



Natchaug Hospital
1954-2004

Clear Vision

An open letter to Drs. Olga Little (1910 – 1997) and Mervyn Little (1908 – 1997), founders of Natchaug Hospital.

Beloved Founders:

We are looking forward to celebrating the 50th anniversary of the hospital you opened on August 4, 1954. As you might expect, it is a time of great activity, endless details, and innumerable contacts with history. In the midst of this happy frenzy, we spread before us the photographs, certificates of accreditation, by-laws, testimonials, maps, architectural drawings and the rest -- and we pause for a moment to reflect.

First, please accept our profound thanks for your clear vision. You got it right. It's about access, community support and recovery. You were dedicated to serving the community, providing the best medical care with compassion and respect for each person. Your attention to detail is impressive, but there are also what appear to be leaps of faith. It is there on every page.

Some of the people you hired more than a quarter a century ago are still here – Carol Dauphin-Kilburn, Jo-Ann Feeley, Carolyn Marchand, Claire Shea, Diane Richards, Peggy Raye Hynes, David Klein and many more – still providing excellent care to the more than 3,000 people receiving treatment each year. Our staff is what makes Natchaug programs so successful. They are professionals at every level, with high standards, unlimited compassion and the expectation that people can recover from mental illness.

The Board of Directors is actively involved with policy and governance issues and are the stewards of this legacy of helping people find their way. Among the several subcommittees they chair is this year's five-year strategic plan. The continuity and perspective from long-term members such as Antoinette Ellzey and your son, George, are invaluable, as is the fresh perspective coming from our newest members.

We are still developing new programs, new ways to make behavioral health care available to more people. We continue to look for partners to make sure programs truly meet community needs. For example, this past year we worked with Community Health Resources and Johnson Memorial Hospital to open a new Joshua Center in Enfield, and facilitated the transition of the Thames Valley Clinical Day Treatment program to Natchaug from Saint Francis Care Behavioral Health.

You built Natchaug Hospital because there was no other place that would care for your patients with chronic conditions or long periods of recovery. Following your example, when the state, which did not have a place that could care for teenage girls in the juvenile courts who need intensive treatment for mental illness, asked for help, we responded. We are building the facilities and the program that the community needs. The new residential treatment center for girls will be dedicated in June 2004 as a unique collaboration between Natchaug and the Department of Children and Families.

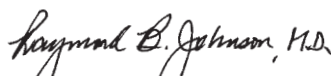
And thank you for the name, *Natchaug*. *The land between two rivers*. Upstream, we know people will continue to need behavioral health care. We will be here for them, with advanced medicine and caring hearts. Downstream, we are proud of the thousands of people we have helped find their paths to recovery. Mostly, they are silent about their time at Natchaug. The stigma associated with mental illness lingers. But the land between the rivers is good – we're growing new choices for better futures on it.

We are proud to be here, carrying your vision forward into the next 50 years.

On behalf of the Board, Management Team and our staff,



Stephen W. Larcen, PhD
President & CEO



Raymond B. Johnson, MD
Chairman, Board of Directors



Natchaug Hospital

OUR MISSION

is to provide a continuum of accessible, community-based services for those suffering from psychiatric illness and chemical dependency with a commitment to the dignity and privacy of our patients, empowering them to participate in their own care and recovery.

From a 1977 report by Dr. Olga Little to the Board of Directors

Early goals for Natchaug Hospital:

- Continuity of patient care
- Community education
- Research
- Acceptance of mental illness without stigma

OUR VISION

Helping People Find Their Way

NATCHAUG HOSPITAL'S MISSION AND VISION ARE GROUNDED IN SIX CORE VALUES:

Compassion: We care about each person as if they were family, guiding them to understand and manage their illness and health.

Teamwork: We actively collaborate with our fellow staff, knowing that each of us brings a special set of skills and experience that, when combined, raises the quality of care beyond the level any individual alone can achieve.

Respect: We respect every client and co-worker, embracing their inherent worth and uniqueness, and acknowledging the dignity of each.

Empowerment: We encourage consumers to exercise their right to participate in their treatment and recovery, knowing that by this participation they will determine the course of their lives.

Education: We advocate developing the ability to learn as fundamental to acquiring the knowledge and skills that will enable people to achieve their full potential to lead productive lives. We encourage consumer education and professional development as contributing to our mutual understanding and the continuous improvement of Natchaug Hospital's quality of care.

Quality: We continuously pursue opportunities to improve the quality of care we provide, the environment of care and every factor that affects our ability to fulfill our mission.

BOARD OF DIRECTORS, 2003 – 2004

Natchaug Hospital, Inc. is a private nonprofit 501(c)(3) organization and an affiliate of Hartford HealthCare, governed by an all-volunteer board of directors that is composed of representatives from the communities Natchaug Hospital serves.

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Timothy M. Magee, MD 1985 - 1987

Stanley Dugan, MD 1987 – 1990

Jayantkumar C. Patel, MD 1990 - 1992

Kenneth Schooff, MD 1992 - 1997

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Craig M. Martin, MD 2003 - current

* John Duers, MD Associate Medical Director,
served as Interim Medical Director
in 1982, 1987 and 1992

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JAMES N. LADD, JR. 1937-2004

It is with great sadness that we mark the passing of Board Member Jim Ladd. First appointed to the Board in 1986, Jim earlier served as Advisory Council Liaison, making him one of the hospital's longest-serving volunteers.



