria, who arrived by ambulance, refuses to participate in group therapy activities and rarely leaves her room – until her team figures out that she is embarrassed because she has no bra. Two are immediately purchased for her.

Natchaug’s staff cares about each client: doing the kind thing involves being alert and open to what may help, going beyond formal policies and procedures:

A glass of juice in the middle of the night
Singing camp songs
Adjusting visiting times
Keeping a supply of underwear to minimize the problem of encopresis
A Spanish-language Bible
Listening

Taking the time to listen, staff can reassure people that they are not alone, and that they can get better. Their messages and signals of hope remind clients of their strengths and shifts their attention, empowering recovery.

Recovery involves families, friends, faith communities and whatever other supports are meaningful to a client. Approaching these extended relationships (which may be stressed or even traumatized by the client’s illness) with respect and compassion helps build a caring network that can sustain recovery.

Each time Shirley, a drug-addicted prostitute, is admitted for detoxification she seems worse. Each time, staff reaches out with sincere compassion to help her find her way to recovery. When she leaves a last time, against medical advice, they wonder when they will see her again. Six years later she recognizes one of her former caregivers at a basketball game. She asks him to share the news of her sustained recovery and job promotion, and to relay her thanks for the faith the staff had in her - for all the times they gave her clothing, for giving her a bag lunch when she was discharged, for finding someone to take care of her cat, for the cake on her birthday, and for re-connecting her with her sister.

"Extremely caring and compassionate staff. Everyone was very accessible and offered a lot of insight to our situation. Thanks to all!"

Family, Pediatric Inpatient Program

Teamwork: The majority of Natchaug's inpatient program admissions are from Emergency Departments of general hospitals. Natchaug President & CEO Stephen Larcen, Ph.D., thanks William W. Backus Hospital President & CEO David Whitehead and Jim O'Dea, Psy.D., Director of Backus Hospital's Psychiatric Services, for their support at the ECSU Foundation fundraising luncheon that benefited Natchaug's education programs.
Excellence

A doctor, a Rabbi and an occupational therapist walk in to a room. No, this is not a set up for a joke. It’s serious, it’s professional and it’s part of the answer to mental health challenges. It’s an example of bringing together different expertise to build treatment plans that are the best for each client. This is as basic to achieving excellence in care as the technology that often may be cited as the indicator of excellence. Treatment teams help clients find connections for their recovery.

What helps calm the client? What do they enjoy? What are their strengths and talents? What is he or she bringing to the world?
What may be the relationship between the schizophrenic voices and the client’s faith tradition?
What are the options emerging from research for treating concurrent diabetes and obsessive compulsive disorder?

Working together, maintaining open minds and honest communication, makes excellent care possible. Excellence also springs from an attitude: working in the challenging field of behavioral health is more a calling than a job; it involves a deep commitment to doing what is best for the client.

Teachers, certain it is right for the child, arrange to take turns with a disruptive student, although it makes their own work more difficult.

Brian arrived at Natchaug’s after-school program on medication for tantrums and aggressive behavior, both at school and at home. But Natchaug’s staff determined that, instead of ADHD, he was primarily suffering from lack of sleep. Changing his bedtime routine and teaching him new behaviors involved Brian, his family, his teachers and his classmates. It took a team to do the best thing for Brian.

Clients benefit from the close relationships Natchaug has with area hospitals, and from the different levels of care available within Natchaug’s program network. Lab results, behavioral observations, family histories and other clinically-relevant information can be used immediately, sparing people from having to re-tell traumatic stories or suffer through duplicative lab work.

Are the episodes of shortness of breath asthma, heart disease, or anxiety? Or all three?
Knowing that Allyson exhibited at least two distinct personalities at Natchaug’s Thames Valley school helps the inpatient team prepare for her arrival from Lawrence & Memorial Hospital’s emergency department. The continuity of care and Natchaug’s emotionally safe environment allow Allison to face the trauma at the root of her disassociative and self-injurious behaviors; she can begin her journey to recovery.

Achieving excellence requires constant vigilance for opportunities to improve. It requires constant, unwavering focus on the client and on connecting them with their best path to recovery.

Family: Mental illness and addictions affect the whole family. Whenever possible, Natchaug Hospital includes the family in diagnosis, treatment, and plans for sustaining recovery.

“This program helped me more than words can explain.”
Adolescent, Inpatient Program
There was always a connection between Windham and Natchaug Hospitals, but this formalizes an important relationship. It is more concrete.

Edward S. Sawicki, M.D.
*Internist, Board Member*
Natchaug provides a safe and stable place, where our clients can feel physically safe and even more importantly emotionally safe.

