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.
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.

Vision:

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:

Values are the underlying beliefs of Natchaug Hospital, providing a framework for the culture and a roadmap for our behavior and decisions.

Integrity: We Do the Right Thing
Caring: We Do the Kind Thing
Excellence: We Do the Best Thing
Safety: We Do the Safe Thing

Children in photos are models whose families are friends and/or employees of Natchaug Hospital. They are not the clients referred to in the text. Cover photos by Jeff Yardis.
There are times in life that challenge our strengths and change the way we see the world.

This past year has been one of those times, and I am pleased to report that, at Natchaug Hospital, the organization and programs are as strong and vital as ever.

First and foremost, the outstanding leadership team and entire staff of Natchaug Hospital needs to be recognized for demonstrating that they are capable of growing in each of their individual roles. The best example of this is the incredible transformation we launched, H3W (How Hartford HealthCare Works), that will unleash the energy and creativity of our staff to improve what we do everyday.

We continued to grow to meet our community’s needs by:

- Opening a new program for young adults with a focus on issues faced by 18 to 25 year-olds.
- Opening, and then expanding, the Joshua Center Shoreline to meet the needs of the underserved Old Saybrook region.
- Relocating our northeast Quinebaug adult program to a larger, handicap-accessible space.
- Creating a team of psychiatrists, psychologists, and neuropsychologists to conduct in-school student evaluations, saving time for busy school staff and reducing stress on students and their families.
- Adding a fourth intensive in-home team to help more families receive critically needed services to support their children in the home.

Many challenges were faced with creative energy. For example:

- Maintaining services to clients by using available space at our nearby RiverEast program in Vernon when the weight of snow on the roof at our Enfield Joshua Center forced a temporary evacuation.
- Controlling the financial impacts of revenue lost due to inclement weather and from the erosion of public reimbursement rates through numerous expense and revenue adjustments, without diminishing client services.

It is especially rewarding that after many years of advocacy, Connecticut was selected for the Federal “Medicaid Emergency Psychiatric Demonstration” and Natchaug, as the state’s sole site, will be able to improve access to care for Medicaid-insured adults in our region.

Our relationship with Windham Hospital, nearly six decades strong, was advanced during this past year. Our Chief Medical Officer Deborah Weidner, MD, MBA, recruited Carl Washburn, MD, a psychiatrist and psychosomatic specialist, who is now providing daily psychiatric consultation services to Windham Hospital’s inpatient unit and emergency department as needed. And last August, I accepted the appointment to serve concurrently as President and CEO of both organizations.

This unplanned opportunity to strengthen the benefits that the Hartford HealthCare system can bring to our region was made possible by the support of the Boards and management teams of both organizations.
Most notable among those making a difference this past year is David Klein, PhD. I know I am not alone in appreciating his contributions; his promotion to Chief Operating Officer understates the importance of his role at Natchaug and the extent to which we all value his leadership.

I invite you into the stories that follow, to learn a bit more about the people and teams that are making a difference at Natchaug Hospital – helping people find their way.

““You just want to be the best person you can be every day, and you want to treat people just how you would want to be treated. You come in and you’re just kind and compassionate to people. And you have to work to see that every other person on the team is being their best person.”

— Christy Calkins, Journey House Assistant Program Director

Stephen W. Larcen, PhD
President & CEO

At Natchaug Hospital, the organization and programs are strong and vital.
88 Years of Service

The introduction in 2010 of term limits to Natchaug Hospital’s updated bylaws, a “best practice” for non-profit board governance, continues the change in Board membership that started with the departure of 25-year member Colin Rice and 12-year member Karla Harbin Fox from the Board in 2011. This year four more members complete their extraordinary terms.

Antoinette Ellzey, APRN, known to us as Toni, joined Natchaug Hospital’s Board within the first year of the Hospital becoming a 501(c)(3) non-profit organization. Hospital founders Olga and Mervyn Little were still actively leading the operations, which included both skilled nursing/convalescent care and psychiatric care. During her 34 years of service, Toni has seen dramatic changes in the delivery and business of health care, as well as a more than 25-fold increase in Natchaug Hospital’s programs and services. Toni, as a nurse practitioner, has brought a sound understanding of the vision of helping people find their way and has contributed to planning, quality and engagement with program staff to support our continued efforts to improve.

Rev. Larry A.M. LaPointe, known as Father Larry, came on the Board of Directors 24 years ago at a time when the hospital faced significant leadership transitions, financial difficulties, and increasing community need for child and adolescent services. Father Larry, Toni and their fellow Board Members charted a new course for the Hospital, bringing in new leadership, stabilizing finances, and growing programs to serve the community. Father Larry has consistently provided perspective and wisdom to the Board throughout all of these changes.

Carol Wiggins, PhD, whose service since 1997 includes her recent three-year term as Chair of the Board, has contributed enormously to the integration of Natchaug Hospital into the Hartford HealthCare system, ensuring that Natchaug’s mission and vision not only have remained intact, but are actually strengthened by the system. She also led the Board planning committee for over a decade, shepherding three strategic plans to completion. We are grateful for Carol’s thoughtful, skillful leadership.

Dr. Ed Sawicki’s attention to quality measures and opportunities for improved communications between primary care and behavioral health providers helped inform Natchaug’s lab report processes, clinical reports, electronic records and data management. As former Chief of Staff at Windham Hospital, President and founder of the Windham physician-hospital organization, first practicing physician chair of the Connecticut Hospital Association, and his 15 years of leadership at Natchaug he has impacted much of the healthcare in our region. He also brought the Master Gardener program to Natchaug Hospital, volunteering literally thousands of hours improving our gardens and engaging our Journey House adolescents.

Natchaug Hospital’s all-volunteer Board of Directors nominated Dr. James E. Watson to serve as its next Chairman.

As an obstetric and gynecology physician with more than 3,000 deliveries, Dr. Watson brings considerable non-profit governance and operations experience to this position from his volunteer and professional work at Windham Hospital (Dr. Watson served on the Windham Hospital Board of Directors for nine years, including two as Chair), Planned Parenthood and most recently, Generations Family Health Center.

Dr. Watson has called Connecticut home since arriving from the Ohio State College of Medicine for his OB/GYN training at Yale-New Haven Hospital.

During his years of private practice with Mansfield OB/GYN, he learned first-hand the powerful impact post-partum depression can have, with the memory of one near-suicide still vivid. An advocate for the benefits of treatment for mental illnesses, Dr. Watson looks forward to leading Natchaug Hospital’s Board of Directors.

Spotlight on Leadership

James E. Watson, MD
Board Chairman-Elect, June 2012

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Across ten locations, over 500 members of the Natchaug Hospital staff work to support the Hospital's commitment to "helping people find their way." From the inpatient units and partial hospital programs, to the schools, Journey House, Intensive In-Home Child & Adolescent Psychiatric Services, Juvenile Court Services, Pharmacy, Creative Rehabilitation, Dietary, Maintenance, Information Technology, Human Resources, Finance, Community Relations, Quality Improvement and many other important support responsibilities, the Natchaug staff embraces the Hartford HealthCare system-wide core values: Integrity, Caring, Excellence and Safety. The members of the Board of Directors salute them and applaud all they do every day to make a difference.

