Building on Our Past

Building for Our Future

Annual Report
60th Anniversary Edition
June 2014
Our Mission

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.

Our Vision

Natchaug Hospital: Helping people find their way.

Hartford HealthCare: To be nationally respected for excellence in patient care and most trusted for personalized coordinated care.

Accreditation and Licensure

- Licensed by Connecticut Department of Public Health
- Surveyed by the Joint Commission using Hospital and Behavioral Health Standards
- Licensed and surveyed by the Department of Children & Families
- Special education programs are approved by Connecticut’s Department of Education
- Participates in most insurance and managed care programs
- Approved by Medicaid and Medicare
- A member of the Hartford HealthCare Behavioral Health Network
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, nine months

Partial Hospitalization and Intensive Outpatient Programs:
- Eight locations
- Treat approximately 3,200 children, adolescents, and adults each year
- Average length of stay, 6-8 weeks
- Seven Challenges® adolescent substance abuse program launched 2012
- Young Adult program opened 2012 to serve men and women 18 to 25 years old

Intensive In-Home Child & Adolescent Psychiatric Services:
- Five teams
- Up to 40 families can enroll at a time
- Provides in-home services 2-3 times per week
- Average length of treatment, six months

Extended Day Treatment Program:
- Offered at four Joshua Centers
- Average Daily Census: 29
- Provides structured groups for three hours a day up to five days per week
- Average length of stay, six 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:
- Eight Natchaug school locations, plus two Norwich schools operated by Natchaug Hospital
- Serves an average of 200 students each day
- Placement referral made by the local education authority
Anniversaries give us an opportunity to reflect on the past, celebrate our accomplishments and look toward the future. With Natchaug Hospital’s 60th anniversary nearly upon us, I invite you to take a moment to review this annual report, which highlights our accomplishments since 2004, and to celebrate Natchaug Hospital’s staff, clients and the communities we serve.

It seems like just yesterday we were celebrating Natchaug’s 50th anniversary and the vision of community-based health care conceived by our founders, Drs. Mervyn and Olga Little. Ten years later, I am astounded at how far we have advanced the services we offer our clients and community. In just this last decade, Natchaug Hospital:

- Opened Journey House, Connecticut’s only private locked facility for at-risk adolescent girls.
- Expanded the child and adolescent inpatient unit to reduce time spent waiting for an open bed and keep treatment close to home.
- Introduced new treatment for adult clients, including medication-assisted treatment for opioid addiction and an evening program for those with daytime commitments.
- Moved four existing programs into larger, improved facilities.
- Created new treatment options, including in-home psychological services, vocational education, adolescent substance abuse treatment, and a program specifically for young adults.

Many of our accomplishments this past year have focused on creating a better tomorrow, for Natchaug and the people we serve:

- Joshua Center Northeast piloted the Supervised Employment Education (S.E.E.) program, which gives at-risk adolescents in our clinical day treatment schools the opportunity to go into the community and gain valuable work experience.
- Natchaug and other affiliates of the Hartford HealthCare Behavioral Health Network (BHN) launched the Stop the Stigma campaign to help eliminate the fear and discrimination associated with mental illness. The campaign is still running strong and aims to collect 10,000 pledges by the end of the year.
- Joshua Center Thames Valley in Norwich and Joshua Center Southeast in Groton opened their doors, bringing new and improved behavioral health options to children and adolescents in southeastern Connecticut.

In this annual report, you will read more about Natchaug’s successes from the last 10 years. But the accomplishment that speaks the most about our services is the thousands of clients Natchaug has helped find their way to recovery. Their stories are testaments to the knowledge, experience and compassion of our staff, as well as the support of the community and donors who make our work possible. Through this continued collaboration, Natchaug Hospital will carry on its mission of providing behavioral health treatment for the communities of eastern Connecticut today, tomorrow and for many more years to come.
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.

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*Joined the Board during 2013-2014
**Term ending during 2013-2014

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Thank you to Michael Pallein and Hallie Wilson, retiring members of the Board of Directors, for their nine years of service to Natchaug Hospital.
Thank you so much.

I really didn’t think I could make such a difference in my life. From the bottom of my heart I thank you. I appreciate all you have done for me and I have learned many coping skills to keep with me throughout life. I thank the staff for always being there for me when I needed them most. I really believe if it wasn’t for being able to have the opportunity to come to Journey House, I would be in jail. I have had seven and a half months to think about how much more I appreciate living in my own home and how much I really enjoy my family. I will miss each staff member for their great sensitivity. I will miss you all!