April McLean, Psy.D.
Clinical Director, Journey House
The lengths to which Natchaug goes to provide a physically safe environment are extraordinary, but offering emotional safety is at least as important. Both are pursued in part by starting with the client’s experience: What are they feeling? What are they thinking? How can we help them be safe – emotionally and physically – while they are with us? How can we teach them to stay safe?

Staff vigilance is at the heart of ensuring safety. Intervening at the earliest sign of a problem helps in several ways: it helps keep people physically safe, reducing emotional trauma, and teaching skills that can help control behavior.

National Patient Safety Goals for Behavioral Health include identifying client safety risks (especially for suicide), preventing infection, correctly identifying each client and several aspects of checking client medications. All of these are part of Natchaug’s environment of care. In some cases, technology provides an extra measure of safety, as in the prescribing and dispensing of medications. But safety depends on the focused attention and accountability of our staff.

Being asked “do you feel safe?” is a part of every client’s day. It is a direct question, unflinchingly addressing the behaviors for which they are in treatment. Are they thinking about using drugs? Are they planning to hurt themselves? Is their fear or anger escalating?

Each client’s treatment plan includes a safety plan – what to do when they are starting to feel unsafe. These plans are revised and practiced regularly. Friends and family are told when they are included as resources in a safety plan so they know what is going on and can be prepared to help.

Knowing that help is available – help that will not judge, bully or tease them about their feelings – provides an emotionally safe place for clients to figure out the connections between their life experiences, personal beliefs, and brain chemistry.

Bullying & Harassment was the topic for William Howe’s presentation at the annual Eastern Connecticut State University Foundation benefit luncheon, which generated $13,525 to support Natchaug Hospital education programs. Pictured at the luncheon, from left, Cheryl Calderado, Bill Anderson, Millie Devine and speaker Dr. William Howe, state Title IX Coordinator/Civil Rights Compliance for the Connecticut State Department of Education and internationally recognized speaker and trainer.
Clinical Day Treatment special education program:
- Nine 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

Inpatient Treatment Programs:
- Treat up to 57 clients on a daily basis in three programs (child, adolescent and adult) at the Mansfield location
- Average length of stay, 5-13 days

Intermediate Inpatient Care program, Mansfield:
- 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:
- Nine locations
- Treat approximately 3,200 children, adolescents, and adults each year
- Average length of stay, 6-8 weeks

Extended Day Treatment Program:
- Offered at five Joshua Centers
- Average Daily Census, 29
- Provides structured groups for three hours a day up to five days per week
- Average length of stay, 6 months

Intensive In-Home Child & Adolescent Psychiatric Services:
- Four teams
- Up to 32 families can enroll at a time
- Provides in home services 2-3 times per week
- Average length of treatment, 6 months

Ambulatory Detoxification Program:
- A medical procedure employing Suboxone (an opiate agonist) to help people withdraw safely and abstain from opiates - causes minimal disruption to normal day-to-day life
- Includes regular monitoring and group therapy

Juvenile Court Support Services:
- Natchaug’s work with Connecticut’s juvenile justice programs includes conducting intensive short-term and intermediate evaluations for the juvenile courts in Willimantic and Waterford.

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

Natchaug backs up the psychiatric departments of general hospitals, providing staff-intensive care for particularly challenging patients.

Connect the Dots: Natchaug Hospital’s Network of Care – which provides a regional system of care for children, adolescents and adults with mental illness, emotional trauma, substance abuse and behavioral health problems – added its tenth program location this year, a new Joshua Center in Old Saybrook.
We need to recognize mental illness as part of the complete spectrum of health issues you may have to deal with in your life and realize there are good health care options out there.

Howard Drescher
Parent, neighbor, volunteer
Journey House

Natchaug Hospital’s residential treatment program for adolescent girls is benefiting from remarkable and welcome community support: each year the list of volunteers and activities for the girls grows longer.

Journey House has admitted 95 girls since opening in 2004, with up to 13 girls in residence at any one time. Ranging in age from 13 to 17, most are in the care of the Department of Children and Families; and all are court-involved for transgressions such as running away from home, truancy from school, prostitution, and substance abuse. Because illnesses such as post traumatic stress disorder, bipolar disorder, depression and anxiety were identified as underlying issues for their behaviors, the girls receive behavioral health treatment and attend school at Journey House. As Connecticut’s only secure behavioral health program serving this population, residents may be from anywhere in the State.

We are so grateful for the many people who are reaching out to connect with our girls, providing healthy experiences and positive social interactions from which the girls can build the skills they need to succeed as independent, contributing members of their communities.