As a Board, we also continue to be grateful to the many individuals, businesses, foundations and community partners who contribute to the Hospital's mission. On behalf of all those who depend on Natchaug Hospital, we extend our deepest appreciation.

Carol A. Wiggins, PhD
Board Chair

A Word of Thanks
From the Board of Directors

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Carol A. Wiggins, PhD
Board Chair

Board of Directors 2011

Natchaug Hospital is a non-profit 501(c)(3) governed by a Board of Directors composed of volunteer representatives from the communities Natchaug Hospital serves, and its President & CEO.

Carol A. Wiggins, PhD¹
Chair
University of Connecticut, retired

Pedro J. Johnson
Vice Chair
Mashantucket Pequot, retired

Antoinette Ellzey, APRN²
Quality & Credentialing Committee Chair
Wellness Committee Representative
Practice of Michael Keenan, MD, retired

Edward S. Sawicki, MD³
Quality Council Representative Internist, retired

William E. Anderson, Jr.
Development Committee Chair
Savings Institute Bank & Trust

Nancy A. Brouillet, Esq.
Assistant Attorney General, State of Connecticut

Kimberly A. Colfer, Esq.
Office of Public Defender Connecticut Superior Court

Rev. Laurence A. M. LaPointe⁴
Campus ministry, Pastor

Stephen W. Larcen, PhD
President & CEO, Natchaug Hospital

Dana R. McGee, Esq.
Rose Kallor, LLP

Michael G. Pallein, CPA
Member-at-Large,
Board Governance Committee
Certified Public Accountant

Elizabeth B. Ritter
State Representative, 38th District

James E. Watson, MD
Chair-elect
OB/GYN, retired

Harriotte W. Wilson
University of Connecticut Foundation

Emeritus Members:

George A. Little, MD
Dartmouth-Hitchcock Medical Center

Elisabeth A. Little Rowlands
Educator, Retired

¹Term ending June 2012, after 15 of service.
²Term ending June 2012, after 34 of service.
³Term ending June 2012, after 15 of service.
⁴Term ending June 2012, after 24 of service.
Coordinating Care

Josh’s parents were both shocked and relieved when he was admitted to Natchaug Hospital’s inpatient treatment program.

Finally it started to make sense - the chaos of his mood swings, his refusal to go to school, all the trips to the pediatrician for stomach aches, headaches and trouble sleeping. Now that they know it’s a treatable illness, they have hope. And for good reason – mental illnesses respond incredibly well to treatment (treatment success rates for mental illnesses are 70 to 80 percent).

Josh has a bright future, and Natchaug Hospital is helping him find his way.

Knowing that mental illness and substance abuse have multiple complicated impacts on overall health (leading to an average 25-year shorter life expectancy), Natchaug Hospital and Hartford HealthCare are investing in resources that will help coordinate care for clients like Josh.

Natchaug and Windham Hospitals are expanding care coordination by piloting a program that proactively identifies Windham Hospital patients with underlying behavioral health issues. Since mental health problems can be triggered by certain health conditions (for instance, pancreatic cancer often triggers depression), and may magnify symptoms and interfere with recovery, Natchaug psychiatrist Dr. Carl Washburn is conducting assessments and helping initiate coordinated medical and behavioral care for those needing it.

Natchaug and Lawrence + Memorial Hospitals are coordinating care for clients moving between the two organizations to access various services through a management agreement formalizing a long-standing close relationship; more clients are admitted to Natchaug Hospital from L+M than any other hospital.

Coordination with primary care physicians, rehabilitation therapy, visiting nurse services and other areas of ongoing care will be increasingly seamless as the Hartford HealthCare team works toward system-wide client-centered care.

Quality Council engages a diverse work group in assessing client care performance measures. Preparing for a full committee meeting are, from left: Peter DeRosa, Program Director, Joshua Center Montville; John O’Keefe, Chief Nursing Officer, David Klein, Chief Operating Officer; Elaine Fry, Patient Advocate.
“We really work as a team at all the different sites and bring our different abilities to the table to help kids recover.”

— Pamela Shuman, MD

“Sometimes in traditional outpatient care, a counselor is seeing a patient, a psychiatrist is seeing a patient, and maybe a social worker elsewhere, but they’re not communicating, and they’re missing out on the insights each other provides.

At Natchaug, we’re really able to work together and collaborate to provide patient-centered care.”

— Paul Weigle, MD

Children in photos are models whose families are friends and/or employees of Natchaug Hospital. They are not the clients referred to in the text.
At Natchaug Hospital and throughout the Hartford HealthCare system, we strive to add value to the services we provide. How do we know that what we’re doing works? We ask, and we listen. We pay attention to a myriad of feedback that tells us about the client experience: what is going well, and more importantly, what needs to be improved.

For starters, Natchaug Hospital programs presume that each and every client can and will recover. Respecting that “recovery” will mean different things to different people at different stages of their recovery, the staff of Natchaug Hospital help each client develop their own individual treatment plan. Performance measures, which address each client’s unique situation, help celebrate successes and identify when plans need to change.

By using data from the national core measures; feedback from various accreditation, licensing and approval organizations; and statewide data such as re-admission rates, we continuously assess our performance to identify opportunities for improvement.

We also listen to clients and their families as they suggest improvements and share appreciation. We measure responses to satisfaction surveys and search for opportunities for improvement that may stem from a request for a Patient Advocate.

A commitment to identifying challenges and making changes, which is key to both individual recovery and operating a multi-site hospital, come together through our client-centered approach.

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**Ask, Listen, Action!**

- Mattresses were ordered for the Inpatient Unit after ‘uncomfortable mattresses’ was mentioned on client satisfaction surveys.
- Transportation services for ambulatory clients were improved following client comments of dissatisfaction with transportation; we haven’t seen a negative comment directed at transportation in six months!
- Knowing that research shows paging is disruptive to a calm milieu and negatively affects clients suffering from auditory hallucinations, PTSD, and schizophrenia, a campaign to utilize hospital cell phones and walkie talkies has nearly eliminated all overhead paging!

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**Students Reaching Goals:**

30 students in Natchaug Hospital schools will be graduating in June 2012.

Each receive a diploma from their public school (these students represent more than 20 different towns).

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“Excellent service! Natchaug does a great job, makes it easy to refer clients and has a great overall process.”

---

87% Overall Client Satisfaction Average for FY11

92% Family Satisfaction rate for FY11

98.2% Referral sources said, in response to their satisfaction survey, that they would continue to refer clients to Natchaug Hospital programs.

