

Annual Report June 2006



Natchaug Hospital

 HARTFORD HEALTHCARE

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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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*Term starting in June 2006

Natchaug Hospital's 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.



Stephen W. Larcen, Ph.D. and Raymond B. Johnson, M.D.

Family Matters

Families from all walks of life have stepped forward to advocate for services that support recovery from mental illness. They make a compelling case to policy-makers and providers alike that we must maintain vigilance and continue the expansion of community-based treatment resources.

At Natchaug, we are proud of the role we play in this effort. We have joined with family advocates and other community providers to ensure that services are responsive to the needs of families. Our work in family-focused services, multifamily education and support groups, and community treatment programs reflects our commitment to families and the pursuit of our mission ...

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.

Family advocacy reflects a refreshing willingness to share that which once was private, embarrassing, and frequently stigmatized – the stories of the impact of mental health struggles upon family dynamics. Stories shared by Natchaug families emphasize this point. For example, a local business executive who recovered at Natchaug from a suicide attempt as a teenager. She indicates that her successful achievement of a full life is due, in no small part, to the extra time our staff spent with her family, educating them and enhancing their ability to help their daughter sustain her recovery.

We have heard stories from parents, grateful that someone finally understood and could help with the challenges they were experiencing with their children. We have also heard from adult patients, recognizing and thanking Natchaug's counselors and physicians for providing the life-changing "Aha!" moment of insight – the moment when their disease is correctly

diagnosed, and they are finally steered onto the road of appropriate treatment and subsequent recovery.

At Natchaug, we are continuously increasing our efforts to meet the need for community-based behavioral health services in Eastern Connecticut, through our own programs as well as through partnerships and collaborations with other providers. One example of emerging success is Connecticut Community KidCare, a program now in its fifth year, which is reforming the delivery and financing of children's behavioral health services in Connecticut. Another example is the Behavioral Health Partnership launched in January 2006, a program which links state funders, community providers, and families in the design and delivery of behavioral health care for children and families.

The substantial increase in Natchaug's day treatment programs reflects our response to community need, the knowledge of which is the direct result of our community involvement. The sixteen members of our all-volunteer Board of Directors live in the communities we serve, and our staff are active as members of Boards of Education, town Finance Committees, fire departments, and other volunteer community services.

Above all, we are committed to providing the highest quality of care at every level of our operating programs. Our May 2005 certification by the Joint Commission on Accreditation of Healthcare Organizations, and this year's renewed approval by Connecticut's Department of Education of all of our school programs for the maximum five years, affirm this commitment.

Regardless of wars and natural disasters that may occupy headlines and press for society's attention, one in four families will be experiencing the immediate impact of mental illness, either that of a family member or someone of significance in their lives. Natchaug Hospital is and will be here to help these families find their way.



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



Raymond B. Johnson, M.D.
Chairman, Board of Directors

Highlights of the Year:

- **JCAHO Gold Seal of Approval:** In May 2005 Natchaug Hospital earned the prestigious Gold Seal of Approval, the top rating, from the nation's preeminent health care standards-setting and accrediting body: the Joint Commission on Accreditation of Healthcare Organizations.
- **New Treatment For Addiction:** To help people recover from addiction to opioids, such as the prescription pain killer Oxycodone, Natchaug's physicians launched an ambulatory treatment program using intensive therapy and the medication Suboxone. Natchaug's Quinebaug and Sachem Day Treatment Programs in Putnam and Mansfield piloted the program, which will roll out to all of Natchaug's adult programs. Suboxone and therapy provide an alternative to methadone treatment.
- **Extended Day Treatment Program Expanded:** Following the recommendation of parents involved with the Southeast Mental Health System of Care, Natchaug's Montville Joshua Center converted its adolescent extended day treatment program to one for 8- to 12-year olds. Adolescents will continue to receive treatment in Natchaug's Care Plus and Thames Valley programs in Groton and Norwich.
- **Five-Year Approval for School Programs:** Natchaug's three school programs – Inpatient, six-site Clinical Day Treatment, and Residential Treatment Center – earned the maximum five-year approval as Private Special Education Programs from Connecticut's State Department of Education.

The treatment success rates for such disorders as depression (more than 80 percent), panic disorder (70-90 percent) and schizophrenia (60 percent), surpass those of other medical conditions, such as heart disease (45-50 percent). (*National Institute of Mental Health, 2004*)



BrainDance-2006: Jessica Lowney is congratulated by Daniel Mathalon M.D., Ph.D, the grand rounds speaker on the day of the Institute of Living's BrainDance 2006 Awards, for winning the Overall Best Project award. Jessica, a senior at Windham High School, participated in the competition as part of a class assignment by her social studies teacher, Tim Burke.

The BrainDance Awards Competition, open to high school, college and graduate students, leverages education to increase awareness of mental illness, with the goal of reducing the stigma associated with brain disease. BrainDance is coordinated by James Seltzer, MBA, Ph.D., Senior Consultant for Schizophrenia Services, Family Resource Center, Institute of Living, Hartford Hospital.