Community Service Activities

Residents learn about the needs of others through community service projects.

- **Douglas Manor Nursing Home**
  - visits and gifts of hand-crafted cards and blankets

- **Soup Kitchen**
  - meal preparation and service

- **Women’s Shelter**
  - clothing collection

Journey House Volunteers

- AEG Facilities (XL Center)
- African American Cultural Center
- Lambda Tau Chapter of Alpha Kappa Alpha Sorority
- Coach Ray Aramini and the ECSU Rugby Team
- Asian Cultural Center
- Ron Beaudoin
- Books to Dreams, Inc.
- The Bushnell
- Tracy Capello
- Central Connecticut State University-Athletic Dept
- Kathy Chowanec
- Connecticut Department of Environmental Protection, Captain Lewis
- Connecticut Whale (Hartford Wolf Pack) Community Foundation
- Ruth Cutler
- CVS, Glastonbury
- Nancy DeCrescenzo - ECSU Career Services
- Delta Kappa Gamma
- Marcia Demers & Pi Charities for Children
- Cathy DeSilva
- Heather Driscoll
- Dunkin’ Donuts
- East Hartford Police Department, Officer Zavallick and K-9 Axel
- Eastern Connecticut State University, Sisterhood Project
- Toni Ellzey
- Foxwoods Resort & Casino Generations
- Charlie Grab
- Kenneth & Dana Gwozdz IKON
- Lambda Theta Alpha Latin Sorority, Inc.
- Father Larry LaPointe
- Mansfield Community Center
- Nancy Massey
- Renie Markow
- McDonalds, Glastonbury
- McSweeney Senior Center
- Joan Merritt
- Mohegan Sun, Karen Gaudreau
- National Alliance on Mental Illness
- Physical Designs, Devone Pollard
- Anita Powers
- Puerto Rican and Latin American Cultural Center
- Rainbow Graphics, Manchester CT
- Maggie Scotta
- Soroptimist International of Willimantic
- Carol Sweet
- Dr. Nannette Tummers
- UConn Women’s Center
- Catherine Wade
- Suzanne Zack

Community Connections

Activities for Journey House girls progress from on-site to off-campus field trips. Examples from this past year include:

- The Bushnell performances
- Career Development
- Cosmetology
- Creative Writing
- Fitness
- Hip Hop dance lessons
- Ice Skating
- Jorgensen Center for Performing Arts performances
- Junior Master Gardener Program
- Knitting and sewing lessons
- K-9 Olympics demonstration
- Magic Show
- Magic Wings butterflies
- Mentoring by college students
- Swimming Lessons
- XL Center, professional and collegiate sports

Dr. Ed Sawicki’s team of Master Gardeners, guided by the girl’s ideas, are transforming the Journey House back yard into vegetable, perennial, meditation and native habitat gardens.
School Programs

School Programs

Commended

Natchaug’s K – 12 school programs are designed to meet the needs of students with emotional disturbances – and they have earned the approval of educational experts.

Congratulations to the staff and students of Natchaug Hospital’s schools for earning continued Approval from Connecticut’s State Department of Education after an intensive compliance review this year. All three schools – Inpatient, Journey House and the seven sites of the Clinical Day Treatment – will receive five-year Approval, the longest possible, starting next school year. The schools earned numerous commendations, most notably for the spirit of cooperation and respect among staff and students.

State Department of Education evaluation teams recognized the close communication between academic and clinical programs, and recommended expanding the interactive classroom technology that supports a wide variety of learning skills and abilities.

The vocational skills program in the day schools earned high marks both for its creative use of a trailer to enable it to operate in two locations, and for its engagement of local businesses.

Evaluators also noted the positive attitudes of Natchaug Hospital’s teaching staff toward their students and their jobs; they were impressed by the large number of staff who, obviously enthusiastic about their work, have continued to devote their working lives to these challenging programs for many years.

By The Numbers

School Programs

| 11 | School locations |
| 31 | Classrooms |
| 8  | Students per classroom, on average |
| 546| Students, Inpatient School |
| 277| Students, Clinical Day Treatment School |
| 24 | Students, Journey House School |
| 36 | Teachers, all certified |
| 2  | Norwich Public School special education programs operated by Natchaug Hospital |
| 19 | Students graduating in June 2011 |
| 11 | Towns/school districts from which these graduates will receive their diploma |
| 21 | Students attended Natchaug Hospital summer school |

Business and Program Connections:

On hand for the presentation of benches designed and created by Natchaug’s Danielson and Norwich YouthWorks students are, from left standing: Principal David Heg, Master Gardener Ron Beaudoin, Assistant JH Program Director Christy Calkins, Board Member and project leader Dr. Ed Sawicki, Vocational Skills Teacher Kevin Maines, Director of Plant Operations Mike Strycharz, Principal David Yellen, Master Gardener volunteer Ruth Cutler, and, seated, Board Member Toni Ellzey and Board Chair Carol Wiggins.