“Natchaug is our first choice.”
Joint Commission

After undergoing a rigorous on-site survey in August 2011, Natchaug Hospital earned accreditation from The Joint Commission, the nation’s oldest and largest standards-setting and accrediting body in health care, for meeting national standards in health care quality and safety. Accreditation was awarded in both the areas of Behavior Health Care and Hospitals.

“With Joint Commission accreditation, we are making a significant investment in quality on a day-to-day basis from the top down and bottom up,” said Dr. Stephen Larcen, President and CEO of Natchaug. “Achieving Joint Commission accreditation is a major step toward maintaining excellence and continually improving the care we provide.”

Making a Difference

“I remember years ago some friends of mine asked me one time, how can you do that for a living, how can you work with such trauma and such emotional issues and substance abuse issues, how can you do that?

And I answered them by saying, how could I not do it? I couldn’t picture anything else in my life. And what I take away from this job is the strength and the willingness of people - from some incredible, incredible backgrounds that they’ve had - to be survivors. They never give up.

I really do believe that every client who walks through our door is the client that’s going to make it.”

— Cathy Walton, Program Director, Care Plus

School Performance

Following an intensive approval process, the State Department of Education granted full five-year approval to all three of Natchaug Hospital’s schools: the Inpatient School, the Journey House School, and the seven-site Clinical Day Treatment (CDT) School.

School Program Director Jill Bourbeau observed that, “The work we do at Natchaug is challenging every day and having observers can be stressful. I am proud that even with that added stress, the visitors (from the State Department of Education) commented on many positive attributes of our schools, giving particular kudos to the spirit of cooperation and mutual respect evident among staff and students.”

In addition, Natchaug’s contract with Norwich Public Schools to operate the Deborah Tennant-Zinewicz and Hickory Street Schools was renewed for another
In order to keep our care client-centered, Natchaug Hospital is constantly changing, improving and growing our network of programs to meet the needs of the communities we serve. Whether this means offering programs at multiple locations, scheduling at different times of day, or reaching out to new age groups, we are always tailoring our programs to our clients’ needs. We even provide transportation!

In just this past year Natchaug added two new programs, relocated one and expanded two others, all in order to improve access to behavioral health services.

The Psychiatric, Psychological, and Neuropsychological Evaluations for schools, launched in 2011 by Natchaug’s Emily Casey, PsyD, Carrie Beckstein Piche, PhD, and Paul Weigle, MD, recognizes the benefits of conducting assessments at the student’s school rather than a doctor’s office, reducing stress for the child and their family and saving time for school staff.

The Quinebaug Adult Treatment Program, first opened in 1998, outgrew its facility on the campus of Day Kimball Hospital. To meet the needs of more clients, the program packed up and moved ten minutes south, re-opening the next business day in a fully accessible location on Dog Hill Road in Dayville. “Our new building is perfect for behavioral health,” says Mark Melley, the Primary Therapist for Quinebaug’s evening program. “It’s a lot more inviting and a lot more welcoming for anyone dealing with anxiety issues.”

The new facility also has more room for parking and space for games of pick-up basketball.

The Joshua Center Shoreline recognized the need to expand its capacity almost as soon as it opened. “The fact that we outgrew our program space in just 14 months shows that we are meeting a key community need in the greater Essex and Old Saybrook region,” said Natchaug Hospital CEO and President Steve Larcen. “We are converting 1,700 square feet of space in our current building for another group room, classroom, and staff workspace.” Within its first 14 months, Joshua Center Shoreline had already admitted more than 100 teens from more than 20 towns. With the additional space, the Joshua Program and Clinical Day Treatment School will be able to serve 50 percent more adolescents.

Intensive In-Home Child and Adolescent Psychiatric Services (IICAPS), a natural extension of the other services offered by Natchaug Hospital, added another bilingual case manager to its New London County program in order to help more families. By meeting with the child in their home, clinicians gain additional insight into their family life and work to prevent out-of-home placements or hospitalizations. During this intensive six-month program, the IICAPS clinicians work in collaboration with the child, family, school, and other providers.
Making A Difference

“We have the advantage of being a small system and a large system simultaneously. Natchaug has a combination of being this small place where you get to know everybody, but we’re part of a very large system so we have access to resources.”

— Jonathan Chasen, MD

The Young Adult Program, started in 2011, respects the unique life issues faced by 18 to 25 year-olds. “We felt like this particular age group was falling through the cracks; that they don’t fit well into a traditional adult day treatment program where the population is more diverse in age,” said Program Director Jonathan Watts (in photo below). In order to minimize conflicts with school or work, the program is run during the afternoon.

Did you Know?

More than 25 percent of children and adolescents suffer from a mental disorder or substance abuse, compared to the less than 2.5 percent of children and adolescents with autism, diabetes, or cancer.

Children in photos are models whose families are friends and/or employees of Natchaug Hospital. They are not the clients referred to in the text.
Engaging People

Making A Difference

“I see my work as not really correcting problems, but removing obstacles in a person’s life so they can naturally get on the best path for themselves. Many of the patients who come here have really given up, and we’re able to get them to the point of looking forward.”

— Kavetha Sundaramoorthy, MBBS

“People helping people find their way” is the essence of Natchaug Hospital. “How can we improve?” is a question that staff, clients and the Hartford HealthCare system as a whole strive to answer every day.

Strengthening teams so they can do their best involves significant leadership development and staff training. During 2011, Natchaug Hospital joined other Hartford HealthCare member organizations in implementing the H3W (How Hartford HealthCare Works) initiative, replicating a continuous staff engagement process that has a 20-year record of success in achieving measurable performance improvements at MidState Medical Center.

“H3W is not a project that will come and go; it’s about a true culture change,” said Dr. Deborah Weidner, Chief Medical Officer and Natchaug’s executive sponsor of H3W. “H3W is designed to engage all staff in quality and performance improvement through a process that generates ideas, tracks progress, and recognizes staff initiatives and successes.”

Since it started in September of 2011, H3W has challenged employees to think about how they can improve the client experience and make Natchaug a better place. Work groups are now in the process of putting some of these ideas into action. H3W is part of a long-term system-wide culture change that will continuously improve
Engaging People

Natchaug teams are benefitting from clearer organization. This past year, the medical staff completed a comprehensive update of their bylaws and implemented a structure of Associate Medical Directors (reporting to Chief Medical Officer Deborah Weidner, MD, MBA) to manage Inpatient, Southeast and Northeast programs:

Bertrand Duval-Arnould, MD, serves as the Associate Medical Director for our Southeast ambulatory programs, helping oversee outpatient programs for children, adolescents and adults at Natchaug locations in Groton, Norwich, Old Saybrook and Montville. He also serves as Chair of the Department of Psychiatry at Lawrence & Memorial Hospital, a department that Natchaug Hospital has managed since January 2011.

Jonathan Chasen, MD, is the Associate Medical Director for Natchaug’s Northeast ambulatory programs. He brings considerable administrative experience and clinical expertise in Cognitive Behavioral Therapy, Dialectical Behavioral Therapy, and treatment for dual-diagnoses involving substance abuse.