*Founding members in 1977

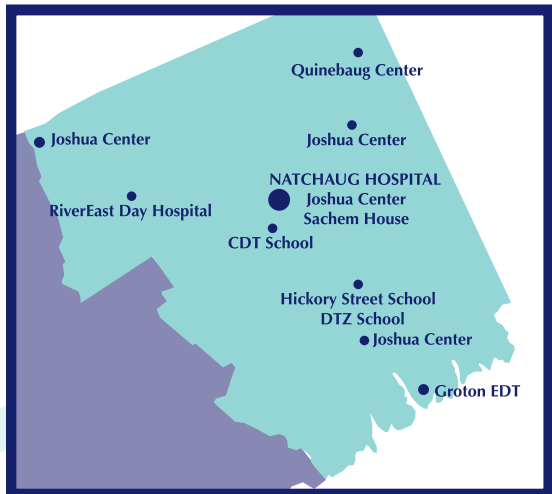
HIGHLIGHTS OF OUR YEAR



Compassion: *Lenny Denomme, a Mental Health Worker at Natchaug since 1986, with board member Father Larry Lapointe, following a Values in Action ceremony presenting Lenny with the 2004 Compassion award.*



Building for the Future: *Chairman of Natchaug's Board of Directors Raymond Johnson, MD inspects construction progress on the residential treatment center for girls with Stephen Larcen, PhD, Natchaug's President & CEO. See page 14 for more on this important initiative.*



When people ask for help, Natchaug responds. In 1954 Doctors Olga and Mervyn Little responded to their community's need with the creation of Natchaug Hospital. Their example of listening, caring and taking action is the legacy that Natchaug has carried on for 50 years.

Natchaug Hospital could treat only 40 people on any given day in 1954, limited by the number of beds available in the central convalescent facility. Fifty years later, the average number of people served daily by Natchaug programs has increased eight-fold. Natchaug Hospital now has an average of 48 people receiving inpatient care, together with an average of 146 people receiving day treatment services and 151 students in our special education programs. By the end of the year, this adds up to 3,000 people receiving care within Natchaug's network of treatment programs.

HIGHLIGHTS 2003-2004

Expanding day treatment programs for children and adolescents: This past year Natchaug added a Joshua Center program in Enfield, acquired the Thames Valley School and Day Treatment Programs in Norwich and the Extended Day Treatment program in Groton, and expanded the programs it operates for the Norwich Public Schools. In these new ventures, and in all of Natchaug's efforts, the new programs represent Natchaug's response to the community's need for expanded behavioral health services.

- Natchaug developed the Enfield Joshua Center in response to a community need identified by Johnson Memorial Hospital and Community Health Resources. Natchaug worked with these local providers to create a treatment alternative for teenagers in the Greater Enfield area.
- Natchaug acquired the Thames Valley Programs in Norwich and the Extended Day Treatment Program in Groton from St. Francis Care Behavioral Health to preserve these important community-based treatment options.
- Based on Natchaug's performance providing treatment and special education services in its Hickory Street School, the Norwich Board of Education asked Natchaug to manage its new special education program at the Deborah Tennant-Zinewicz School. With two school programs, younger children can be served and the program capacity more than doubled.
- In July 2004, Natchaug's Residential Treatment Center for Girls will open, in response to a request by the Connecticut Department of Children and Families (DCF) for community providers to meet the needs of adolescent girls. This new program addresses the unique needs of teenage girls who are committed to the care of the DCF Commissioner by the juvenile justice system. See page 14 for more information on this important initiative.

VALUES IN ACTION PROGRAM:

The mission and vision of Natchaug Hospital are fulfilled every day through the work of our dedicated staff. Building on the Core Values identified by our staff and formally adopted by the Board of Directors in 2003 (and described on page 2), the employee recognition program works with staff nominations to identify employees who embody Natchaug's six Core Values.

| Core Value | 2003 Recipients ¹ | 2004 Recipients |
|-------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Compassion | Paul Pentz, MD Adult Inpatient Program | Lenny Denomme, Mental Health Worker, Adult Inpatient Program |
| Teamwork | Brenda Buchbinder, LCSW Adult Inpatient Program | Joshua Center - Montville CDT Program Team ² |
| Respect | Anthony Morelli, LCSW Joshua Center Brooklyn | Paula Cahalan, RN Infection Control Nurse |
| Empowerment | Teresa Campanelli-Miner, COTA Creative Rehabilitation Services | Ann Baker, Teacher Deborah Tennant-Zinewicz School |
| Education | Cathy Martel, RN Staff Development Coordinator | Jill Bourbeau, School Director |
| Quality | Carolle Breault, RN Adult Inpatient Program | Mary Ann Wilson, APRN, MS Director Human Resources & Quality Improvement |

1. Additionally, Christy Calkins, Mental Health Worker was recognized in 2003 for having been nominated for *all* of the core values.

2. Montville DCT Team - Woody Crowley, Educational Coordinator, Teachers Karen Jones, Jennifer LaBrecque, Dawn Walsh, Al Ceplenski, Irene Anuzewicz, Daun Naga, Susan Cotton, Maggie Wood, Jason Shirley, Fred Knowles and Sheri Olsen



Respect: *Offering congratulations to Paula Cahalan, center, for receiving the 2004 Core Value Award of Respect are, Sandy Carboni, left, and Board Member Carol Wiggins, right.*

IMPROVING THE QUALITY OF CARE:

Natchaug was proud to be selected to participate in a national demonstration program funded by the Substance Abuse and Mental Health Services Administration: "Roadmap to Restraint Free Environment for Persons of All Ages." This is among several initiatives fulfilling Natchaug's on-going goal of providing the most effective and compassionate care.

COMMUNITY SUPPORT:

Each year, our friends and supporters come forward with extra help for Natchaug's patients, often around the winter holidays. At other times, local organizations learn of a particular need in a Natchaug program that they are able to help us meet. Our thanks to the following, who are among the many making these contributions during 2003.