Jeff Koehl, President and CEO of Spirol International (left) with Vocational Skills Teacher Kevin Maines (right) at the dedication of the new YouthWorks trailer, purchased with a grant from Spirol International Corporation.
Community Connections

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 opening a new Joshua Center in Old Saybrook and expanding the Care Plus program in Groton, to student talent shows and clothing for clients in need. Individual donors, businesses and foundations are supporting investments such as interactive classroom technology, transportation to and from treatment programs, staff training, and recreational equipment. Thank you!

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Community Support: Dr. Carl Lindquist and Dr. James Watson, listening to Natchaug Hospital Board Member Toni Ellzey, were among more than 100 supporters at the March 24 luncheon hosted by the ECSU Foundation, which generated more than $13,000 in support for Natchaug Hospital’s education programs.
Dr. Shamal & Sriramohan Beltangady
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Dr. & Mrs. Carl Lindquist
Ruth-Ann Lobo
Charles Lowe, Ph.D.
David Lucier
Zybyszek Lukomska
Bonnie MacGregor
Emily Macko
Theresa Malchodi
Mark Mangelinkx
Megan Marco & Noah Schappa
Janice Marconi
Craig Martin, M.D.
June Mathieu
Mark Mathieu
Nancy Mathis
Dana McGee, Esq.
April McLean, Psy.D.
Carol McMillian
Walter & Lynn McPhee
Steve & Joan Merritt
Kathy Mikna
Alan & Kathy Miller
Patricia Miller
Anthony Morelli
John Mulcahy
Alissa Mulliken
Saranne Murray & Jackson Foley
Edward Mushinsky
Shirley Mustard & Dean Williams
Diane Nadeau
NAMI Windham County
Marcy Neff
Peter Nelson
New England Design, Incorporated
Kelly O’Brien-Kelly
Mary O’Keefe
Sheri Olson
Gary & Karen Osbrey
Michael Pallein
Frederick Palm
Carleigh Papillo
Rajesh Parekh
Christina Parham
Ed & Deborah Pass
Jayantkumar Patel, M.D.
David & Mary Patenaude
John & Deborah Patten
The Pichie Family
Peter Polomski
Pomfret Community School, O.U.R.
Hearts Club
William Powers
Senator Edith Prague
Hal Reed
Lillian Rhodes
Peter Rich
Colin & Loretta Rice
Representative Betsy Ritter
Catherine Roberge
Thomas Rolfe
Jim & Debra Ruel
Sandy Rup
Bill & Bonnie Ryan
Marie Saluk
William Sanders
Fran & Carol Santa Lucia
Lori Secchiaroli
Howard & Bonnie Schiller
Larry Schnitman
Jeremy Schwartz
Cathleen Sciana
Arlene Scott
Jacqueline Seide
Deanne Shapiro
Margherita Shaw
Jane & Peter Shea
Leila Shepard
Stuart & Joan Sidney
Paul Siege
Patricia Simons
Beverly Sims
James & Holly Sinkewicz
Maurice Sirois
Sherry Smardon
in memory of Barbara Mayer
Gary St. Germain
Storrs Family Medicine
Szafarek Dental
Tecton Architects, PC
Tom Terry
Janet Tourigny
United Way
University of Connecticut
Foundation
Carmen Vance
John Veiga
Abel & Karen Velez
Nelson Walker II
Deborah Walsh Bellingham
Claire Warren
Waterford Group
James Watson, M.D. & Ellen Lang
Jonathan Watts
Howard Wayland
Thomas & Mary Weinland
Dianne Welch
David Wheeler & Soheila Dehlavi-Wheeler
Annette Williams
James Williamson
Hallie Wilson
Margaret Wilson
Windham Dental Group
Anne Miller Wolchesky
David Yellen
Dick & Dot Young
Jessica Zacharie
Aija Zeidenbergs & Steve Muron
Chaz Zezulka
Richard Zitkus