Peter Sugerman, MD, serves as the Associate Medical Director of Inpatient Services. He has been an Attending Psychiatrist on our Inpatient Adult Unit since 1993, and also works in the Sachem House PHP/IOP program. He currently serves as the President of Natchaug Hospital’s Medical Staff, is the Chair of Natchaug’s Credentials Committee, and is the physician representative on Natchaug’s Care Management Committee.

The Medical Staff also welcomed some exceptional members during 2011:

Kavetha Sundaramoorthy, MBBS, joined Natchaug as an attending child and adolescent psychiatrist for the Child and Adolescent Inpatient Unit as well as the Young Adult Program. She received the Farley Award for Outstanding Fellow 2010 at Children’s Hospital Boston.

Carl Washburn, MD, NMD, FAPA, is Board Certified in Adult Psychiatry and Psychosomatic Medicine, an attending psychiatrist at Sachem House, and a consulting psychiatrist at Windham Hospital. He also holds the position of Clinical Instructor in the Department of Psychiatry at the University of Connecticut Medical School in Farmington, Connecticut, and has served as Training Director of Hartford Hospital’s Psychosomatic Medicine Fellowship.

“I am fascinated by the relationships between psychiatric issues and other medical conditions. About a third or a half of visits for primary care are really behavioral medicine. Some illnesses trigger psychiatric issues: pancreatic cancer is known to trigger depression. And mental health problems can magnify symptoms from all kinds of other medical conditions.”

Paul Weigle, MD, a Board Certified Child and Adolescent Psychiatrist, provides psychiatric care for children and teens at the Joshua Centers in Mansfield and Old Saybrook, and offers psychiatric evaluations for local schools. Known to Dr. Weidner from his fellowship at Harvard Medical School teaching affiliate hospitals, he has served on the American Academy of Child and Adolescent Psychiatry (AACAP)’s Media Committee since 2002. He has given numerous presentations on the effects of media on children, and his latest publication entitled “Video Games and Academics – What’s the Link?” was recently released in the AACAP News.

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John O’Keefe, RN, serves as Natchaug’s Chief Nursing Officer, Director of Inpatient Services, and is on the Medical Staff Executive Committee. His 25 years of nursing experience, 18 of which have been spent in leadership positions, including five years as a per diem Nursing Supervisor at Natchaug.
Senior leadership experienced a significant transition in August 2011 with the decision that Natchaug President and CEO Stephen W. Larcen, PhD, would serve concurrently in the same role at Windham Hospital. With the support of Natchaug’s Board and Executive Team, David Klein, PhD, assumed responsibility for day-to-day operations at Natchaug and accepted the position of Vice President and Chief Operating Officer for Natchaug.

Half of the people receiving treatment in a Natchaug Hospital program are able to do so largely because of David Klein’s work creating partial hospitalization, school and other non-inpatient treatment programs. Hired in 1978 as Director of Psychology, David became the Adolescent Unit Director in 1981 and, until August, served as Vice President of Community Programs.

David formed the partnerships, designed the programs and implemented the operations for nearly every Natchaug milestone since 1980. Drawing on the talents of his staff, David opened all of Natchaug’s Joshua Centers, helped create Natchaug’s state-approved special education program, and formed the partnerships that are the foundation of Natchaug’s numerous programs for youth involved with the juvenile courts.

When the Board of Education in Norwich decided to develop a school for adolescents with behavioral health issues, David developed a collaborative relationship with United Community & Family Services to ensure that the students were linked with a local child guidance organization. When Norwich Hospital closed in 1996, David led the development of the ENTRI triage and referral service with other substance abuse treatment providers to ensure that consumers continued to get access to services at the right level to meet their needs.

When DCF sought comprehensive evaluations to assess mental health treatment needs for Juvenile Courts statewide, David developed a model program for four of the 13 courts in Connecticut. David helped with the acquisition of programs from Saint Francis Care Behavioral Health in Norwich and Groton, preserving access to care for New London County residents.

The Journey House Residential Treatment Center for Girls is the result of David’s leadership and his careful consideration of the ingredients and partnerships needed for its success. Most recently, David created the Joshua Center Shoreline, helping meet the needs of adolescents in the Greater Essex/Old Saybrook region, and managed the relocation of the Quinebaug program to a more appropriate space.

David’s willingness to take on the new role of Chief Operating Officer continues his three decades of volunteering discretionary effort to help Natchaug Hospital, benefiting everyone Natchaug serves.
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, 6-8 weeks
- Young Adult program opened 2012 to serve men & women 18-25 years old

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
- Young Adult program opened 2012 to serve men & women 18-25 years old

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
- Young Adult program opened 2012 to serve men & women 18-25 years old

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

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

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
- Four locations

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

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.
Community Support

On behalf of those in our care, we are truly grateful for the generous contributions of our donors, which support the programs and operations of Natchaug Hospital.

From soft toys and fun socks to classroom computers and compound microscopes, our donors help strengthen programs and provide important “extras” for our clients as they find their way to recovery from trauma, mental illness, emotional disorders and addictions.

Cornerstone
Lester E. & Phyllis M. Foster Family Foundation

Founder's Circle
Drs. George & Carol Little
People's Bank

Leadership Gift
Anderson-Pafford Foundation
Community Foundation of Eastern Connecticut
David Klein, PhD
R.C. Knox
Middlesex County Community Foundation
Carol A. Wiggins, PhD

Visionary
Eastern Connecticut Workforce Investment Board
Chester W. Kitchings Family Foundation
Stephen W. Larcen, PhD & Susan Graham
Putnam Bank Foundation
The Savings Institute Foundation

Advocate
Mr. & Mrs. Roger Adams
Altrusa International, NECT
Anonymous
Johnson Family Foundation
Lawrence & Memorial Hospital
Pfizer Global Research & Development
The Savings Institute Foundation

Benefactor
Backus Hospital
Dr. Shamal & Srirammohan Beltangady
CL&P, Northeast Utilities Foundation
Mary Lou DeVivo
Tom DeVivo
Dime Bank
Elaine Fry
Hartford HealthCare
Sharon Hinton
Jewett City Savings Bank
Dr. & Mrs. Raymond Johnson
Dr. & Mrs. Christopher Jordan
Janet Keown
Mr. & Mrs. Steve McCabe
NewAlliance Foundation

Sustainer
William Anderson
Teodora Andrei, MD
Chrystyna Andrychowski
Anonymous (2)
Mr. & Mrs. Curt Beck
Rudy & Jill Bourbeau
Carla’s Pasta

Mansfield Family Practice
Ed Moran
Saranne Murray & Jackson Foley
Nancy Olson
Ken Przybysz
Mr. & Mrs. Tony Rash
Mr. & Mrs. Ron Robinson
Jose Scarpa, in memory of Marieta & Irene Scarpa
Johnathan Simpson
Beverly Sims
J.V. Spignesi Jr. Memorial Scholarship Fund
Bernice & Stefan Szafarek
Mr. & Mrs. Kevin Tubridy

On behalf of those in our care, we are truly grateful for the generous contributions of our donors, which support the programs and operations of Natchaug Hospital.