— Journey House client

Journey House Opens

In 2004, the number of girls in Connecticut’s juvenile justice system was on the rise and state agencies sought Natchaug Hospital’s assistance. The Hospital responded with Journey House, a 13-bed facility on the Mansfield campus that serves court-involved adolescent girls struggling with mental illness, substance abuse or a history of neglect or trauma. Journey House provides a safe environment where the girls can build healthy relationships, engage in meaningful activities, gain belief in their recovery and reclaim their futures.

JOURNEY HOUSE clients served since 2004: 155

REFLECTIONS: OUR PAST 10 YEARS

2004
A New Option for Opioid Treatment

In 2006, Natchaug Hospital introduced an outpatient detoxification program for clients with opioid addictions. The medication-assisted treatment program combined therapy with Suboxone®, an oral medication that suppresses withdrawal symptoms and cravings without feelings of euphoria. Unlike other medications that treat opioid addiction, Suboxone® is prescribed weekly and doesn't require daily visits, which allows clients more independence.

*Suboxone clients served since 2004: 764*

Evening Program Introduced

Adults with daytime commitments were given a new treatment option with the introduction of evening outpatient programs in 2006. The evening program provides intensive therapy three nights a week, allowing clients to maintain commitments to work, school or childcare.

*Evening program clients served since 2006: 181*

Child and Adolescent Inpatient Unit Expands

A growing community need led to the creation of new wing on the Natchaug Hospital child and adolescent inpatient unit in 2007. This expansion added inpatient beds, bathrooms, office space, a reconfigured nursing station and a multi-purpose room. The increased capacity allowed between 80-100 more children each year to receive treatment close to home rather than waiting in emergency rooms or being transferred to facilities outside of eastern Connecticut.

*Children and adolescents served since 2008 expansion: 4,051*

IICAPS Goes Into the Home

In 2008, Natchaug Hospital brought behavioral health services into the home with the introduction of Intensive In-Home Child and Adolescent Psychiatric Services (IICAPS). The IICAPS program was first created at the Yale Child Study Center to help families of children with mental illness to manage their child’s behaviors. Natchaug’s five IICAPS teams serve up to 40 families in New London County, providing treatment and counseling in the home.

*IICAPS clients served since 2008: 384*
New Facilities for Joshua Centers Northeast and Enfield

In 2008, Joshua Center Enfield and Joshua Center Northeast in Danielson moved into bigger and better facilities to meet increasing community needs. Joshua Center Enfield relocated to a new space at 72 Shaker Road, providing the program twice as much space. The new facility included a third classroom and an outdoor recreational area. The expanded treatment area also allowed the program to start offering pediatric services for children as young as five.

After more than 15 years in Brooklyn, Joshua Center Northeast moved onto an expanded facility at 934 North Main Street in Danielson. The new building offered dedicated program space and a layout better suited for the clients and treatment team.

YouthWorks
Vocational Training

Students in Natchaug Hospital’s clinical day treatment (CDT) schools often have emotional or behavioral needs that make it challenging for them to find work experience or be admitted into vocational schools.

To give these students the real-world experience they need, Natchaug Hospital piloted the YouthWorks program in 2009 at Joshua Center Northeast. The YouthWorks program provides students with training in areas like carpentry and automotive repair, improves their post-graduate employability, and increases self-esteem. The successful program was expanded to Joshua Center Thames Valley in 2010, and plans are underway to bring YouthWorks to other Natchaug CDT schools.
Natchaug Hospital brought its successful child and adolescent treatment model to Old Saybrook with the opening of Joshua Center Shoreline in early 2011.

Joshua Center Shoreline provides intensive treatment services for adolescents and teens, and includes a clinical day treatment school for students in grades 7-12 who struggle in a traditional school setting.

In 2012, Joshua Center Shoreline renovated an adjacent space so that the program could serve 50 percent more adolescents and expand services to a younger population.

"Care Plus helped me prioritize my life and break things into steps. Care Plus has shown me that I am not the only one who is struggling. It was nice giving and receiving help. Sometimes giving help is just as good as receiving."

— Care Plus young adult client

In 2011, we focused more on young adults ages 18-25 by starting Natchaug Hospital’s first-ever Young Adult Program.

The program serves men and women in this age group struggling due to mental illness, occupational or educational problems, relationship issues, family conflict, addictions or other influences that interfere with day-to-day functioning.

The program was so successful in Mansfield that it was duplicated at both the Quinebaug treatment center in Dayville and the Care Plus treatment center in Groton.