- **Norwich Department of Education Contract Renewed:** Through a competitive bidding process, Natchaug Hospital was selected to continue providing special education services in Norwich's Hickory Street and Deborah Tennant-Zinewicz Schools. These schools offer unique programming for socially and emotionally disturbed youth; Natchaug worked with the Norwich public schools to develop the program and has enjoyed operating and growing the programs since 1999.
- **Journey House:** The Youth Advisory Board of Natchaug's Residential Treatment Center for Girls worked with all the residents to develop a name for the program that would be meaningful to them. Numerous names were considered, all addressing aspects of the girls' hopes and dreams for their future and how they feel the program is helping them prepare for independent

living. The winner was "Journey House". They are looking forward to a naming ceremony as part of their anniversary celebration in August.

- **Congratulations Graduates:** Natchaug's Clinical Day Treatment school programs will be graduating 13 seniors this June. All of Natchaug's special education programs maintain high academic standards based on state standards for curriculum, incorporating the student's sending school district's requirements as well as their own individual academic plan.
- **Sachem House Turns 30:** Natchaug's Sachem House Adult Day Treatment Program marked its 30th year of service. Opened in 1975 with three patients, the adult day treatment program has expanded to four locations that provide mental health, ambulatory detoxification and addiction treatment to more than 1,000 adults each year.
- **Professional Development Seminar Series:** This year's series provided information on behavioral health issues to more than 200 people who work with school-age youth, including teachers, school nurses, guidance counselors and school social workers. The six topics were:
 - Help for Kids: *What are the Options*
 - Eating Disorders: *Awareness, Interventions and Prevention Strategies*
 - Self Injury: *Signs, Reasons & Treatment*
 - Psychiatric Medicine for Kids: *An overview*
 - Reactive Attachment and Obsessive Compulsive Disorders: *A Development Framework*
 - Dangers of the Internet Highway and the Secrets in Text Messaging



Natchaug's Professional Development Seminar Series' highest attendance was at the seminar on *Self Injury: Signs, Reasons & Treatment*, by Pamela Kurth-Botnick, M.D.. Dr. Kurth-Botnick is not only an adult and child psychiatrist for Natchaug Hospital's child and adolescent inpatient and residential treatment programs, but also a pediatrician. Additionally, she provides clinical supervision to child psychiatry residents during their clinical rotations at Mansfield Center and Willimantic.

Reduced productivity and missed work days due to depression cost the U.S. economy about \$44 billion a year (*World Health Organization*)



Natchaug joined NAMI-CT's Second Annual Walk for the Mind of America on May 20, 2006, helping raise awareness of mental health issues. More than 700 people participated in the Bushnell Park walk, generating more than \$122,000 in donations to support NAMI-CT programs that help improve mental health services in CT. Two of Natchaug Hospital's walkers, Kelci-Brooke Goodison and Eden Hyatt, enjoyed a pre-walk dance with Rocky, the New Britain Rock Cats mascot.

Natchaug News:

Food For Technology: For the past two years, Natchaug Hospital has participated in the National School Lunch Program, which qualifies the hospital to apply for federal funding for school lunches (Natchaug provides more than 240 student lunches daily) as well as a program that invests in classroom technology.

The National School Lunch Program requires that participating schools develop and implement a School Wellness Policy, a program Natchaug's educators, students, parents, representatives from the community and administrators

50 to 70 percent of primary care visits have a mental health-related concern

(Thomas H. Bornemann, Ed.D., director, Carter Center Mental Health Program)

have embraced. The Board of Directors adopted the 10-member committee's environment, health education, physical education and nutrition services policy recommendations in May 2006.

The E-rate program was set up in 1997 when the Federal Communications Commission (FCC) implemented the Telecommunications Act of 1996. The program was designed to ensure that all eligible schools and libraries have affordable access to modern telecommunications and information services.

The E-rate provides discounts of 20 to 90 percent for eligible telecommunications services, such as basic phone service, Internet connections and email as well as the wiring, switches, servers and similar hardware necessary to access the information technology. The level of discount is based on the percentage of students eligible for participation in the National School Lunch Program.

Development Committee: Launching a first-ever fundraising effort with a \$1.2 million capital campaign is a bit unusual, but that's just what Natchaug Hospital did in 1998. Generous community support continued through the next campaign, the *Joshua Appeal*, which focused on strengthening and expanding Natchaug's child and adolescent partial hospitalization and special education programs. In the years since the *Joshua Appeal* concluded, friends of Natchaug, businesses and foundation support have contributed \$144,000, making it possible to implement numerous special projects and improve aging facilities.

Board member Angela Arnold, recognizing that community support is increasingly important to Natchaug Hospital, is heading up a new Development Committee to formalize our growing fundraising activities. Fellow Board Member Hallie Wilson is also on the committee, along with Cathy Walton, Program Director at Care Plus in Groton. To ensure strong community connections, Arnold and Wilson invited Sharron McCombs and Anne Margaret Gaffney to serve on the committee. From this start, the committee will expand to ensure continued community support for Natchaug Hospital.

Journey House (RTC) Community Advisory Board: The nine-member group of representatives from the community (Heather Avery, Vicki Barbero, Bill Correll, Howard Drescher, Kevin Grunwald, Holly Fitch, Lynne Ide, The Honorable



"Around The State" with Lieutenant Governor Kevin Sullivan, a monthly cable access television program hosted by Lt. Governor Sullivan, set up cameras at Natchaug Hospital to film a portion of the June 2006 program, which addresses the issues of mental health services in Connecticut. The show is broadcast throughout Connecticut cable access stations. With the Lieutenant Governor for the on-location interview is Dr. Stephen Larcen, Natchaug's President & CEO.