From soft toys and fun socks to classroom computers and compound microscopes, our donors help strengthen programs and provide important “extras” for our clients as they find their way to recovery from trauma, mental illness, emotional disorders and addictions.

Chelsea Groton Savings Bank
Scott Crawford
Kenneth Dardick, MD & Judith Stein
Joyce Donohoo & Art Roberts
Dr. & Mrs. John Duers
Eastern Federal Bank
Joy Evans
Joan Feldman
Mr. & Mrs. Allen Fernald
The R.S. Gernon Fund
William & Joan Russoniello Goba
Greater Hartford Police Credit Union
Gema Guanco, MD
Karla Harbin & Martin D. Fox
Mr. & Mrs. Brian Helble
Nancy Himmel
Mr. & Mrs. Pedro Johnson
William Kornegay
Dr. & Mrs. Carl Lindquist

Cathy Walton
Deborah Weidner, MD & Manny Nainu
Mr. & Mrs. David Whitehead
The O.L. Willard Company

The Seldom Heard (Howard Drescher, Lee Terry and Tom Terry) provided wonderful music for this year’s ECSU Foundation-hosted fund-raising luncheon, benefitting Natchaug Hospital’s education programs.

Friend
A1 Septic
Evangelos Akavalos*
Mary Alexander
Sheila Amdur
Elena Ampeire
Teodoro Anderson Diaz
Anonymous (6)
Jennie Chris Antonino
Denise Archambault
Mr. & Mrs. Michael Arnold
Katherine Artz
Ally Austin
Alexinia Baldwin, PhD

* deceased
Ernie Eldridge, Master Auctioneer, ensured the success of the annual Fusion fund-raising event hosted by Bernice and Stefan Szafarek for Natchaug Hospital’s Joshua Centers.

Mr. & Mrs. Scott Lehmann
Mr. & Mrs. John Lenard
Mr. & Mrs. Robert Leonard
Carolyn Lester
Charles Lowe, PhD
Janet Luberto
David Lucier
Mr. & Mrs. Zybyszek Lukomska
Bonnie Macgregor
Betty Mackey
Emily Macko
Mark Mangelinkx
Janice Marconi
Monica Marsh
Dr. Craig Martin
Mr. & Mrs. Matt Mashikian
June Mathieu
Mark Mathieu
Nancy Mathis
Shawn Maynard
Dana McGee
Mr. & Mrs. John McGrath
April McLean
Carol McMillan
Dr. & Mrs. Walter McPhee
Mr. & Mrs. Steve Merritt
Kathy Mikna
Mr. & Mrs. Alan Miller

Soroptimist Joan Merritt is joined by Lynn Schultheiss Duval at the presentation of this year’s Marion Schultheiss Advancing Women Grant to Christy Calkins, Assistant Director of the Journey House residential treatment program.
Patricia Miller
Christin Morales
Anthony Morelli
Mr. & Mrs. John Mulcahy
Alissa Mulliken
Jim Murray
Diane Nadeau
Marcy Neff
Yolanda Negron
Peter Nelson
Megan Marco & Noah Schappa
Dennis O’Brien & Susan Johnson
Kelly O’Brien-Kelly
Mary O’Keefe
Sheri Olsen
Mr. & Mrs. Gary Osbrey
Michael Pallein
Frederick Palm*
Mr. & Mrs. Ed Pass
Dr. Jay Patel
Mr. & Mrs. David Patenaude
Mr. & Mrs. John Patten
Melissa Pelletier
Pi Charities for Children
Carrie Pichie, PhD
Janine Pihney
Mr. & Mrs. William Powers
Paula Purvis
Judith Quigley
Hal Reed
Lillian Rhodes
Mr. & Mrs. Colin Rice
Peter Rich
Betsy & Grant Ritter
Catherine Roberge
Thomas Rolfe
Jim Ruel
Leah Russack-Baker
Mary Russell
Mr. & Mrs. Bill Ryan
Mr. & Mrs. Stephen Salisbury
Marie Saluk
Jamie Sans
Fran Santa Lucia
Mr. & Mrs. Howard Schiller
Mr. & Mrs. David Schneider
Larry Schnitman
Rabbi Jeremy Schwartz
Lori Seccharoli
Jacqueline Seide
Ann Semolic, MD
Valerie Sessa
Deanne Shapiro
Mr. & Mrs. Stuart Sidney
Pat Simons
Mr. & Mrs. James Sinkewicz
The Smardon Family
Mr. & Mrs. Glover Ray Smith
Peter Smith, MD
Mr. & Mrs. Winthrop Smith

Spirol Corporation
Mr. & Mrs. David Stoloff
Jackson Sumner
Mark Sypher
Tecton Architects
Temporaries of New England, Inc.
Mary Thatcher
Janet Tourigny
Sandra Tremblay
Carmen Vence
Mr. & Mrs. Abel Velez
Deborah Walsh Bellingham
Jeff Walter
Mr. & Mrs. Robert Warner
Jonathan Watts
United Way
Paul Weigle, MD
Mr. & Mrs. Thomas Weinland
Dianne Welch
Mark Welintukonis
Bjs Wholesale Club
Annetta Williams
Susan Williams
Hallie Wilson
Carol Winslow
Len Wolman
David Yellen
Mr. & Mrs. Dick Young
Jessica Zacharie
Jim Zafiris
Aja Zeidenbergs & Steve Muron
Chaz Zedulka
Karen Zimmer

In-Kind
Cindy & Roger Adams
Diane Adelson
Altnaveigh Inn Restaurant
Angellino’s Restaurant
Anonymous (2)
Artphoto by Pietro
John Bailey
Bella Fiore

Cheryl & Mike Calderado
Christopher Campbell
Judi Caracausa
Coyote Flaco
Chamber of Commerce of Eastern CT
John Chapdelaine
Chuck & Augies
Clear Pathways
Connecticut Tigers Baseball
Honorable Joe Courtney
Scott Crawford
Cross Sound Ferry
CT Repertory Theatre
Margaret Dillion
Dime Bank
Melanie Dolat
Bernie & Lucy Drabek
Laura Filloramo
First Church of Christ
Flanders Fish Market
David Fothergill
Andrew & Barbara Gibson
Gideon’s Bibles
Golden Lamb Buttery
Joyce Goodale
Hair Unique Salon
Suzanne Heg
Hilton Garden Inn
Holdridge Nursery
Holiday Spirits
Sue Jacobson, PhD
Linda Johnson
Janet & George Jones
Jorgensen Theater
JTK Management
Stephen Larcen & Susan Graham
Shoshana Levinson
The Lily Pad
Megan Marco
Market Realty
Mashantucket Pequot Tribal Nation
Joan & Austin McGugian
Med-East Medical Walk-In Center
Joan & Steve Merritt
Motta’s Pastries

Mary Lou DeVivo, a Table Captain for the ECSU Foundation fundraising luncheon benefitting Natchaug Hospital, works with her guests to translate messages from the cryptic vocabulary of “texting” into English.
Thank You to Our Many Volunteers!