The Amdur Family -
in memory of Millard J. Amdur, MD

Anonymous

Ms. Jane Bachand

Becca's Little Helpers

Ms. Joanne Block

Bushmich-Milvae Family & Friends

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Ms. Chelsey Cayer

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Ms. Danielle Crawford

Ms. Gail Daly

Ms. Dawn Danis

Ms. Sue Dinsmore

Ms. Rhoda Dyjak

Elks Lodge No. 1311

Ms. Sherri Fihaley

First Church of Christ, Mansfield Center

First Congregational Church of Coventry

First United Methodist Church of Mansfield

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THE JOSHUA APPEAL

CAMPAIGN REPORT:

Launched in September 2002, the *Joshua Appeal* is providing funding to expand and enhance Natchaug Hospital's child and adolescent day treatment programs operating in Brooklyn, Mansfield, Montville, Norwich, Windham, and

our newly opened facility in Enfield. The original campaign goal of \$160,000 has been exceeded by \$9,000, and conversations with interested donors continue. This welcome support is helping to address the increasing need for community-based treatment programs like Natchaug's Joshua Centers.

Facility improvements and program enhancements funded through *Joshua Appeal* donations have been implemented throughout the year, as funds became available. Several larger-scale facility improvements will be completed during the summer.

Thank you to the following for their generous contributions supporting our Joshua Appeal:

CORNERSTONE GRANT

Connecticut Health & Educational Facilities Authority, for the *Mansfield and Windham day treatment programs for children and adolescents*. This CHEFA grant was made possible by the *Northeast Community Foundation*.

LEADERSHIP GIFTS

Bowdenwein Public Benevolent Foundation
The R.S. Gernon Fund
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Mr. Paul Suprin
Mr. Doug Taylor
Ms. Joan Walker
Ms. Donna Wallace
Ms. Mary Ann Wilson
Windham Urology Group, P.C.
Douglas Whitmore, MD
John Graham, MD
Mr. Len Wolman

ABOUT NATCHAUG'S JOSHUA CENTER PROGRAMS:

Natchaug's Joshua Center day treatment programs for children and adolescents provide a community-based treatment alternative for children at high risk of failure due to social, emotional, behavioral and psychiatric problems. The Joshua Centers enable children to stay at home with their

families, succeed in their public schools and lead independent, productive lives.

During Fiscal Year 2003, Natchaug enrolled 362 students in their state-approved special education program. An additional 665 children and adolescents participated in Natchaug's after-school

treatment programs. Altogether, youth and families from 57 towns benefited from Natchaug's unique Joshua Center programs. The number of FY 2004 admissions is already significantly greater, reflecting the new program in Enfield and the acquisition of the Thames Valley programs in Norwich.

NATCHAUG HOSPITAL'S 1ST DECADE – A DREAM REALIZED

Over fifty years ago, two physicians in Northeastern Connecticut recognized the need for additional and special health services in the region. Dr. Olga Little, a psychiatrist, and her husband Dr. Mervyn Little, a general practitioner, dreamed of creating a health care facility that would allow patients to receive care in the community that they called home.

“I REMEMBER WHEN MOTHER WOULD CLEAR AWAY THE DISHES FROM THE SUPPER TABLE AND DAD WOULD SPREAD OUT THE ARCHITECTURAL PLANS FOR THE HOSPITAL.”

(George A. Little, MD, son of founders)

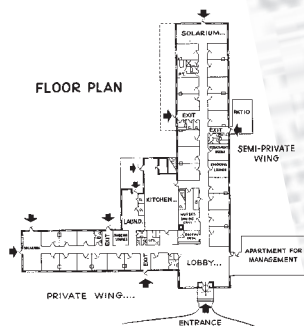
The realization of that dream began in 1954 when the Littles founded an innovative convalescent facility for elderly, post-operative and terminally ill patients. Many of the facility's patients required psychiatric health services, and the hospital evolved over time to become the primary resource for local residents seeking mental health and substance abuse services. The legacy of their vision, to help people recover, remains relevant a half century later.

“WE WERE APPALLED, WHEN WE CAME HERE, THAT THERE WAS NO FACILITY THAT WE COULD REFER POST-OPERATIVE OR TERMINALLY ILL PATIENTS TO,” RECOUNTS DR. OLGA LITTLE, **“SO WE HAD TO DO SOMETHING.”**

(1980 Willimantic Chronicle)



Hospital brochure, circa 1954



FLOOR PLAN—This floor plan shows the 40-bed layout with private rooms, but complete details along the upper end of the 2' from the side of the kitchen and laundry, the large lobby, the physical therapy rooms, and number of beds. Notice too, the size and location of the sports and smoking lounge, as well as the numerous ground-level exits.

Further information will be gladly supplied by Mrs. Alice G. Taylor, R.N., Director. Do not hesitate to ask any questions you wish. It is the policy of Natchaug to have each patient and immediate relative be fully informed about all phases of the hospital, its staff and its services.

Mailing address—Star Route, Willimantic, Conn. Telephone HAarrison 3-2514.



Olga G. Little, MD and Mervyn H. Little, MD, founders of Natchaug Hospital.



Front Page News: Announcing Natchaug's opening, Friday, August 6, 1954

MILESTONES IN OUR FIRST DECADE:

- 1946: Dr. Mervyn Little opens his medical practice in Willimantic and joins the Windham Hospital Medical Staff.
- 1947: Dr. Olga G. Little opens her psychiatric practice, sharing office space with her husband.
- 1953: William Sweeney, Windham Hospital administrator, helps draft the first budget for Natchaug Hospital.
- 1953: Construction begins on Natchaug Hospital in Mansfield.
- 1954: On August 4, Natchaug Hospital opens as a 40-bed convalescent home. First patients arrive August 9. From its earliest days, Natchaug Hospital admits patients for psychiatric treatment under the care of Dr. Olga Little.