Values In Action Program:

The mission and vision of Natchaug Hospital are fulfilled every day through the personal commitment of our dedicated staff. The *Values in Action Program*, based on Natchaug's Core Values, is one way of acknowledging their contribution. The following employees were recognized during the first five months of 2006:

Front row (L to R): Mike Occhionero - Education, Chris Antonino - Compassion, Kathy Gerardi - Education, Edie Green - Respect. Back row (L to R): Laura Lewis - Compassion, Sherri Olsen - Compassion, Rob Graham - Teamwork, Rebecca Leigh-Smith - Compassion, John Wallace - Teamwork, Dee Charbonneau - Respect, and Edgardo Figueroa - Quality. Not shown: David Lucier - Teamwork, Barbara Neel - Teamwork, Timothy Toczko - Respect and Kyle Truesdale - Compassion.

Walter Pawelkiewicz and Diane Potvin) is helping connect Journey House residents with community opportunities, such as volunteering at Juniper Hill senior citizen events. Advisory Board members are also providing the program with helpful suggestions on ways to share the program's successes with the community.

New London LINKS: Natchaug participates in a unique program at New London High School, LINKS, which provides special education services for socially, emotionally disturbed students. Many of the LINKS students are learning how to manage their behavior problems, such as social anxiety or depression. Natchaug's Dr. Lori Van Meter and Education Assistant Heather Baron support students in New London teacher Mrs. Davis's class with counseling, individual therapy, behavior modification and crisis intervention services.

Dr. Van Meter identified behavior as the number one reason students are referred in to the LINKS program: Behavior problems must be controlled before students can learn. The program also serves as a place where students can recover from a bad day – a bit like a sanctuary with a support structure.

A benefit of locating the program within the high-school building is that regular classes can be an option for students. About 50 percent of the LINKS students, for example, take regular math classes, with a similar number participating in regular science classes.

Students unable to succeed in the LINKS program are referred to more intense programs, such as Natchaug's Clinical Day Treatment special education programs, or Joshua Center after-school partial hospitalization program. LINKS can also serve as a transition for students returning from out-of-district placements or hospitalization.

The lifetime risk of developing a mental disorder - including a substance use disorder - is nearly 25%. That is sufficiently high that almost the whole population will at some time have close encounter with it, either in themselves or in someone close. (<http://www.heretohelp.bc.ca/aboutus/index.shtml#literacy>)

Treatment Works:

Reports from those who know:
they have treatment experience



The Pfizer Playscape at Natchaug's Montville Joshua Center is a great hit with the children. (Pfizer Global Research & Development also funded enhancements to Groton's Care Plus activity therapy). A similar playscape is being installed at the Brooklyn Joshua Center, thanks to funding from the **SBM Charitable Foundation**, the **Putnam Rotary** and the **Danielson Exchange Club**.

I just want to take this opportunity to thank everyone at the Joshua Center for the help that our family received from you. We were at the end of the rope and didn't know where to turn next. A good friend recommended this place to us. It was touch and go for about a week. Then it just became a part of her day. Thank you for giving back our daughter. She is a whole new person because of her wanting to get the help she needed and all of you for giving her that ability to vent when she needed to. Thank you from the bottom of our hearts.

Partial Hospitalization Program, Family Survey

My daughter

My fifteen-year-old daughter was suffering from some emotional problems; I did not know where to turn. When she was admitted to a local hospital overnight I wasn't sure what I could do for her when she was discharged. Thankfully, she was referred to Natchaug Hospital's Joshua Center in Uncasville and, wow, what a "God Send" that was. She was immediately admitted to the Partial Hospitalization Program there. I was afraid there would be so much "red tape" that it would take forever, especially the financial aspect, but the staff at Joshua welcomed my daughter in without any lapse in treatment. Their high quality, caring and easy accessible program allowed for my daughter to take the time she needed to heal. Joshua took care of everything: transportation, medication and all types of therapies my daughter needed.

Unfortunately, but fortunately, my daughter needed inpatient care as well. Again, Natchaug came through for us. She was admitted to the Mansfield location for two weeks. What a difference that made. Doctors and therapists were there when she needed them, and that was often. The inpatient hospital provided all she needed and allowed me to be involved; her care was most important to me. When she was discharged, Joshua was waiting for her and welcomed her back without difficulty.

My daughter now attends Natchaug Hospital's Care Plus program in Groton after school. It was a wonderful transition for her. Thanks to Natchaug she found the most useful medication, has been part of appropriate therapy groups and is now learning to love herself.

I can't say how important Natchaug has been to us. All aspects of their programs were there for us when we needed them. Staff arranged everything and took care of my daughter with extreme care, which allowed me to concentrate on my daughter healing. I am so thankful for the high-quality and easy accessible care she received, and know that whenever my daughter needs individual attention, these programs are just a phone call away.

Respectfully,

Parent, New London

It started with a friend

I used to be a loving mother. I never dreamed I'd hurt my kids or husband. My family was like many others: going through a hard time and not knowing how to talk about it or get help. We had young children. My husband had issues that were making him angry. A friend of mine said, "Here, try this. It will make you feel better."