Borders Books
Cheryl & Michael Calderado
Judi Caracausa
Chuck & Augies
Clear Pathway, LLC
Senator Joe Courtney
Cross Sound Ferry
CT Outdoors
CT Repertory Theatre
Margaret Dillion
Dime Bank
Melanie Dolat
Bernie & Lucy Drabek
Eastern Connecticut State University Foundation
Ernie Eldridge & Anita Sebestyen
First Church of Christ, UCC
Flanders Fish Market
David Fothergill
Foxwoods
Gbs Organizing and Staging
Andrew & Barbara Gibson
Golden Lamb Buttery
Joyce Goodale
Hair Unique Salon’s
Hilton Garden Inn, Groton
Holdridge Nursery
Holiday Spirits
Pedro & Linda Johnson
George & Janet Jones
Jorgensen Theater
JTK Management Restaurants
The Porters & Keeper Corporation
Shoshana Levinson
Pamela Lewis
Megan Marco & Noah Schappa
Austin & Joan McGuigan
Med-East Medical Walk-In Center
Motta’s Pastry & Bake Shop
Leela Panoor, M.D.
Pentangle Fashion Boutique
Sandra Peterson
Representative Betsy Ritter
Bill Robinson
Self Expresshuns Salon
Singapore Grill
Nora Stevens
Bernice & Stefan Szafarek
Szafarek Dental
The Lily Pad
A Tiny Perspective
Tony’s Pizza
UConn Athletics
Ceil Vardar
Villa Spirit Shoppe
WILL Radio
Windham Chamber of Commerce
Windham Theatre Guild
WINY Radio

In Kind
Cindy & Roger Adams
Diane Adelson
Altnaveigh Inn & Restaurant
Angellino’s Restaurant
Anonymous
Artphoto by Pietro
Nancy Beck
Bella Fiore

Thank you to this year’s sponsors!

ChelseaGroton Bank
Dime Bank
Lawrence & Memorial Hospital
Mansfield Family Practice
Market Realty
Michael Pallein, CPA
Savings Institute Bank & Trust
Shipman & Goodwin
Soroptimist
Tecton Architects
Temporaries of New England
Windham Dental Group

* Generous support regrettably omitted from the June 2010 report.
**Financial Statements**

### Revenues $42,531,110
- **School Programs** $19,008,933
- **Joshua Centers** $9,248,014
- **Adult Day Programs** $5,119,714
- **Residential Treatment Center** $2,540,327
- **Child/Adolescent Inpatient** $6,490,119
- **Other Revenue** $60,836

### Expenses $42,081,562
- **Salaries & Benefits** $33,246,799
- **Supplies & Other** $3,104,181
- **Professional Fees** $2,263,240
- **Purchased Services** $975,936
- **Capital Costs** $1,716,442
- **Bad Debts** $774,964
- **Other expenses** $60,836

### Revenues vs. Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>989,113</td>
<td>594,091</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>4,284,711</td>
<td>4,456,726</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>858,570</td>
<td>848,348</td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>18,650,996</td>
<td>17,815,489</td>
</tr>
<tr>
<td>Accumulated Depreciation &amp; Amortization</td>
<td>(7,220,504)</td>
<td>(6,345,735)</td>
</tr>
<tr>
<td>Net property, plant &amp; Equipment</td>
<td>11,430,492</td>
<td>11,469,754</td>
</tr>
<tr>
<td>Other assets</td>
<td>134,550</td>
<td>134,755</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$17,697,436</td>
<td>$17,503,674</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
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<tbody>
<tr>
<td>Total current Liabilities</td>
<td>2,265,511</td>
<td>2,752,487</td>
</tr>
<tr>
<td>Total long-term Liabilities</td>
<td>2,978,837</td>
<td>2,289,788</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>3,603,807</td>
<td>3,893,169</td>
</tr>
<tr>
<td>Net Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>8,639,928</td>
<td>8,387,400</td>
</tr>
<tr>
<td>Restricted</td>
<td>209,353</td>
<td>180,830</td>
</tr>
<tr>
<td><strong>Other assets</strong></td>
<td>8,849,281</td>
<td>8,568,230</td>
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<tr>
<td><strong>Total</strong></td>
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### Assets 2010 vs. 2009

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### Graphs

- **Pie Charts**
  - School Programs $19,008,933
  - Joshua Centers $9,248,014
  - Adult Day Programs $5,119,714
  - Residential Treatment Center $2,540,327
  - Child/Adolescent Inpatient $6,490,119
  - Other Revenue $60,836
- **Bar Chart**
  - Revenues $42,531,110
  - Expenses $42,081,562

### Graphs on Right Side

- **Admissions**
  - All Programs
  - 2007: 4,320
  - 2008: 4,473
  - 2009: 4,717
  - 2010: 4,762
Grants Received
Grants received during Fiscal Year 2010 and the first half of Fiscal Year 2011 include:

Altrusa International of Northeastern Connecticut, $1,500 for the My Life My Choice program at the Journey House residential treatment program, to educate young women about sexual exploitation, helping them recover from past exploitation and avoid future sex trafficking.