Clients, programs and staff benefit from the time and talent volunteered by many caring, generous friends in our community. Volunteers have created gardens, helped at fund-raising events, served on committees, and provided expert advice. We thank our volunteers for their gifts of energy and inspiration. At the risk of unintentionally omitting someone, the following is a list of recent volunteers.

In addition to the Journey House Volunteers listed on page 22, we thank the following:

- Ray Aramini
- Ron Beaudoin
- Cheryl Calderado
- Tracy Capello
- Judi Caracausa
- Linda Contois
- Ruth Cutler
- Maryellen Donnelly
- Howard Drescher
- Ernie Eldridge & Anita Sebestyen
- Hockanum Greenhouse
- Kathryn Leahy
- Nancy Massey
- Kay McNabb
- Joan Merritt
- Steve Munro
- Tina Pena
- Leslie Pendleton
- Prides Corner
- Dr. Jim Raynor
- Colin Rice
- Grant Ritter
- Tom Rolfe
- Sherie Savino
- Susan Slater
- Adam Szafarek
- Stefan & Bernice Szafarek
- Stefanie Szafarek
- Tom Szafarek
- Donna Tedford
- Lee & Tom Terry
- Dianisi Torres
- Nathan VanMeter
- O.L. Willards
- Suzanne Zack
- Aija Zeidenbergs
- Karen Zimmer

Endowment Created for Natchaug Hospital

Natchaug Hospital, in partnership with the Community Foundation of Eastern Connecticut, created the Natchaug Hospital Founder’s Endowment Fund with $37,553.63 from the Mervyn & Olga Little Fund held by Natchaug Hospital. This endowment will be invested, and the revenue will be used by Natchaug to serve the mental health needs of Eastern Connecticut. With the help of our local community foundation, these funds will be dedicated to Natchaug Hospital’s mission into perpetuity.

Natchaug Hospital CFO, Paul Maloney, noted that Natchaug Hospital services will benefit from the stabilizing effect on finances of an endowment, which generates a steady revenue stream for programs and operations. Development Committee Chair, Bill Anderson added that donors will now have more options for giving, including many types of planned gifts.

This new fund joins 345 other funds held by the Community Foundation of Eastern Connecticut and will raise awareness of Natchaug Hospital and its impact on the residents of Eastern Connecticut among donors and supporters of these funds. Since the Foundation’s beginning in 1983, it has worked with charitable individuals, families, and institutions, who collectively have entrusted them with over $40 million in assets. Extra appreciation is extended to former Board Member, Rheo Brouillard, for bringing the community foundation option to our region.
The remarkable community support for our Journey House residential treatment program for adolescent girls continues to grow! From mentoring and skills training to donations of T-shirts, tickets to events, and the Master Gardener program, we are so grateful for the many people who are reaching out to connect with our Journey House girls. These healthy experiences and positive social interactions help the girls build the skills they need to succeed as independent, contributing members of their communities.

Residents select vegetable varieties needed in recipes they are interested in and flowers that are edible and/or pest-repellants, starting many of the plants from seed.

Beets were among the first seeds planted this year in the refurbished raised beds.

African American Cultural Center
Alpha Kappa Alpha Sorority, Lambda Tau Chapter
Coach Ray Aramini & the ECSU Rugby Team
Ron Beaudoin
Brio Academy
The Bushnell
Central Connecticut State University, Athletic Dept.
CL&P
Connecticut Department of Environmental Protection, the late Captain Lewis
Connecticut Whale (Hartford Wolf Pack) Community Foundation
Coventry Walgreens, George Seward
Ruth Cutler
CVS of Glastonbury
Nancy DeCrescenzo, ECSU
DEEP Spignessi Fund
Delta Kappa Gamma
Marcia Demers & Pi Charities for Children
East Hartford High School
Toni Ellzey
Foxwoods Resort & Casino
Greater Hartford Police Dept., Thomas Vaughn Memorial Fund
Kenneth & Dana Gwozdz
Karen Hardy, Educate Malawi
Lambda Theta Alpha Latin Sorority, Inc.
Father Larry LaPointe
Mansfield Community Center
Nancy Massey
McSweeney Senior Center
Joan Merritt, Soroptimist
Patricia Miano, Woodlawn Ave. Associates
National Alliance on Mental Illness
Caragh O’Brien
Sasha Plefka, Airbonne
Devone Pollard, Physical Designs
Anita Powers
Puerto Rican & Latin American Cultural Center
Rainbow Graphics, Manchester CT
Richard Rothstein, “Mr. Magic”
Ms. Mary T. Russell
Dr. Edward Sawicki
Kimberly Armstrong Silcox, Director, Center for Community Engagement
ECSU
Tracy Snyder
Soroptimist International of Willimantic
Special Olympics
Dianisi Torres, UCONN
Dr. Nannette Tummers, ECSU
Jim Donahue, UCONN Alumni
UCONN Men’s Basketball
UCONN Women’s Basketball
Catherine Wade
Webster Bank
Women’s Center
Barbara Woods
Worcester Sharks
Jacy Worth
XL Center (AEG Facilities)
Suzanne Zack
Christina Zafaris, Dunkin Donuts
Officer Zavalick and K-9 Axel, East Hartford Police Department
Grants Received
during Fiscal Year 2011 and the first half of Fiscal Year 2012 include:

**Altrusa of Northeast CT**, $1,300 for “Comfort & Joy” to help children and adolescents arriving for inpatient treatment who are in need of basic clothing, and those who would be comforted by a soft toy.

**Altrusa**, $1,500, for Journey House, for My Life – My Choice program materials that will help residents recover from past exploitation and learn skills to avoid future sex trafficking.

**Anonymous**, $3,100 toward adult inpatient unit “free time” activities and a broader selection of books relating to spirituality.

**Borders Express’** customer campaign in the Eastbrook Mall generated a donation of more than 1,000 new books for Natchaug’s clients.

**CL&P/Northeast Utilities, Environmental Grant**, $1,500 for aesthetic improvements to the center courtyard, a Master Gardener project that, under the leadership of Dr. Ed Sawicki, is engaging many volunteers and University students as well as clients.

**Community Foundation of Eastern CT**, $6,000 to refurbish the original second-floor program areas at Care Plus in Groton. Clients and staff greatly appreciate the improved environment, which, after eleven years of continuous use was in need of carpeting, paint and reconfiguration of a work area.