"Care Plus clients served since 2004: 3,382

Young adult clients served since 2011: 518"
Natchaug and BHN Respond to Sandy Hook

In December 2012, the horrific events at Sandy Hook Elementary School in Newtown shocked the nation. Twenty-six lives were lost that day, and questions of how or why someone could commit such an act dominated headlines and conversations as people came to terms with the tragedy.

But out of Newtown came attention on a number of important topics — including mental health. Issues that once lived in the realm of advocacy groups and behavioral health professionals – like mental health awareness, accessibility of treatment, and stigma – gained traction with the media, politicians, and public.

On a local level, Natchaug Hospital and the affiliates of the Hartford HealthCare Behavioral Health Network recognized an opportunity to be a part of the response to Sandy Hook.

During 2013, Natchaug Hospital introduced a mental health resource for the community, forming its first-ever “Speakers Bureau.” The Speakers Bureau is a free service offering Natchaug’s staff as speakers for community and school events. More than 350 parents, teachers, professionals and students were served by the Natchaug Hospital Speakers Bureau in 2013.

At a grassroots level, Hartford HealthCare Behavioral Health Network started its Stop the Stigma campaign, encouraging people to sign a pledge to show compassion for those with mental illness, speak up and challenge stereotypes and attitudes, teach by sharing their experience with mental illness, and demand a change in how we view and address mental illness.

June 2014 tally: 9,400 pledges

A New Choice and Voice for Adolescent Drug Treatment

As part of Natchaug Hospital’s commitment to use effective, evidence-based treatments, the hospital implemented the Seven Challenges® Program in 2012 to provide adolescents with a framework for recovery from drug and alcohol abuse.

For years, the treatment for youth with drug and alcohol problems involved dragging them into counseling and demanding they quit using. Research indicates this approach is not effective. Instead of forcing change, the Seven Challenges® Program motivates youth to examine the importance of their choices and make healthy decisions on their roads to recovery.
Into the Future:
The S.E.E. Program

In 2013, Joshua Center Northeast’s vocational program stepped out of the workshop and into the community with the Supervised Employment Education (S.E.E.) program.

S.E.E. gives students the opportunity to explore local employment opportunities and provides teacher-supervised work experience to help students find a vocation that suits their interests.

The S.E.E. program is currently being piloted at Joshua Center Northeast, and plans are in the works to expand the program to other Natchaug locations.
Grants Support Vital Programs

The grants received during Fiscal Year 2013 and the first half of Fiscal Year 2014, totalling $165,000, include:

- **Altrusa International, Inc. NECT**
  » $1,000 for the “Comfort & Joy” program that provides children and adolescents on the inpatient unit with clothing, soft toys, fun socks and other personal items to help with their recovery.
  » $500 to purchase soft toys for children on the pediatric unit, to comfort them during their stay and to take with them when they leave the program.

- **AT&T**, $5,000 to help introduce The Seven Challenges® substance abuse treatment for adolescents.

- **Bank of America Charitable Gift Fund**, $20,000 to help form a fifth clinical team in the Intensive In-Home Child and Adolescent Psychiatric Services (IICAPS) program, allowing more families to receive treatment.

- **Bodenwein Public Benevolent Foundation**, $4,025 to support the expansion of the Joshua Center Southeast program in Groton, enabling more children and adolescents to receive treatment.

- **Child’s Play**, $2,797 to purchase iPads and child-friendly iPad games for use on the pediatric and adolescent inpatient units as a diversionary activity during difficult blood draws.

- **Community Foundation of Eastern CT**
  » $6,000 to support the expansion of Joshua Center Southeast, creating program space for adolescents at the Care Plus facility in Groton. Funded by the Gildersleeve/White Fund and the J. Martin and Caroline S. Leatherman Fund.

Continued on page 13
$6,000 to reconfigure program space at Care Plus for the addition of the young adult program. Funded through the Milliard R. York Fund.

- **Jeffery P. Ossen Family Foundation, $33,124** to purchase educational technology for Natchaug Hospital classrooms in Mansfield and Windham that allow teachers to access specialized curricular materials, and enabled students to safely participate in science experiments and group projects.

- **Frank Loomis Palmer Fund, $2,500** to provide Mental Health First Aid training in New London. Like CPR, Mental Health First Aid teaches people to recognize symptoms of mental illness and how to respond until help arrives.

- **Swindells Charitable Foundation, $2,000** to purchase clothing and personal items for clients who arrive for inpatient care wearing only hospital-issued clothes. Having basic clothing gives the client a sense of dignity and allows them to comfortably participate in treatment.