I was instantly addicted to cocaine, a situation I could never have imagined. My life spiraled out of control: I even sold my wedding ring to buy cocaine. DCF took my children away. I went to a treatment program, but it didn't help. Then my brother committed suicide.

My own suicide attempt resulted in my admission to Natchaug Hospital for inpatient treatment, where I was diagnosed with bi-polar disease. Natchaug helped me figure out what was going on: why I was so vulnerable to the cocaine, and the root of some of my family problems. The people at Natchaug helped give me options for my treatment and my life. They really helped me get better.

I had a relapse, but Natchaug didn't give up on me. The Care Plus outpatient program helped me with my recovery. It is kind of like triage: it teaches us how to open up and shows us what we can do. The therapists make us see the reality of our situations. They made me really understand, at a deep deep level, that it wasn't DCF's fault that I lost my kids: it was me. Natchaug made us look to the future, instead of being stuck in the past. No one else really cared, but Natchaug did.

Now I have my kids back, and I've been able to keep my job. It's nice to see a bird fly by, and see your kids go to school.

Parent and adult patient

I liked the program very much, I felt that I was very safe and I could talk about anything. I also like the way my fellow group members treated me. I didn't feel judged at all; I felt that everyone really understood me.

Adolescent



Dangers of the Internet Highway & the Secrets in Text Messaging, one of Natchaug's Professional Development Seminars for teachers and others who work with school-age youth, is presented with dramatic flair by Diane Tarricone, Ph.D., left, and Jara Messere, MSW, right.

Natchaug Hospital is here for you when you're down and out and can't see through.

They will take you in and help you out.

Help you deal with all your thoughts.

So take a look deep down inside.

Let it out and do not hide.

Secrets left inside will die.

One day at a time they will subside.

Grab a hold of your fear.

So deep let it out and do not weep.

Remember we are worth it all

Natchaug's here for when we fall.

DE, 2005

Adult Inpatient Program



Care Plus Business Before Hours: Natchaug's Groton adult day treatment program, Care Plus, welcomes Chamber members to a Business Before Hours as part of the hospital's many activities during May, designated as Mental Health Month. Angela Arnold, a Natchaug Board Member, opened the presentation portion of the gathering with Tony Sheridan, Chamber President.

Natchaug is the best

I've experienced 15 different inpatient treatment programs, including the famed Betty Ford Center. As a high-level executive at a Fortune 500 company, I had the "best" treatment, but couldn't sustain my recovery. My real recovery started at Natchaug Hospital, where I was diagnosed, for the first time, with severe bipolar disease.

Natchaug is very pro-active. Their clinical staff was in communication with my personal physician and family. Natchaug's day treatment program is unique and absolutely the best I've ever participated in. The partial hospitalization program is aptly named: they provide an intensive, hospital-level of therapy in an informal setting that allows people from all kinds of lives to share: we did very deep work. Not only did the Care Plus partial program sustain my recovery after I was stabilized in Natchaug's inpatient program, its staff helped me develop a comprehensive discharge plan with strong community linkage.

I recommend Natchaug Hospital for people with psychiatric and dual-diagnosis illnesses: be prepared for deep work, but guided with humor, respect, dignity and compassion. You will learn a lot, and experience sustainable recovery.

Adult patient



Bumps of lives of all
By Stephanie
Ninth Grade, Thames Valley Clinical Day School

When you
Are feeling down remember
Life is tough and some tougher than others
Remember that there will be bumps in the road ahead
But as you survive one you'll become stronger with each bump that you get over
As the bump becomes small enough for you to walk over and soon the bumps
just won't seem to be as big
And you'll get over each one faster and easier than the last one
As your experiences increase and make you wiser
As you grow older and know how to handle things better each time
And when you look back you'll always find a thing you could have changed
But you'll be able to smile about it and realize that nothing can stop you
As you sit in your chair
And tell your grandchildren the stories of your life.

Published by North East State Creative Communications, 2006

A year later

Dear RiverEast Staff:

It has been exactly one year since we first met.

I, a broken and confused man. And all of you with the knowledge & patience necessary to help me when I could not help myself.

Through your work with me during the next six weeks I was shown the way up & out of my dilemma through your professional and caring manner.

A way which has led to the beginning of a better way of life for me and those whom I touch.

I wanted to let you know what I have accomplished in my first year of being clean & sober. Since you were an important part of this, my success.

1. I have been employed full time at the job I got the day I completed the RiverEast program.
2. Last fall I applied and was accepted to college. I have just completed my second semester. I wanted you to see my grades, which are attached. My GPA for this first year is now 3.71.
3. And lastly, I have not used drugs or alcohol for a year now...

To my counselors,

Thank you for helping me to reclaim my life...

Adult outpatient

From the distant past

Subject: STILL CLEAN

Went to Natchaug in 1988 for cocaine abuse. Still clean with no relapse. I was 28. Now I'm 41. Wow. A long time ago huh! I don't remember any counselor names but I thank you all at the hospital... Take care. RG

(e-mail from Natchaug Hospital's web site "contact us")



Raouf Mama, Ph.D., center, shared stories from his native Benin, contemporary poems about relationships, and expressive dancing with adolescents at Natchaug Hospital for inpatient treatment. With Dr. Mama in the photo are, on the left, Lakisha Hyatt, Director of Nursing and Anita Powers, who arranged Dr. Mama's visit as part of Natchaug's cultural diversity program.