Building for the Future: Construction of the 1969 addition, which more than doubled the original 40-bed facility, took place under the watchful eye of contractor and family friend Floyd Atkins.



2ND DECADE: TRANSFORMATION

When she moved to Willimantic, Dr. Olga Little had not realized that she would be the only psychiatrist in Eastern Connecticut for many years. Natchaug Hospital provided a safe place for her patients, and demand for her care increased. In the 1960s – a decade of advances in psychiatry, and of escalating recreational drug use – Natchaug transformed itself, redefining its mission and vision to better serve the community’s increasing need for behavioral health services. As a skilled nursing facility that increasingly treated patients with psychiatric needs, Natchaug expanded its facility from the original 40-beds with a new patient care wing during this decade, licensing some of these new beds to establish a 30-bed psychiatric unit. Within a short period these beds were converted to acute psychiatric hospital beds. With physicians at the helm, Natchaug developed treatment programs and hired staff based on a medical model of recovery.

3RD DECADE: COMMUNITY STEWARDSHIP

The Hospital’s 3rd decade (1974-84) witnessed profound changes in behavioral health treatment programs nationwide. The stigma associated with mental illness and substance abuse diminished somewhat, and the benefits of outpatient and day treatment programs became widely recognized. These changes presented challenges in rural Eastern Connecticut, comprised of small communities that lacked local mental health treatment programs. Olga Little sought the advice of professionals and community leaders. Two significant results were the creation of a community mental health center, United Services; and Natchaug’s transition

from a physician owned hospital to a community nonprofit organization. With encouragement from community representatives on the new Board of Directors, Natchaug expanded its programs and services to make them more accessible to people throughout the region.



May 1980 Willimantic Chronicle

MILESTONES IN OUR SECOND DECADE:

- 1968: Construction begins on addition.
- 1969: Dorothy Knowles appointed hospital’s first administrator.
- 1970: New wing opens, adding 30-bed psychiatric unit.
- 1970: Natchaug Hospital is accredited by Joint Commission on Accreditation of Health Care Organizations.
- 1972: Millard J. Amdur, MD, joins Natchaug staff and is appointed Medical Director for Windham Hospital’s Mental Health Clinic.
- 1972: Specialized inpatient unit is created to offer psychiatric and substance abuse services.
- 1973: Marcia Neff, Psychiatric Nurse Coordinator (later Natchaug’s Vice President of Operations) joins Al Brown, ACSW, Director of Social Work, and Herb Getter, PhD, Director of Psychological Services in developing the adult psychiatric inpatient program.





The 1983 A Team: Medical Director Dr. Millard J. Amdur attracted an outstanding team of physicians to Natchaug Hospital. From left, James Smith, MD; Stanley P. Dugan, MD; Daisy Jacob, MD; Millard J. Amdur, MD (Medical Director); and John A. Duers, MD.



Community Stewards. With Natchaug's new status as a nonprofit organization, it drew on community and professional leaders to form its Board of Directors. In 1986, from left, seated: Robert Gillard, Treasurer; Paul Brody*, Vice President; Ronald Rohner, PhD, President*; Joseph Emerzian, PhD Secretary*. Standing, from left, Antoinette Ellzey, Roger Adams, Dominic Squatrito, Susan Anderson, Kevin Tubridy, James N. Ladd, Jr., Colin Rice*, Olga Little, MD, Mervyn Little, MD*, Richard Ogreaan*. This rare photo captured six (see *) of seven who have served as Presidents/Chair of our Board of Directors.



MILESTONES IN OUR THIRD DECADE:

- 1975: Sachem House, Natchaug's first day hospital program, opens to provide intensive outpatient services and ongoing support to patients and their families.
- 1975: Adolescent inpatient services are added to Natchaug's programs.
- 1976: Dr. Olga Little contracted a mental health planner to research possible federal funding for a community mental health center for Northeastern Connecticut.
- 1976: Windham Hospital's adult outpatient mental health treatment program is transferred to Natchaug Hospital.
- 1977: Natchaug Outpatient Mental Health Services and Quinebaug Valley Health & Welfare Council merge to create United Services, a community mental health center for the 21-town region. Natchaug Hospital becomes an affiliate providing inpatient and partial hospital services; it nominates four directors to the newly created governing board of United Services.
- 1977: Natchaug Hospital, Inc. is formed as a not-for-profit, community-based specialty hospital; it establishes a board of directors to provide the stewardship necessary for its future.
- 1980: Natchaug Hospital completes its transition to an acute care psychiatric hospital and expands to 60-beds, as skilled nursing beds are phased out.
- 1981: Robert Spagnuolo, the hospital Controller, is appointed CEO and Administrator.
- 1982: Millard J. Amdur, MD, is appointed Medical Director.





Closer to home: *Children and adolescents from throughout Eastern Connecticut were traveling to Mansfield to participate in Natchaug's Joshua Center day treatment program. The ride was long, and so was the waiting list of youth in need of services. Using classroom space in the St. Johns Church on Maple Street in Montville, Natchaug opened its first community program outside the Mansfield area in 1990.*

4TH DECADE: A NETWORK OF CARE

During its fourth decade, Natchaug addressed the need to expand and strengthen connections among the region's systems of care. To provide the needed depth and range of treatment options at reasonable cost, Natchaug sought out healthcare providers throughout the region to form partnerships, collaborate on joint ventures, and encourage entrepreneurial development of needed services. This decade was marked by the opening of seven new programs in communities throughout the region served by the Hospital. The development of these services helped to complete a continuum of care for children, adolescents and adults.