Joshua Center Thames Valley clients served since opening in 2013: 236

**Support for Joshua Center Thames Valley**

Thanks to generous support from the community, children and adolescents in Norwich have a welcoming new space to receive psychiatric treatment and special education. Each year, about 400 youth will benefit from programs at the new Joshua Center Thames Valley. Special thanks to these funders for their support:

- **ChelseaGroton Foundation $1,500** to purchase tools for the YouthWorks vocational skills workshop and classroom furnishings.

- **Dime Bank, $25,000**, YouthWorks workshop

- **Eastern Federal Bank, $1,000** to equip the Life Skills Room

- **The R.S. Gernon Fund, $5,000** to furnish a group therapy room

- **Maximilian E. & Marion O. Hoffman Foundation, $25,000**

- **Liberty Bank Foundation, $3,000** to furnish a classroom

- **The Edward & Mary Lord Foundation, $10,000** to create a classroom

- **Putnam Bank Foundation, $1,500** to furnish the Life Skills Room.

- **The Savings Institute Foundation, $10,000** to create a classroom.
On behalf of those in our care, 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, in large projects like the creation of the new Joshua Center Thames Valley in Norwich, to smaller, but meaningful causes like clothing for clients in need, musical instruments and playground balls. Thank you!

**Founder**
Jeffrey P. Ossen Family Foundation

**Leadership**
Bank of America Charitable Gift Fund
Dime Bank
Maximilian E. & Marion O. Hoffman Foundation

**Visionary**
Community Foundation of Eastern CT
Lester & Phyllis Foster Family Foundation
Johnson Family Foundation
David Klein, PhD
The Edward & Mary Lord Foundation

**Advocate**
AT&T
Chester Kitchings Family Foundation
Stephen Larcen, PhD & Susan Graham
Dr. George & Carol Little
James Watson, MD & Ellen Lang
Deborah Weidner, MD & Manny Nainu
Carol Wiggins, PhD

**Sustainer**
Altrusa International, Inc. NECT
The William W. Backus Hospital
Judi Caracausa CareSource, in honor of Margaret Marchak
ChelseaGroton Foundation
Consumers Interstate Corporation
Ralph & Mary DeBiasi
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Kerri Griffin
Jan Grigas
Helena Grzyb
Michael Haggerty
Betty Hale
Sharon Hansen
Lydia Harris
Hartford Hospital
David & Suzanne Heg
Brian & Jennifer Heuble
Dave & Carol Holcroft
A significant portion of the hospital’s facilities and program equipment is funded by private contributions.
Journey House Supporters

We are grateful for the all of the community groups and members who support the Journey House residential treatment program. Thank you to the following supporters for their donations of time and talents during 2013 and 2014:

African American Cultural Center of UCONN
Alpha Delta Kappa Pi Charities for Children
Coach Ray Aramini and the ECSU Rugby Team
Bushnell Theatre
Central Connecticut State University – Athletic Department
Community Foundation of Eastern CT
Delta Kappa Gamma-Theta Chapter
Department of Environmental Protection
East Hartford Police Department- Officer Zavalick and K-9 Axel
ECSU Center for Community Engagement (Kim Silcox, Luis Rodriguez)
Kenneth and Dana Gwozdz
Lambda Theta Alpha Latin Sorority, Inc.
Mansfield Community Center
Marinello School of Beauty
Natchaug Garden Improvement Team*
Caragh O’Brien
Anita Powers

Dr. Willena Price
Kelly Putz
Rainbow Graphics
Dr. Edward Sawicki
Soroptimist International of Willimantic
Spignesi Fund
UCONN Alumni
UCONN Expanded Food and Nutrition Education Program
UCONN Women’s Center
Catherine Wade
Carol Wiggins, PhD
Windham Hospital Security Team
Jeff and Karen Woodward, Woodward Greenhouses
Jim Zafiris- East Hartford Dunkin’ Donuts

*Master Gardeners: Ron Beaudoin, Kimberly Blair, Margaret Blumie, Maryellen Donnelly, Bear Hardin, Trish Lyons, Jim Raynor, Edward Sawicki, Nancy Schwartz
Building a Stronger Community:
Addressing Community Health Needs

When Natchaug Hospital opened 60 years ago, Drs. Mervyn and Olga Little recognized a need for mental health and addiction services, close to home. Since then, Natchaug has carried on the Littles’ legacy by improving community-based behavioral health options and sharing the expertise of its staff.