This was the first experience my family has had with Natchaug Hospital. I would like to say that, given the circumstance, it was an incredibly positive experience. All of the staff were welcoming, professional, and non-judgmental. All of the qualities one would expect mental health care workers to possess. This was by far the most productive care my son has received and I have no doubt that he will begin his recovery process after this hospitalization and hopefully his placement elsewhere. My family and I are very appreciative and thankful for each and every one of you and your dedication to helping youth!

Adolescent Inpatient Program, Family Survey



Brooklyn Science Fair: Students in Natchaug's Brooklyn CDT school program share the results of their scientific experiments, a new part of their curriculum made possible by a grant from the **Spirol Foundation**. Each project demonstrated their research skills and understanding of the four-part scientific method:

pose a question, form a hypothesis, construct and perform an experiment to test the hypothesis, and assess whether the results confirm the hypothesis.

The project shown in the photo at top left, confirmed the eighth grade student's hypothesis that his pet rat preferred peanut butter to store-bought pet food. The project also included considerable research on rats.

In the photo above right, a seventh grade student demonstrates his tests comparing pH, chlorine and bromide content in tap and bottled water.



WINY 1350 AM Radio's Gary Osbrey welcomes Joan Lisi, left, and Dr. Carrie Pichie, center, to his Putnam studio to discuss mental health issues and Natchaug's Quinebaug Day Treatment Program in Putnam.



WILI 1400 AM Radio's Wayne Norman Show explored health care career opportunities, particularly psychiatric nursing, through an on-air interview with Natchaug nurses Kimberly Sanchez, Lakisha Hyatt, Director of Nursing, and Ellen Buffington, Vice President of Hospital Operations.

Looking for transcripts

Jill Bourbeau, Director of Natchaug Hospital's nine-site school program: "I want former students/patients to know that they can come to Natchaug for help, even years later.

A call came in from a 27 year old woman requesting her academic transcripts, which she needed for her application to college. She had attended our Joshua Montville CDT program in the 90's, completing 12th grade in Natchaug's program. She said she had gotten her life together and wanted to attend college but they needed proof of graduation in 1997. She had called two public school systems that said they had no record of her. She had lost her diploma and thought maybe she would have to take her GED. Her name sounded familiar and I looked her up and noticed that she had been in and out of inpatient and after-school programs as well as in our school over a number of years. After our school staff looked through old records we found a transcript that a former teacher in Montville had prepared. It wasn't official, but I told the young woman that I was sure that she had graduated with us and that I would call the responsible school district. Meanwhile, the young woman talked to the admissions department at the college and they said that if I was willing to write them a letter they would admit her. I faxed them a letter and sent a copy to the young woman. A couple of weeks later I got a lovely thank you note from the woman.

I am so proud of her and I think she will make it!

JB

Staying in touch

We sometimes wonder why and how our lives change the way they do and always wonder what the reason for it was. In retrospect, had I not decided to self medicate I would never have ended up in therapy, which I feel at this time in my life has benefited me more than it could ever have. Your combined help and understanding has given me strength I didn't know I had.

I want to thank you all for just being you. Although not all clients leave Natchaug a success story, some way or another you all have touched their lives in a positive way. I wish I could tell you how glad I am that our paths have crossed, and what great work you are doing. Keep up the good work and I'll stay in touch.

H

Tools for the "Real World"

I just wanted to say Thank You for all that you have done for me. [Natchaug's Quinebaug Day Treatment Program] helped me grow and gave me tools for my Utility Belt that I can take with me into the "Real World". I know I have not always been the best I could be, but you accepted me for who I was and now I can truly say that I found me, but only with your help. I know, with the many tools I gained from the program, I can do things right this time.

JC



I appreciate the inter-office/therapist/school communications. It made the process of dealing with the situation much more bearable. When facing these issues with my daughter, the Therapist allowed and made us feel as important to the situation as my daughter. My eyes were opened to the disorders so to allow for the ability to learn about what she has and see it as a disorder. Thank you very much. Overall an awesome (hard-to-believe) experience

Adolescent Inpatient Program, Family Survey



A basketball area created at Natchaug's Care Plus program in Groton with a grant from Pfizer Global Research & Development is popular with teens in the Extended Day Treatment program.

Natchaug Staff Development: Lorna Kenney, Director of Natchaug's Clinical Day Treatment Program in Windham (left), arranged for Pediatric Neuropsychologist Gary M. Isenberg, Psy.D., (right) to share with Natchaug's teachers and educational staff his program *Using Neuropsychological Profiles to Guide Educational Approaches*. Everyone working at Natchaug participates in professional development programs several times every year as part of the hospital's commitment to continuous improvement.

Statement of Operations

During FY 2005 the Hospital realized net income of \$280,289, a significant improvement over the prior year, a margin slightly less than 1% of net revenues of \$31 million. Some highlights from this years operations:

- For the second consecutive year inpatient services saw increased admissions as well as a reduced average length of stay.
- Residential services for girls through the recently named *Journey House* program, provided under contract with the State Department of Children and Families, concluded its first full year of operations caring for seventeen girls with an average daily census of about 10 girls.
- The hospital's continued emphasis of providing community-based services through its ten ambulatory care programs realized a 35% increase in average daily census. Through its partial hospital, intensive outpatient, and extended day treatment services the hospital provided care to an average daily census of 182 patients, up from 134 patients in the prior fiscal year.
- The Hospital's school programs educated 155 students per day, a slight decrease from the prior year, a result of more children being educated in their home district.