Cardinal Health Foundation, $7,500 to purchase the NetSmart Infoscriber software that links doctor prescriptions electronically to the pharmacy, and to the client’s treatment chart. This is a component of Natchaug Hospital’s safety initiative that is focusing on employing electronic tools for improved communication.

Community Foundation of Southeastern Connecticut, $6,000 to be used toward renovations of Care Plus program facility in Groton. Funds from: the Gildersleeve White Fund ($2,000) and Burt Charitable Fund ($4,000)

Community Foundation of Southeastern Connecticut, Windham County, $1,500 Women and Girls fund for the My Life My Choice program, to educate vulnerable young women about sexual exploitation, helping them recover from past exploitation and avoid future sex trafficking.

Dime Bank Foundation, $3,750 to purchase one interactive “SMART” board for the Montville Clinical Day Treatment special education program, to better support individual education plans and to strengthen the cell-biology units in the science curriculum.

Eastern Connecticut Workforce Investment Board (EWIB), $9,122.50 to purchase HealthStream, a web-based tool to help improve access to and tracking of staff professional development training, part of Natchaug’s Quality Initiative.

Eastern Connecticut Workforce Investment Board (EWIB), $10,000 for staff training to further enhance treatment programs for clients who have experienced trauma.

Liberty Bank Foundation, $5,000 for our Joshua Center Shoreline Program.

Middlesex County Community Foundation, $5,000 for the new Joshua Center Shoreline Program.

NewAlliance Foundation, $1,000 for the new Joshua Center Shoreline.

Pfizer Global Research & Development, $6,250 to introduce two interactive “SMART” boards into Natchaug Hospital’s Norwich special education program, part of a classroom technology initiative to support individual education plans and strengthen the cell-biology units in the science curriculum.

Spirol International Corporation, $12,000 for a traveling trailer to support the YouthWorks vocational education program in the Danielson and Norwich Clinical Day Treatment special education programs.

The Lester E. & Phyllis M. Foster Foundation, $10,000, which is a restricted gift, as part of a multi-year pledge.

Helping teens: Liberty Bank Foundation’s Willard McRae, AT&T’s Bill Turner and Cynthia Clegg, Executive Director of the Middlesex County Community Foundation joined in celebrating the new Joshua Center in Old Saybrook, which their foundations are supporting.
The Hospital’s programs experienced overall modest growth during the past year:

- The average number of patients in the hospital, 48.4 increased by 2% over the prior year, primary due to an increase in psychiatric admissions and a decrease in admissions of patients with substance abuse conditions. This reflects a managed care trend of referral of substance abuse patients into less intensive levels of care, including our outpatient programs.
- The Journey House residential program served 24 adolescent girls during the year with an average of 11.8 residents per day, comparable to the prior year.
- The Hospital’s ambulatory programs provided over 56,000 days of care, an increase of 5% over the prior year through its network of ten programs. We also expanded our in-home intensive services during 2010, providing over 5,700 hours of in-home services, a 58% increase over the prior year.
- Our eight school locations provided education to an average of 182 students each day, three fewer than the prior year. However, a new summer program was introduced in 2010 in our Enfield and Norwich schools and 21 students were served.

The Hospital posted its seventh successive year of a positive operating margin – $449,549 on net revenues of $42.7 million – an improvement from the prior year due to the modest growth in patient volumes and expense management strategies that helped to offset the lack of increases in state funded reimbursements.

During the year the Hospital expanded several programs in order to meet community needs including: the addition of a fourth team of providers to our intensive in-home program, the opening of two summer school programs, and the addition of a new vocational education tract at two school programs.

In addition the Hospital identified a location for its new adolescent outpatient program, Joshua Center – Shoreline in the town of Old Saybrook, renovating the facility for a January 2011 opening. This program will fill a long unmet need for adolescent services in the shoreline area.

We operate in an economic environment of strong constraints upon our revenue stream resulting from federal and state budget deficits as well as increasing management of patient care utilization. As a result, the Hospital constantly engages in strategies to become more efficient and reduce costs, including working with our Hartford HealthCare partners to leverage system-wide opportunities for savings.

We are also engaged in efforts to better coordinate our care to improve our client’s experience and their health outcomes. These efforts will reduce unnecessary tests and visits to emergency rooms and reduce the need for re-admission to the hospital.

We thank all of our staff, local providers and partners, and the generous support of the community for their contributions to our success in meeting the challenges of the past year as well as their continuing efforts going forward.