Collaborations are good medicine: *Natchaug admitted people from 150 of Connecticut's 169 towns during the past five years, many directly from the emergency departments of general hospitals. Working closely with the regions' other medical facilities strengthens our network of care. Shown here at the 2001 dedication of Natchaug's new facility are, from left: John Meehan, President & CEO, Hartford Hospital; William Christopher, President & CEO, Lawrence & Memorial Hospital, New London; Richard Brvenik, President & CEO, Windham Hospital, Willimantic. Photo: Peter Billard*

MILESTONES IN OUR FOURTH DECADE:

- 1985: The Adolescent Crisis Unit is created to expand short-term intensive psychiatric care for adolescents.
- 1988: The first Joshua Center after-school intensive outpatient program opens in Mansfield.
- 1989: Natchaug starts its own special education program, offering a community clinical day treatment program for area schools.
- 1990: The Board of Directors appoints Stephen W. Larcen as President & CEO.
- 1990: The Montville Joshua Center opens.
- 1991: The Inpatient Unit for children opens.
- 1992: Paul Pentz, MD and Peter Sugarman, MD join Natchaug through an innovative physician partnership agreement with the Institute of Living negotiated by our newly appointed Medical Director, Kenneth Schooff, MD.
- 1993: Vernon RiverEast adult day treatment program opens as a joint venture with the Institute of Living.
- 1993: Brooklyn Joshua Center opens.
- 1994: Natchaug develops innovative partnership with mental health practitioners to respond to managed care initiatives and improve outpatient follow-up connections for hospital patients.

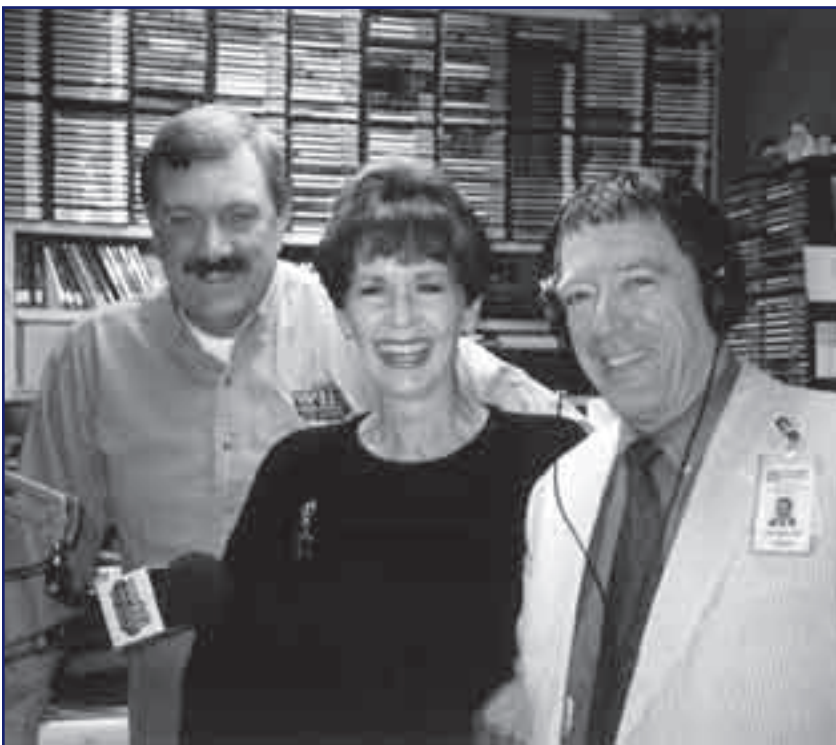




Cooking up a plan ...Hospital leaders pause after a day-long off-site planning session in early 1991. From left, Stephen Larcen, Ph.D., President/CEO is joined by Janice Black, CFO and David Klein Ph.D., Director of Clinical Services.



Building a Network. Rhonda Kincaid, CEO of Perceptions Programs for over 25 years, is awarded Natchaug's 1997 Distinguished Service Award for her leadership in developing a regional network of substance abuse providers after the closure of Norwich Hospital and the Boneski Treatment Center in the previous year. Natchaug has developed several collaborative initiatives with Perception Programs, including our work with the youth involved with juvenile justice programs.



Reaching Out: Spreading the word that recovery is possible and recognizing the importance of education and support for families are among Natchaug's core values. Helping achieve these goals with a live broadcast call-in program are WILI radio host Wayne Norman; author, family advocate and Natchaug's 2000 keynote speaker Victoria Secunda; and John Haney, MD, Natchaug's Medical Director from 1997-2003.



Joining the Team: Dr. Kenneth Schooff, Natchaug's Medical Director 1992-1997 joined Marcia Neff, who returned to Natchaug in 1991 and served as Director of Nursing and Vice President, Operations.



Dedicated Team: Among the guests at Natchaug's 2001 dedication were Linda and Pedro Johnson, shown here with The Honorable Sen. Joseph Lieberman. Linda's 30-year career spanned Natchaug's transition from convalescent home through the addition of the 1969 psychiatric wing and on to the 1975 opening of Natchaug's Sachem House day treatment program. Pedro was elected to Natchaug's Board in 1998 and he was Honorary Co-Chair of the **Century Appeal**.
Photo: Peter Billard

5TH DECADE: PARTNERSHIP

Amid fundamental changes in America's healthcare system, Natchaug's Board of Directors adopted a formal strategic plan outlining a five-year vision of its role in the region. To achieve the vision, Natchaug needed to make major changes to the aging building in Mansfield, where inpatient care and several day treatment programs were provided. This issue became urgent with the closing of Norwich Hospital in 1996, which increased the need for Natchaug's services. Regional committees and workgroups were formed and expanded. Building on Natchaug's history of collaboration with Hartford Hospital's Institute of Living, the timing was right for a partnership with Hartford HealthCare. Hartford HealthCare agreed to fund a \$4 million facility expansion and improvements, Natchaug Board met this challenge with its first major community fundraising initiative, the Century Appeal.