In addition to the emphasis on expanding patient services, particularly in community-based programs, the Hospital's continuing review of it's third party contractual rates has improved it's overall rate of reimbursement to more appropriately match the cost of services. The most significant challenge to the Hospital continues to be the impact of the nursing shortage on recruitment and retention of nursing staff. Management has also initiated a number of strategies aimed at better understanding and managing hospital resources while improving its quality and reducing

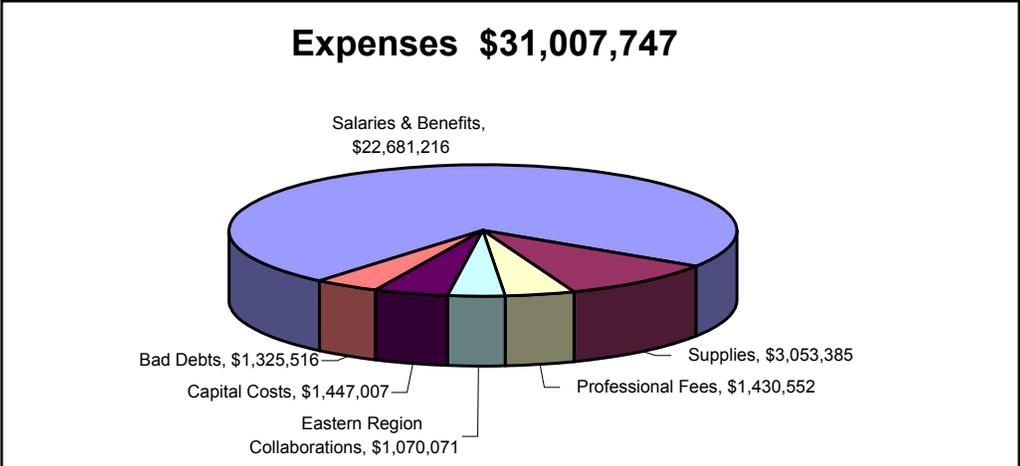
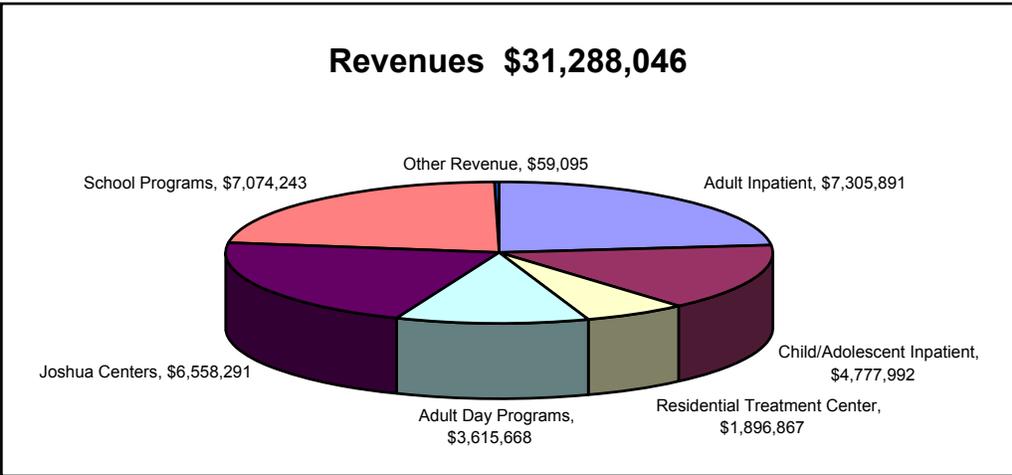
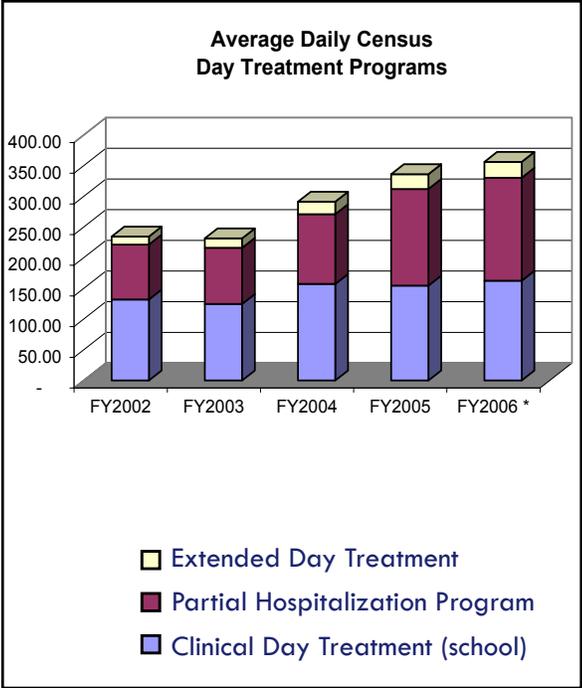


Putnam Savings Bank Foundation President Robert Cocks, left, presents a check to Stephen W. Larcen, Ph.D., President & CEO of Natchaug, on behalf of a grant the foundation awarded to help purchase rocking chairs for Natchaug's Quinebaug Day Treatment Program in Putnam. This project builds on the success Joan Lisi, Quinebaug's Program Director, observed when people, sitting in a rocking chair, clearly relaxed. They were better able to explore difficult emotions and past experiences during therapy, accelerating their engagement in the recovery process.

risk. These initiatives include a new patient information system, a new pharmacy information/dispensing system, and improved labor management systems.