Each year, Natchaug Hospital provides services at no cost so that clients can receive the care they need, regardless of their financial situation. During 2013, Natchaug provided 1,144 people with free or discounted services.

Natchaug offers a series of free parenting classes to help caregivers learn to manage children living with behavioral problems. In 2012, the Hospital developed a support group for parents and families of those with Pervasive Developmental Disorder (PDD) in the Mansfield area. The popularity of the program led to the creation of a second PDD group in Norwich during 2013.

In 2013, Natchaug Hospital expanded its seminar series and brought education into the community with the start of the Speakers Bureau. This free service offers the expertise of Natchaug staff to schools, first responders, and other organizations interested in learning more about behavioral health issues.

Natchaug is also committed to building tomorrow’s workforce by providing internships and clinical rotations for students in nursing, pharmacy, social work and special education.

A focus on obesity, an identified community health issue and the focus of a Hartford HealthCare initiative, led to healthier menus for clients at Natchaug and information about managing unwelcome side effects of medications, including weight gain.

Even our clients get involved in giving back to the community, through service projects such as visiting nursing homes, planting trees, and raising money for students in Malawi.

### Community Benefits FY 2013

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<tr>
<th>Amount</th>
<th>Description</th>
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<td>$409,861</td>
<td>Community Health Improvement Services</td>
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<td>$36,795</td>
<td>Health Professions Education</td>
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<td>$1,158,261</td>
<td>Subsidized Health Services</td>
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<td>$334,751</td>
<td>Financial and In-Kind Contributions</td>
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<td>Community Building Activities</td>
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<td>1,144 people received free or discounted services</td>
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<td>$236,569</td>
<td>Unpaid Cost of Medicaid</td>
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<td>$642,355</td>
<td>Means-Tested Programs</td>
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Financial Statement

**Assets**

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<th>2012</th>
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<td>Cash on Hand</td>
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<td>Property, plant &amp; equipment</td>
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<td>Accumulated depreciation &amp; amortization</td>
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<td>Construction in Process</td>
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**Liabilities & Fund Balance**

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2013 Income from Operations: $616,102

**TOTAL REVENUE** $49,619,186

- School Programs $10,843,087
- Joshua Centers $9,558,692
- Adult Inpatient $11,174,919
- Child/Adolescent Inpatient $8,172,150
- Residential Treatment Center $2,595,900
- Adult Day Programs $6,906,967
- Other Revenue $367,471

**TOTAL EXPENSES** $49,003,084

- Salaries & Benefits $37,996,232
- Supplies & Other $11,174,919
- Professional Fees $3,232,914
- East Region Collaborations $1,247,271
- Capital Costs $1,825,647
- Bad Debts $1,224,762
Statement of Operations

The Hospital continues to operate in a rapidly changing environment and we continue to work with our Hartford HealthCare partners to build an integrated system, nationally respected for excellence in patient care and trusted for personalized coordinated care.

During FY13, Natchaug had an overall growth of 2.3 percent over the prior year despite pressure created by reduced utilization of our outpatient and education programs. The Hospital ended the year with a $616,000 operating margin, a reduction of $309,000 from the prior year, although in line with our operating plan of $651,000.

- The average daily number of patients in the hospital was 52, an increase of 6.2 percent over the prior year.
- The Journey House program had an average daily census of 12.5 residents.
- The Hospital's ambulatory programs provided care for an average daily census of 228 clients, a decrease of 1.3 percent.
- There was a 3.2 percent increase in services provided by our expanding in-home programs.
- The school programs provided education to an average of 209 students each day, a slight decrease from the prior year.

Natchaug Hospital continued to improve the admissions processes in order to meet demand. There was growth in four of the five adult ambulatory programs, and the Hospital opened a new young adult program in Groton. There continues to be pressure on the adolescent ambulatory programs, with five of seven programs seeing volume reductions year-over-year.

During FY13, Natchaug completed a major realignment of services in southeastern Connecticut, consolidating from the three sites into two sites, utilizing the new Joshua Center Thames Valley facility in Norwich. This helped the Hospital to better serve clients in a state-of-the-art building while realizing savings.

The Hospital continues its efforts to expand services to meet changing demand, including targeted programming toward young adults, in-home services, outpatient medication-assisted treatment, and vocational educational programming. Across the HHC Behavioral Health Network, affiliates are working together to deal with realignment of the national and state health care system. The Affordable Care Act and the changes in the health care insurance industry present challenges for Natchaug, but leadership remains confident that the Hospital can and will meet the challenge with the support of community partners and the enduring commitment of its employees.
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
At 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.