**The ECSU Foundation** luncheon on March 22, 2012, attended by 117 people, generated $15,750. The five ECSU Foundation luncheons have raised a total $60,200 for Natchaug Hospital education programs.

**Eastern Federal Savings Bank**, $500 for therapeutic DVDs, to be shared among programs to augment therapy. The DVDs contribute different perspectives and share information that would be difficult to bring in to individual programs.

**Eastern CT Workforce Investment Board (EWIB)**, $10,000 to strengthen training for staff in direct client-care roles, enhancing treatment options for clients who have experienced trauma.

**Eastern CT Workforce Investment Board**, $7,495, 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.

**Chester W. Kitchens Family Foundation**, $10,000.

**The Lester E. & Phyllis M. Foster Family Foundation**, $20,000, a restricted gift, which is part of a multi-year pledge.

**Middlesex County Community Foundation**, $5,000 toward expenses associated with creating the new Joshua Center Shoreline in Old Saybrook, bringing behavioral health care resources to teens in the 12-town region of Greater Essex/Old Saybrook.

**NAMI of Southeastern CT**, a Wii unit for the Adult Inpatient Unit.

**NewAlliance Bank Foundation**, $1,000 toward expenses associated with creating the new Joshua Center Shoreline in Old Saybrook, bringing behavioral healthcare resources to teens in the 12-town region of Greater Essex/Old Saybrook.

**Pfizer Global Research and Development**, $4,000 for an interactive “Smart Board”, part of a classroom technology initiative to support individual education plans and strengthen the cell-biology units in the science curriculum.

**R.S. Gernon Trust**, $709, to replace the greenhouse (and supplies) lost to a fire at the Deborah Tennant-Ziniewicz School that Natchaug operates in Norwich. The greenhouse supports many hands-on outdoors projects, including creating paving stones, trails and gardens.

**Soroptimist**, $2,000 to better meet the needs of residents who, through the “Raise the Age” judicial program, are now eligible to participate in the Journey House program and for whom work-readiness is an important program component.

**Spirol International**, $12,000 to purchase the trailer for the YouthWorks vocational skills program that is offered at Natchaug Hospital’s Norwich and Danielson Clinical Day Treatment school programs. Spirol Foundation’s support for the Vocational Skills Program extended beyond the purchase of the trailer to include help from their graphic designer, Bill Mattos, who worked with Northeast CDT Principal, David Heg, to create a logo for the program and a decal for the trailer.

**Windham Women & Girls Fund of the Community Foundation of Eastern CT**, $1,500 for My Life – My Choice program, to educate vulnerable young women about sexual exploitation, helping them recover from past exploitation and avoid future sex trafficking.

Stephen Larcen, PhD, President and CEO of Natchaug Hospital, thanks David Foster for the $20,000 donation from the Lester E. and Phyllis M. Foster Family Foundation, part of a multi-year gift that significantly benefits the Hospital’s operations through its designated use for debt reduction.

A significant portion of the Hospital’s facilities and program equipment is funded by private contributions.
Financial Statements

Revenues $44,333,506

Expenses $44,832,950

<table>
<thead>
<tr>
<th>Assets</th>
<th>2011</th>
<th>2010</th>
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<tbody>
<tr>
<td>Cash on Hand</td>
<td>901,687</td>
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<td>Accounts Receivable</td>
<td>4,380,141</td>
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<td>Other Current Assets</td>
<td>762,367</td>
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<td>Property, Plant &amp; Equipment</td>
<td>19,291,011</td>
<td>18,649,476</td>
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<tr>
<td>Accumulated Deprecation &amp; Amortization</td>
<td>(8,127,445)</td>
<td>(7,220,504)</td>
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<tr>
<td>Construction In Process</td>
<td>11,163,566</td>
<td>11,428,972</td>
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<tr>
<td>Net Property, Plant &amp; Equipment</td>
<td>13,998</td>
<td>1,520</td>
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<tr>
<td>Other Assets</td>
<td>11,177,564</td>
<td>11,430,492</td>
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<tr>
<td></td>
<td>126,933</td>
<td>134,550</td>
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$17,348,692  $17,697,436

<table>
<thead>
<tr>
<th>Liabilities &amp; Fund Balance</th>
<th>2011</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>Total Current Liabilities</td>
<td>2,662,982</td>
<td>2,265,511</td>
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<tr>
<td>Total Long-Term Liabilities</td>
<td>3,541,737</td>
<td>2,978,837</td>
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<td>Long-Term Debt</td>
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<td>3,603,807</td>
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<tr>
<td>Net Assets:</td>
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<tr>
<td>Unrestricted</td>
<td>7,868,019</td>
<td>8,639,928</td>
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<tr>
<td>Restricted</td>
<td>137,635</td>
<td>209,353</td>
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<tr>
<td>Fund Balance</td>
<td>8,041,642</td>
<td>8,849,281</td>
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</table>

$17,348,692  $17,697,436

Admissions
All Programs

2008 2009 2010 2011

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>4,473</td>
<td>4,717</td>
<td>4,762</td>
<td>4,888</td>
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</table>
Salvaged windows work well for cold frames, in which Joshua Center Northeast students are conducting experiments to compare growth rates (and taste) of various salad greens.

The Hospital’s programs experienced reduced patient volume due to increased utilization management by third party payers, increased pressures on local school systems to keep students in district and extraordinary weather-related program closures during the year.

- The average number of patients in the hospital was 47.8, a small decrease from the prior year despite an increase of 2.2% in admissions.
- Journey House served 26 adolescent girls during the year with an average of 12.2 residents per day, an increase of 3.2% over the prior year.
- The Hospital’s ambulatory programs provided over 54,700 days of care, a decrease of 2.4% from the prior year through our network of eleven programs.
- Our nine school locations provided education to an average of 175 students each day, a decrease of approximately seven students. The summer school program was expanded to include three locations and served 37 students, offsetting this decrease.

This overall reduction in patient days was compounded by the ongoing challenges of frozen reimbursement from state payers, and significant increases in the use of contracted physicians to cover psychiatrist vacancies.

As a result, the Hospital posted an operating loss after seven successive years of positive operating results. The Hospital reported a net loss of $499,444 on net revenues of $44.3 million.

During the period the Hospital initiated a number of strategies aimed at addressing an increasingly challenging business environment, in an effort to reduce costs and increase program revenue. We created of the Joshua Center Shoreline program in Old Saybrook helping to fill a need for adolescent services in that region; and expanded our summer school program and the existing Care Plus partial hospital program in Groton.

The Hospital recently created a very successful new Young Adult Program on the Mansfield campus. The program is targeted toward 18 to 25-year-olds, including many from our two neighboring universities.

In addition to these initiatives aimed at expanding our services we are actively reviewing and implementing expense management strategies in order to minimize growth in our cost structure. The Hospital is partnering with all Hartford HealthCare affiliates in the system-wide “Thrive” initiative in order to create a health care delivery system that is robust, flexible and efficient.