The Hospital's investment in new programs and expansion of community-based care as well as initiatives to improve the quality of its programs has been possible, largely due to the generous community support of its mission. As a result of this support the Hospital has been able to significantly improve its program facilities and to expand and enhance the scope and quality of its patient services.

	September 30	
	2005	2004
Assets		
Accounts Receivable	\$7,421,394	\$6,864,608
Other Current Assets	555,714	930,165
Property, plant & equipment	13,894,117	13,439,691
Accumulated depreciation & amortization	(3,528,015)	(2,903,420)
	<u>10,366,102</u>	<u>10,536,271</u>
Construction in Process	-	-
Net property, plant & equipment	<u>10,366,102</u>	<u>10,536,271</u>
Other assets	335,546	410,682
	<u>\$ 18,678,756</u>	<u>\$ 18,741,726</u>
Liabilities & Net Assets		
Total current Liabilities	5,773,801	6,306,817
Total long-term Liabilities	739,791	492,795
Long-term debt	4,359,509	4,700,126
Net Assets:		
Unrestricted	7,712,645	7,088,052
Restricted	93,010	153,936
	<u>7,805,655</u>	<u>7,241,988</u>
	<u>\$ 18,678,756</u>	<u>\$ 18,741,726</u>



Community Support



Natchaug Hospital is grateful to the following individuals, businesses and foundations for their generous contributions during the past year towards our capital and annual giving appeals as well as special projects. Their support strengthens and expands programs that help people recover from a myriad of behavioral health challenges.

Founder's Circle

Liberty Bank Foundation
Dr. & Mrs. Craig Martin
Pfizer Global Research & Development
Joyce Olson Resnikoff
SBM Charitable Foundation, Inc.

Leadership

Angela & Michael Arnold
Associated Construction
Benefits Consulting Group, LLC
Bodenwein Public Benevolent Foundation
Carla's Pasta
Community Foundation of Northeast Connecticut
Dime Savings Bank Foundation
Eastern Federal Bank Foundation
Ernst & Young, LLP
Jewett City Savings Bank
David Klein, Ph.D.
Stephen Larcen, Ph.D. & Susan Graham
Lauter-Greer-Flanzer Foundation, Inc.
Lilly Lecture Bureau
Drs. George and Carol Little
NewAlliance Foundation
Putnam Savings Bank Foundation
Rotary Club of Willimantic
Spirol International Corp.
Swindells Charitable Foundation
Carol Wiggins, Ph.D.

Advocate

American Ambulance Service
ChelseaGroton Savings Bank
Ken Dardick, M.D.
Barbara Fredrickson
Alice Bertha Jansen
Dr. & Mrs. Raymond Johnson
Mansfield Family Practice, LLC
North Windham Animal Hospital
North Windham Self Storage
Jeffrey Ossen
Colin & Loretta Rice
Edward Sawicki, M.D.
The Honorable and Mrs. Dominic Squatrito
Tecton Architects, PC
Windham Community Memorial Hospital