Natchaug's partnerships with the Department of Children and Families and the juvenile court system have improved services for at-risk youth. Of the 22 adolescent outpatient programs available statewide, Natchaug's program was one of only two that demonstrated positive outcomes for participants. The launching of a new residential treatment center for girls carries the successes of our youth treatment programs forward into the next fifty years. More about this remarkable partnership is on page 14.

MILESTONES IN OUR FIFTH DECADE:

- 1996: Natchaug joins other regional mental health and substance abuse providers in forming a network to coordinate care as a result of the closing of the state operated Norwich Hospital.
- 1997: Natchaug expands its Joshua Center offerings by providing psychiatric, psychological and substance abuse assessments and intensive outpatient services to court referred youth, collaborating with Perceptions Programs.
- 1998: Quinebaug Adult Day Treatment program opens in partnership with Day Kimball Hospital.
- 1998: Natchaug formalizes its affiliation with Hartford HealthCare Corporation. The hospital also breaks ground for a new and renovated space, converting the original nursing home structure to better serve the needs of behavioral health patients.
- 1998: Norwich Board of Education selects Natchaug and its partner, United Community and Family Services, to operate a special school for adolescents, Hickory Street School.
- 1999: The Extended Day Treatment program for children and adolescents is launched and licensed by the Department of Children and Families (DCF), and Natchaug's K-12 special education program receives renewed five-year approval from the Bureau of Special Education.
- 2000: New child, adolescent and adult inpatient units are opened in March. All of the new child and adolescent rooms are single-occupancy, resulting in a 30 percent increase in capacity for youths
- 2001: The new Natchaug, with renovations and new construction completed, is dedicated on June 10.
- 2002: The Century Appeal, Natchaug Hospital's first-ever fundraising campaign, reaches it's \$1.15 million goal for community contributions. This remarkable achievement, which funded improving access to behavioral healthcare, was celebrated on June 13.
- 2002: Natchaug contracts with DCF to provide comprehensive evaluations on court-referred youngsters via the Juvenile Justice Intermediate Evaluation (JJIE) program. Youngsters are evaluated in Joshua Centers, detention facilities, and at home.
- 2003: Construction begins on a new Residential Treatment Center for Girls funded by State of Connecticut bond funds.
- 2003: Enfield Joshua Center opens and Thames Valley School in Norwich is acquired.
- 2004: Thames Valley clinical programs and the Groton-based Extended Day Treatment program are acquired.
- 2004: Residential Treatment Center for Girls completed.





Century Appeal: Blustery December weather in 1998 could not chill the spirits as construction began on a new building for patient care. Seen here hard at work are, from left, Stephen Larcen, President and CEO; Rheo Brouillard, Treasurer and Century Appeal Co-chair; John Meehan, President and CEO of Hartford HealthCare; Carla Squatrito, Century Appeal Co-chair; George Little, MD, Honorary Co-Chair of the Century Appeal; Pedro Johnson, Honorary Co-Chair of the Century Appeal; Colin Rice, Chairman of the Board; and Elisabeth Anne Rowlands, former board member and daughter of founders Olga and Mervyn Little.



Moving Into the Community: The team that helped bring the Joshua Center programs to Enfield gathered to receive a \$10,000 grant from the SBM Charitable Foundation, presented by Patricia Nelson, Assistant Vice President and Manager of SBM's Enfield office. From left, Dr. David Klein, Director of Natchaug's Clinical Services; Dr. Stephen Larcen, Natchaug's President & CEO; Ms. Nelson; Kathy Schissel, Service Director, Child & Family Services at Community Health Resources; and Michael Dion, Johnson Memorial Hospital's Vice President of Patient Care Services.



Dedicating a Dream: With help from every part of Natchaug's community, the dream of a new facility designed specifically to provide behavioral health care came true. Among supporters on hand to celebrate the dedication were, from left, John Meehan, President & CEO, Hartford HealthCare; Dr. George A. Little, son of Natchaug's Founders, George Milne, President of Pfizer Global Research and Development; Elisabeth Anne Rowlands, daughter of Natchaug's founders; and Natchaug's President & CEO, Stephen W. Larcen, PhD.
Photo: Peter Billard



Living Legacy: Ironwork from the top of the original building's entryway was preserved and reinstalled around our Founder's Garden, where it continues to welcome people to the hospital. The ironwork was created by Olga Little's father, Alexiy Gavriluk.





The seasons passed quickly during construction of the new residential facility. Funded by a \$3.4 million State bonding program through the Department of Children and Families, the two-story building sits next to Natchaug's main facility. The land was originally part of the family farm of founder Dr. Mervyn Little.



TectonArchitects, PC

MISSION:

*Natchaug Hospital's Residential Treatment Center for Girls provides a safe and nurturing environment where adolescent girls can build healthy relationships, engage in meaningful, purposeful activities, gain belief in their own recovery, and **reclaim their futures.***

GIRLS CENTER POISED FOR FUTURE

As the number of girls in Connecticut's juvenile justice system began to increase dramatically, state agencies called for help. Drawing on its thirty years of experience treating adolescents, Natchaug Hospital responded by developing a safe and nurturing residential program designed to empower girls to recover. On completion, they will return to their communities able to lead independent, productive lives.