More positively, through strategic investments in existing program expansions and new program opportunities and tight management of our cost structure, we have been able recover from the losses posted in fiscal year 2011.

Halfway through the current year, the Hospital has shown significant improvement compared to the same period last year and is already performing ahead of budgeted expectations. We believe that through the steps we have already taken and the ongoing initiatives described above we will successfully meet the challenges before us.

Through the dedication of our employees and the extraordinary support of our friends within the communities we serve, we remain confident in our ability to meet the challenges of today and look forward to tomorrow’s continued success.
Connecting With Community Needs

Charity Care
The leadership and staff at Natchaug Hospital do the right thing for people in need, no matter the financial implications. Unlike other hospitals, Natchaug does not have a charity fund to cover the costs of clients who lack insurance or cannot pay; instead these expenses are paid by the Hospital.

Educating Future Professionals
Natchaug Hospital is always thinking about the future of behavioral health care, and is committed to educating tomorrow’s health care professionals. This past year, Natchaug staff mentored 29 college and university students in the fields of nursing, social work, psychology, pharmacology, and psychiatry.

Resources for the Community
Natchaug’s dedication to behavioral health isn’t limited to direct client care; we also serve as a resource for the community.

Throughout 2011, Natchaug held a series of eight Professional Development Seminars on a variety of mental health issues. The free seminars, which were led by some of the Hospital’s talented doctors and therapists, aided 413 professionals from 71 towns in their work with school-age youth.

At Natchaug, we know how challenging parenting can be since many of us have children of our own. Our series of free 30-hour courses on Positive Parenting helped 95 parents and caregivers from 16 towns learn to reduce conflict with their child, increase respect, understand trauma, and create a more positive relationship with their family.

Raising Awareness
Mental illness and substance abuse carry a stigma which serves as an obstacle to treatment. Whether they’re speaking at a local school assembly, raising money for NAMI’s awareness initiative, or offering free depression screenings, the Natchaug team is constantly working to raise awareness so people can get the help they need.

Stamp Out Stigma: Natchaug Hospital staff and friends were among the many who participated in the May 19 NAMI Walk to help raise funds for Connecticut’s chapter of the National Alliance on Mental Illness, and to reduce the stigma associated with mental illness.

Natchaug’s commitment to behavioral health care isn’t confined inside the walls of the Hospital. Our staff is dedicated to the needs of the community and take every opportunity to bring their expertise and resources into the neighborhoods where they live.

Serving our Communities:

147 Connecticut towns (87%) have residents who were admitted to Natchaug for treatment during the past five years.

68 Children and their families benefited from the IICAPS program (Intensive In-home Child and Adolescent Psychiatric Services).
Leadership & Advocacy
The community looks to Natchaug Hospital for leadership and expertise in the field of behavioral health care, and we are more than happy to respond. Our staff volunteers their time and knowledge to a variety of local and statewide collaborative groups, advisory committees, and special education advocacy teams. On the legislative level, the Hospital’s leaders advocate for public policy that ensures widespread access to quality care.

Identifying needs
In order to better serve the community, Natchaug Hospital and eight local health care provider organizations conducted a comprehensive community health needs assessment of Windham County in 2011. The findings, which are available for viewing on any of the consortium members’ websites, will be used to help direct resources to address the region’s most pressing healthcare needs.

The study identified areas of strength for Windham County as well as areas for future focus by healthcare providers. The priority areas identified by the assessment include: cardiovascular disease, diabetes, obesity, colorectal disease, depression and suicide prevention, tobacco cessation, nutrition, flu shots and sleep issues.

Since co-morbidity is a common issue among people with mental illness and addictions, and that this population experiences a 25-year shorter life expectancy, Natchaug is contributing resources to address all nine priority areas, with extra attention to depression and suicide prevention.

Early results from the assessment supported Natchaug’s decision to join the Hartford HealthCare system-wide initiative to improve community health around the issue of obesity.

Additional initiatives focusing on behavioral health issues will be developed based on assessments of the Windham County findings as well as those for New London County and Hartford.
By the Numbers

- Participants in five sessions of Parent Training: 95
- Students graduating from high school: 30
- Vans providing client transportation, a non-reimbursed service offered by Natchaug Hospital: 41
- Gallons of gas used to bring clients to treatment, and take them home. A non-reimbursed service offered by Natchaug Hospital: 45,572
- Miles traveled to provide clients with transportation to and from treatment. A non-reimbursed service offered by Natchaug Hospital: 623,811
- Number of student nurses completing their clinical rotation at Natchaug Hospital: 29
- Number of pharmacy students interning at Natchaug Hospital: 12
- Attendees at Professional Development Seminars for school psychologists, school nurses, guidance counselors, teachers and others who work with school-age youth: 413
- Clients received charity care or other financial assistance from Natchaug Hospital: 1,265

$304,394 Community Health Improvement Services
$173,070 Health Professions Education
$627,813 Subsidized Health Services
$313,765 Financial and In-Kind Contributions
$7,259 Community Building Activities
$31,199 Community Benefit Operations
$237,546 Traditional Charity Care
$1,989,708 Unpaid Cost of Medicaid
$132,554 Means-Tested Programs
$447,529 Unpaid cost of Medicare
$559,797 Bad Debt
$4,824,634 Total Community Benefit

How Do You Make A Difference?

“Treat our clients with kindness, respect and compassion. And whatever I can to make it easier for them. If they’re having a bad day, spend a moment and acknowledge they’re having a bad day.”

— Sharon Dyar, Driver Young Adult Program

“Just smiling and saying ‘hi how are you doing?’ ‘Cause like they’re in a place, they’re probably scared or upset. They’re probably going through a lot and just being nice, having a smile and just being nice. Someone being nice to you can change your whole day.”

— Ashley Marinoccio, Dietary
“I am very grateful for all the help the staff have given to us. I am truly grateful for all the positive changes they have helped my daughter and me make.

This program saved us.”

— Parent, Joshua Center Northeast program

**Program In Motion**
Popular rocking chairs in the Group Room of the new Quinebaug Adult Treatment Program facility in Dayville were purchased with a grant from the Putnam Bank Foundation.

**Heroic Action**
A student in the Montville CDT School, was recognized for his role in saving his bus driver’s life. Steve Kimball hadn’t felt well all morning when he picked up the first student on his bus route, who recognized this and got off the bus at the next stop to call his parents about Kimball’s symptoms. Thanks to this student’s heroism, the bus driver was sent by LifeStar to Yale-New Haven Hospital. Doctors told Kimball that the student’s quick action helped catch the heart attack early and prevented the need for open heart surgery.

**Gentle Touch**
Children enjoy practicing their reading with Phoebe, Betsy Tubridy’s specially-trained therapy dog. Anxiety and early-onset mental illness often interfere with the brain’s ability to learn to read. This can be frustrating and embarrassing for students. But they know they can read better than the dog! This program measurably improves reading skills as well as behavior.
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