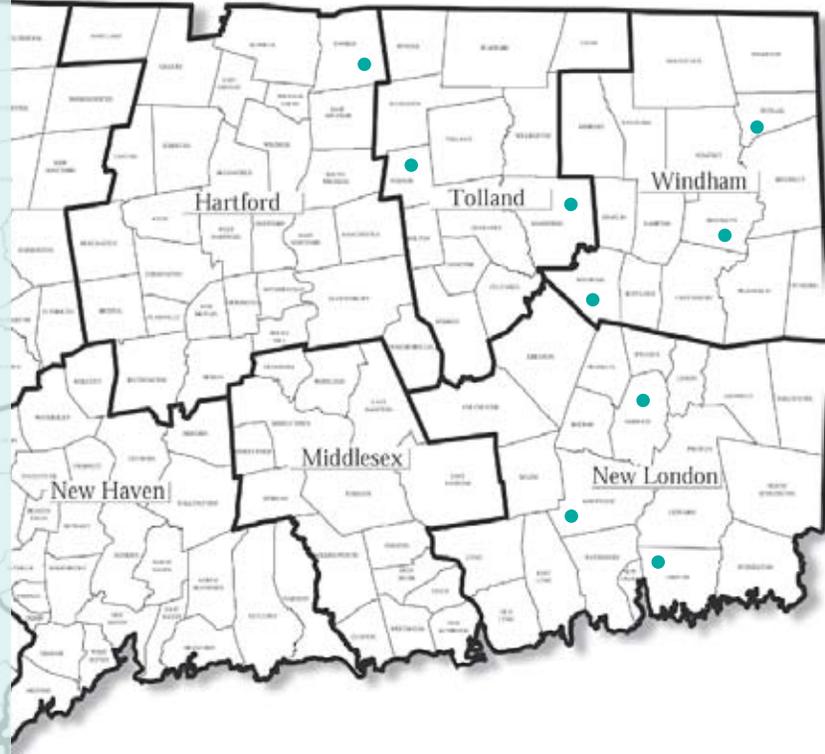
Friends & Supporters

A-1 Septic Service, Inc.
Roger & Cindy Adams
Akins Marketing & Design
Sheila Amdur
Anonymous
Steve & Marilyn Archibald
Brenda Aubert
Diane Bartlett & Kyle Clayton
Baxter Family and Becca's Little Helpers
Shamal Beltangandy, M.D.
Harry & Honore Birkenruth
BJ's Wholesale Club
Jill & Rudy Bourbeau
Blanche Brauneck
Bert & Gloria Brine
Rheo & Faith Brouillard
Helen Rowland Browne
Brownie Troop 5030
John & Harriet Brubacher
Ellen Buffington
Butterfly Club
Calvary Baptist Church
Sandy Carboni
Grace Cipriano
Community Prevention & Addiction Services
Gail Daly
Alex Demac, M.D.
Leonard Denomme
Mary DeYoung
Dr. & Mrs. John Duers
Cindy Ellis
ERA Covenant Realty Group
First Church of Christ in Mansfield UCC
First Congregational Church of Coventry
Karla H. & Martin D. Fox
Bob & Jane Gillard
Girl Scout Troop 5469
Susan Grace
Greater Willimantic Area Church Women United
Roger & Sidney Gross
Dr. Laura Hall
John Haney, M.D.
The Hankins Family
Hebron 4-H Horse Club
Judi Hills
David & Muriel Hinkle
Heather Hyland
Jacobs, Walker, Rice & Basche
Dr. & Mrs. Frederick Johnson
Grace Johnson
George & Janet Jones
Hans & Christine Koehl
Justin Koelsch
Rev. Laurence A.M. LaPointe
Carolyn Lester
Dr. & Mrs. Carol Lindquist
David Lucier
Julianne Lucier

Emily Macko
Lisa Marco
Michael Marrella, M.D.
Violet McLaughlin
George Milne, Jr.
Barbara Moore
Edward Moran
Anthony Morelli
Cherylanne Murphy
Saranne Murray & Jackson Foley
Sheila Musiek
Marcia Neff
New England Coffee Company
Amber Niemczyk
Office of Registrar, UConn
Jay O'Keefe
Michael Pallein, CPA
Frederick Palm, Jr.
David & Natalie Palmer
Jay Patel, M.D.
Paul Pentz, M.D.
Jerome Perry
William & Candace Powers
Kenneth Przybyzsz
Paula Purvis
Lillian Rhodes
Mary Ann Romano
Benita Rose
Sharon Rossi
Rotary Club of Putnam
Mark Schroeder, M.D.
Jacqueline Seide
Leila M. Shepard
Shetucket Plumbing Supply Co.
Peter Smith, M.D.
Hanaa Soliman, M.D.
Sorel's Garage
St. Francis of Assisi Church
Denise St. Germain
St. Marks Chapel
Leigh St. Onge
Maureen Strickett
Anne Strutt
Edward M. Strycharz
Atty. Peter Stuart
Peter Sugerman, M.D.
Bujji Surapaneni, M.D.
Kyle Truesdale
Nelson Walker, II, M.D.
Jeff & Judy Walter
Cathy Walton
Waterford Group, LLC
Dr. & Mrs. David Wheeler
Priscilla Williamson
Windham Middle School National Junior Honor Society
Harriotte Wilson
Margaret Wilson
Richard Zitkus

Natchaug Hospital's Network of Care

Brooklyn:	Joshua Center
Enfield:	Joshua Center
Groton:	CarePlus
Mansfield:	Inpatient Units, Joshua Center, Residential Treatment Center for Girls, Sachem House Adult Day Treatment
Montville:	Joshua Center
Norwich:	Thames Valley, Deborah Tennant-Zinewicz and Hickory Street Schools
Putnam:	Quinebaug Adult Day Treatment
Vernon:	RiverEast Adult Day Treatment
Windham:	CDT School



Natchaug Hospital is accredited by the Joint Commission on Accreditation of Health Care Organizations (JCAHO) and is an affiliate of Hartford HealthCare. Natchaug Hospital is licensed by the State of Connecticut, and its special education programs are approved by the Bureau of Special Education.

Natchaug Hospital is a private, not-for-profit 501(c)(3) organization funded in part by private contributions.

Natchaug Hospital participates in most insurance and managed care programs and is approved by Medicaid and Medicare.

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 06250-0260
860-456-1311

Residential Treatment Center

Journey House, Intensive mental health and special education program for adolescent girls.

189 Storrs Road
Mansfield Center, CT 06250
860-423-1016

Day Treatment Programs, Adults:

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

Care Plus Day Treatment Center

1353 Gold Star Highway
Groton, CT 06340
860-449-9947

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 06250-0260
860-456-1311 x264

Day Treatment Programs, Child and Adolescent:

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

Care Plus Day Treatment Center

1353 Gold Star Highway
Groton, CT 06340
860-449-9947

Windham CDT

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

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



 HARTFORD HEALTHCARE

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