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**By The Numbers**

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Locations of Natchaug Hospital treatment programs</td>
</tr>
<tr>
<td>568</td>
<td>People work at Natchaug Hospital</td>
</tr>
<tr>
<td>28</td>
<td>Medical Staff members</td>
</tr>
<tr>
<td>4,762</td>
<td>Total admissions to all Natchaug Hospital treatment programs</td>
</tr>
<tr>
<td>4,035</td>
<td>Unduplicated admissions to Natchaug Hospital treatment programs</td>
</tr>
<tr>
<td>1,897</td>
<td>Children and adolescents participated in one or more Natchaug Hospital treatment programs</td>
</tr>
<tr>
<td>122</td>
<td>Connecticut towns (and 12 other states) have residents who were admitted to Natchaug for treatment this year</td>
</tr>
<tr>
<td>619,167</td>
<td>Miles traveled to provide clients with transportation to and from treatment</td>
</tr>
</tbody>
</table>
Connecting with Community Needs

Natchaug Hospital has a long history of giving back to the community, inspired by the founders’ commitment to serving the community’s needs.

During Fiscal Year 2010, 662 clients benefited from “charity and uncompensated care” — a $1,017,650 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 to the community valued in excess of $1.5 million in Fiscal 2010. In fact, 66 percent of our clients benefit from some form of financial assistance or subsidy.

Other ways in which Natchaug gives back to the community totals more than $595,978 and includes a wide range of activities. Some examples:

Educating Future Providers

Natchaug plays an important role in helping to educate nurses, social workers, psychologists, occupational therapists, and psychiatrists to help meet the communities future needs for professionals. This comprehensive effort includes:

• Field training for student nurses from Yale University, the University of Connecticut and Three Rivers Community College;
• Student pharmacists from the University of Connecticut;
• Social work graduate students from several graduate schools;
• Occupational therapy assistants to help clients in their recovery from Eastern Connecticut State University and other colleges;
• Child Psychiatry Fellows from the University of Connecticut and the Institute of Living; and,
• Doctoral students in psychology from the University of Hartford.

Educating Community Providers and Professionals

• Eight Professional Development Seminars by Natchaug staff on emotional disturbance issues were attended by 452 professionals from 65 towns, benefiting their work with school-age youth.
• Natchaug Hospital staff share their expertise with the region’s police and emergency responders, helping them learn to identify and de-escalate people who may be experiencing emotional distress or psychosis.

Supporting Families and Consumers

• Natchaug staff participate in awareness initiatives, from local school health fairs to NAMI Walks and National Depression Screening Day, increasing awareness and spreading the word that mental illness is a treatable medical condition.
• Training for families – including individual family therapy and multi-family groups – supporting the recovery of our clients.
• Natchaug staff encourage high school and college students to consider careers in behavioral health.
• Family and Support Group use of our facilities (for example Alcoholics Anonymous, Al-Anon, Adult Children of Alcoholics, National Alliance for Mental Illness) helps build a community network of support for recovery.

Leadership & Advocacy

Natchaug Hospital staff actively contribute to the community through their participation in local collaborative groups of families and providers, chamber of commerce health advisory groups, statewide groups that advocate for special education programs. Our leaders volunteer their time and expertise to advocate for sound public policy to ensure access and quality of care.
Looking Ahead
How best to respond to Community Need: A collaborative of health care providers in Windham County is preparing to conduct a Community Health Needs Assessment during 2011 so as to ensure the best alignment of resources with identifiable needs, and to measure our progress toward meeting those needs. Members for the Windham County Community Health Needs Assessment include: Windham Hospital, Natchaug Hospital, Day Kimball Hospital, Generations Family Health Center, VNA East, Community Health Resources, United Services, Northeast District Department of Health and Community Resources.

By The Numbers

<table>
<thead>
<tr>
<th>Number of people</th>
<th>Dollars (benefit value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>662</td>
<td>Charity &amp; Uncompensated Care</td>
</tr>
<tr>
<td>2,195</td>
<td>Unpaid Cost of Medicaid &amp; Medicare Services – Under-reimbursed Care</td>
</tr>
<tr>
<td>387</td>
<td>Means-tested Programs</td>
</tr>
<tr>
<td>97</td>
<td>Educating Future Providers</td>
</tr>
<tr>
<td>530</td>
<td>Educating Community Providers &amp; Professionals</td>
</tr>
<tr>
<td>7,446</td>
<td>Community Health Improvement –Health promotion, health education initiatives</td>
</tr>
<tr>
<td>385</td>
<td>Community Building Activities - Advocacy</td>
</tr>
<tr>
<td>100</td>
<td>Community Benefit &amp; Needs Assessment</td>
</tr>
<tr>
<td>4,026</td>
<td>Financial and In-Kind Contributions</td>
</tr>
<tr>
<td>15,828</td>
<td>TOTAL Value of Community Benefit Efforts</td>
</tr>
</tbody>
</table>

Friends: Bernice Szafarek, hostess of the annual fundraising event for Natchaug Hospital, FUSION, welcomes guest and long-time Natchaug supporter, Senator Edith Prague, to the Szafarek’s home, Harmony Hill.