Program Director Elaine Fry's enthusiasm drives the coordination and delivery of this comprehensive program -- from planning meetings with the Department of Children and Families (DCF) and other providers of girls' services to hiring the necessary staff. The "recovery-based" treatment model that focuses on the strengths and interests of each girl, is specific to the needs of developing women. This treatment model reflects the commitment of DCF and child advocates to an effective, evidence-based approach that recognizes the special needs of girls. Natchaug's program can accept up to sixteen girls, 12 to 17 years of age, based



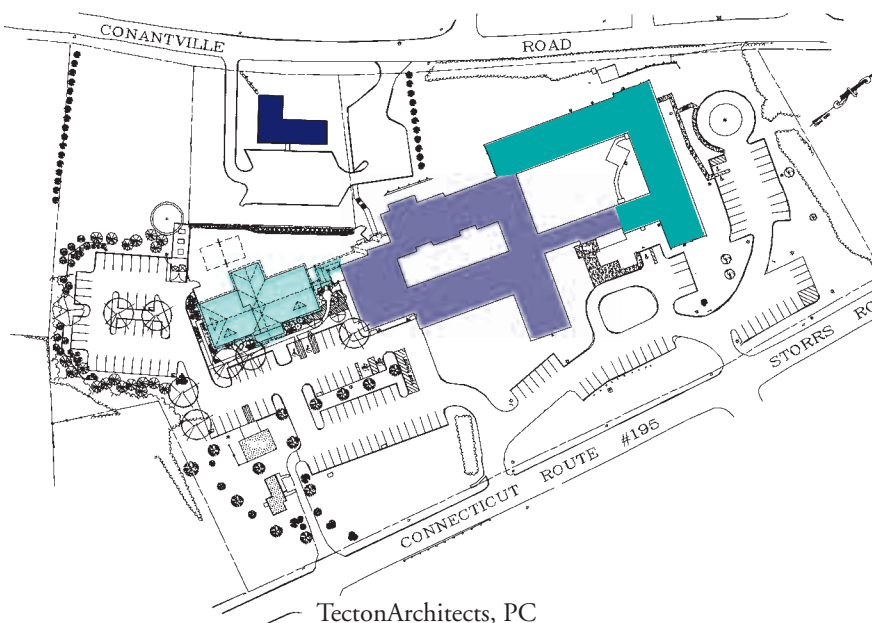
Photo: Ed Moran



And over there will be... Stephen Larcen, Natchaug's President & CEO, points out features in the Residential Treatment Center for Girls during a March 2004 tour of the construction with Representatives Andrea Stillman, Waterford and Walter Pawelkiewicz, PhD, Windham. Elaine Fry (back to camera), Director of the new program, helped answer questions. Tour followed a briefing on the program for area legislators which also included Senators Edith Prague, Columbia and Donald Williams, Thompson and Representatives Denise Merrill, Mansfield and Joan Lewis, Coventry.

on criteria that insure that each girl has an optimal opportunity to benefit from the services Natchaug offers. Each girl will have her own single bedroom on the second floor of the building, where there are also common areas for group activities and informal socializing. Classrooms on the first floor are close to vocational and life skills training areas. Indoor basketball and recreational space is also available on the first floor, and the girls have easy access to a private, secure outdoor recreational area.

Natchaug is proud to be part of the solution in improving services for our state's children, taking the caring tradition of founders Olga and Mervyn Little into our next 50 years.



- The prevalence of mental disorders among youth in juvenile justice facilities ranges from 50% to 75%
- Children involved with the juvenile justice system frequently have more than one mental and/or substance use disorder, making their diagnosis and treatment needs more complex.

(www.nmba.org/children/justjuv/prevalence.cfm)



Politics can be messy. Donning safety helmets and rubber gloves, area legislators and agency representatives were on hand in October 2003 to mark the laying of the foundation for the new Residential Treatment Center for Girls. From left, Walter Pawelkiewicz, PhD, Windham, Denise Merrill, Mansfield, and Judge Michael Mack (Chief Administrative Judge for Juvenile Matters). Photo: Roxanne Pandolf

Many of these young women may be self-medicating with illegal substances in attempt to cope with stress or mental health difficulties.... Research has shown a strong connection between exposure to trauma and abuse (e.g. sexual abuse and family violence) and substance use among girls.

(www.nmba.org/children/justjuv/girlsjj.cfm)

Growing on the Little family farm in Mansfield:

- 1969 Addition to Natchaug Hospital
- 2000 New 54 bed patient wing, reception area and assessment center, funded through the Century Appeal
- 2003 Professional Building reacquired
- 2004 Residential Treatment Center

A LOOK BACK:

| | Budget 1954 | Budget 2004 |
|------------------------------------------|------------------|---------------------|
| Wages | \$50,696 | \$19,944,401 |
| Food | 18,140 | 326,572 |
| Oil & Gas | 3,900 | 77,300 |
| Water | 200 | 14,400 |
| Electric | 1,800 | 96,420 |
| Supplies | 2,700 | 836,736 |
| Insurance | 1,500 | 342,047 |
| Purchased Services/ Professional Fees | | 1,665,800 |
| Other Operating | 36,098 | 1,076,494 |
| Total Expenses | \$115,034 | \$24,380,170 |
| Number of Employees (FTE) | 23 | 327 |

Looking back at the numbers. When we look at the budget for 1954, with 23 staff and a total expenses of \$115,000, one is struck by the growth in services and cost of providing more acute care with our 327 staff and \$24 million budget for 2004.

SUPPORTING THE WORK OF NATCHAUG HOSPITAL

Natchaug Hospital is a private, nonprofit 501(c)(3) organization. Contributions to Natchaug are fully tax-deductible within IRS regulations. For information on how you can help Natchaug Hospital now or in your will through stock transfers, cash and other contributions, contact **Paul O'Leary**, Natchaug's Chief Financial Officer, at 860-456-1311 x285.



SPECIAL PROJECT FUNDS

Periodically Natchaug receives grant funding for specific initiatives. We were honored by the following distributions during this past year.

Elizabeth Carse Foundation, to help fund speaker honorariums for seminars sharing information on behavioral health issues with professionals working with school-age children and adolescents.

Swindells Charitable Foundation, to help fund patient and family transportation needs

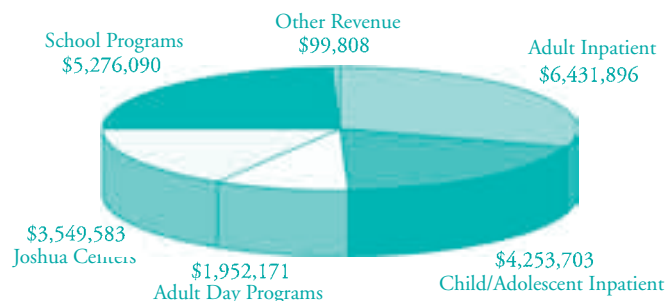
FINANCIALS

Financially, 2003 was a tough year for Natchaug. Experiencing a significant operating loss for the first time in more than a decade, it joined more than a dozen other Connecticut hospitals with similar results in 2003. State budget problems in 2003 caused further weakening of reimbursement for programs funded by the state, and shortages of nursing and professional staff nationwide have caused increases in staff costs. The negative margin of -2.5% makes Natchaug especially grateful for the community support for our Joshua Centers, since needed funds for program improvements and equipment are not available from operating funds. New programs initiated at the end of 2003 and early 2004 are expected to help turn the financial tide. While some providers have discontinued or scaled back services given the funding climate, Natchaug has continued to develop programs needed by the community and will continue to advocate for adequate governmental funding for behavioral health services to ensure continued access to these services.

| | 2003 | 2002 |
|-----------------------------------------|----------------------|----------------------|
| Assets | | |
| Accounts Receivable | 5,987,825 | 6,253,241 |
| Other Current Assets | 845,521 | 587,452 |
| Property, plant & equipment | 9,664,688 | 9,479,123 |
| Accumulated depreciation & amortization | (2,436,392) | (2,489,607) |
| | 7,228,296 | 6,989,516 |
| Construction in Process | 430,011 | 13,753 |
| Net property, plant & equipment | 7,658,307 | 7,003,269 |
| Other assets | 96,699 | 106,554 |
| | \$ 14,588,352 | \$ 13,950,516 |
| Liabilities & Net Assets | | |
| Total current Liabilities | 5,244,399 | 4,856,594 |
| Long-term debt | 5,023,494 | 4,325,530 |
| Net Assets: | | |
| Unrestricted | 4,102,644 | 4,418,529 |
| Restricted | 217,815 | 349,863 |
| | 4,320,459 | 4,768,392 |
| | \$ 14,588,352 | \$ 13,950,516 |

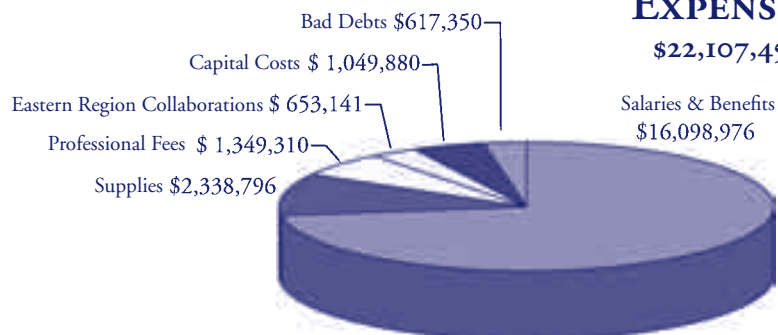
REVENUES

\$21,563,251



EXPENSES

\$22,107,453



NATCHAUG HOSPITAL'S NETWORK OF CARE

Natchaug Hospital provides an accessible, regional system of care for children, adolescents and adults with mental illness, emotional trauma, substance abuse and behavioral health problems.

INPATIENT TREATMENT:

For mental illness, emotional trauma and substance abuse, in three separate units, one each for pediatrics, adolescents and adults.

Natchaug Hospital

189 Storrs Road
Mansfield Center, CT
860-456-1311

DAY TREATMENT PROGRAMS, CHILD AND ADOLESCENT:

Partial hospital, intensive outpatient and special education programs for children and adolescents at six locations.

Clinical Day Treatment, Windham

Temple B'Nai Israel
345 Jackson Street
Willimantic, CT 06226
860-450-7373

Joshua Center, Brooklyn

7 Providence Turnpike.
Brooklyn, CT 06234
860-779-2101

Joshua Center, Enfield

151 Hazard Avenue
Enfield, CT 06082
860-749-2243

Joshua Center, Mansfield Center

189 Storrs Road
Mansfield Center, CT 06250-0260
860-456-1311 x270

Joshua Center, Montville

20 Maple Avenue
Uncasville, CT 06382
860-848-3098

Thames Valley Clinical Day Programs

One Ohio Avenue
Norwich, CT 06360
860-886-4850

DAY TREATMENT PROGRAMS, ADULTS:

Partial hospital and intensive outpatient treatment for adults at three locations.

Quinebaug Day Treatment Center

320 Pomfret Street
Putnam, CT 06260
860-963-6416

RiverEast Day Hospital & Treatment Center

428 Hartford Turnpike
Vernon, CT 06066
860-870-0119

Sachem House

189 Storrs Road
Mansfield Center, CT 06250-026
860-456-1311 x264

For more information, call 860-456-1311 or visit our website at www.natchaug.org



Natchaug Hospital

Helping People Find Their Way

189 Storrs Road, P.O. Box 260
Mansfield Center, Connecticut 06250-0260