Partners: Lawrence & Memorial Hospital’s Bill Stanley, Vice President of Development & Community Relations, talks with Natchaug Hospital President & CEO, Stephen W. Larcen, Ph.D., before introducing panelists at a Natchaug Hospital Professional Development Seminar hosted by L&M. Natchaug and L&M recently entered a formal management agreement in which Natchaug Hospital will manage both inpatient and outpatient behavioral health programs at Lawrence & Memorial Hospital.

NAMI Walk: This year’s Natchaug Team for the annual National Alliance on Mental Illness fundraising and awareness-raising event surpassed its goal, raising $1,117. Many thanks to walkers and Natchaug’s team captain, Samantha Holtz (on left holding banner).
Yah a’ha
You know Natchaug is the best
Yah a’ha everything is
better than the rest
Yah a’ha everything is
better than the rest
Because they make it feel
like a home

Man this hospital is the bestest
They even give us rewards
instead of arrest us

I’m only twelve but they treat me
like I am older
If I need someone to talk to,
I always have a shoulder

I thought it would unbearable but
they really help me through the
worst and the terrible

The expressive therapists
are all saints
They help us get our feelings out
through drawing and paint

Dance, markers,
kickball and gym,
They always help us have fun in
everything we’re in

Staff play with us all day
on the unit
And if my attitude is bad they just
help me tune it

I like to pet the dog, but they
slobber and they’re furry

They remind me of my cat named
kizmit and my dog named Shirley

I met some awesome kids
We play kickball and Wii
And if I am extra good I get to
watch T.V.
Whenever I’m sad they remind me
better ways to cope
They help turn my frown upside
down so I don’t need to mope

When I’m sad I like to color, my
favorite color is red
It helps me feel better not just cry
in my bed

CRS helps me not be afraid, so
come get help with CRS
OK?!?

At Natchaug we have CRS and I
think its really the best
Cathy, Sam and Winky really know
how to reach me
Games and crafts are really cool
When I’m done I want to go jump
in a pool

We are the champions
Me and my friends
Can you guess who we are
Natchaug till the end
We are all superstars!

Time to Celebrate: Still wearing
their Happy Face team colors for
the Inpatient Pediatric Rap group,
children celebrate a good week with
a cookout.

KID’S RAP
Rehabilitation therapist
Samantha Holtz recognized
an opportunity to direct the
inpatient pediatric group’s energy
into dance-like movements, and
encouraged them to share what
they thought about the program
in rap-like style. The kids loved
it, polishing their performance
for a presentation, and then
celebrating with a cookout.

Premiere Performance,
April 22, 2011
Meet the Family

Some of the nation’s best physicians and health care providers are on the Hartford HealthCare team. From preventive medicine and wellness services, to nationally recognized cancer and cardiac programs, to the latest advancements in medical research and technology, we are connecting the best resources, the best people and the best approaches to provide our community with the care it expects and deserves.
INTEGRITY:
We Do the Right Thing
Our actions tell the world who we are and what we stand for. We act ethically and responsibly in everything we do and hold ourselves accountable for our behavior. We bring respect, openness, and honesty to our encounters with clients, families and coworkers and support the well-being of the communities that sustain us.

CARING:
We Do the Kind Thing
Every Natchaug Hospital staff member touches the lives of the clients and families in our care. We treat everyone with kindness and compassion and strive to better understand and respond to the needs of a vibrant and diverse community.

EXCELLENCE:
We Do the Best Thing
In Natchaug Hospital, only the best will do. We work as a team to bring experience, advanced technology and best practices to bear in providing the highest-quality care for our clients and families. We devote ourselves to excellence, professionalism, innovation and creativity in our work.

SAFETY:
We Do the Safe Thing
Clients and families have placed their lives and health in our hands. Our first priority, and the first rule of medicine, is to protect them from harm. We believe that maintaining the highest safety standards is critical to delivering high-quality care and that a secure working environment protects us all.

Natchaug Hospital and the Hartford HealthCare team are creating health care connections for Life.

Our goal is to treat the “whole” person.

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

189 Storrs Road
Mansfield Center, CT 06250
natchaug.org