

Annual Report June 2005



*Helping People
Find Their Way*



Natchaug Hospital

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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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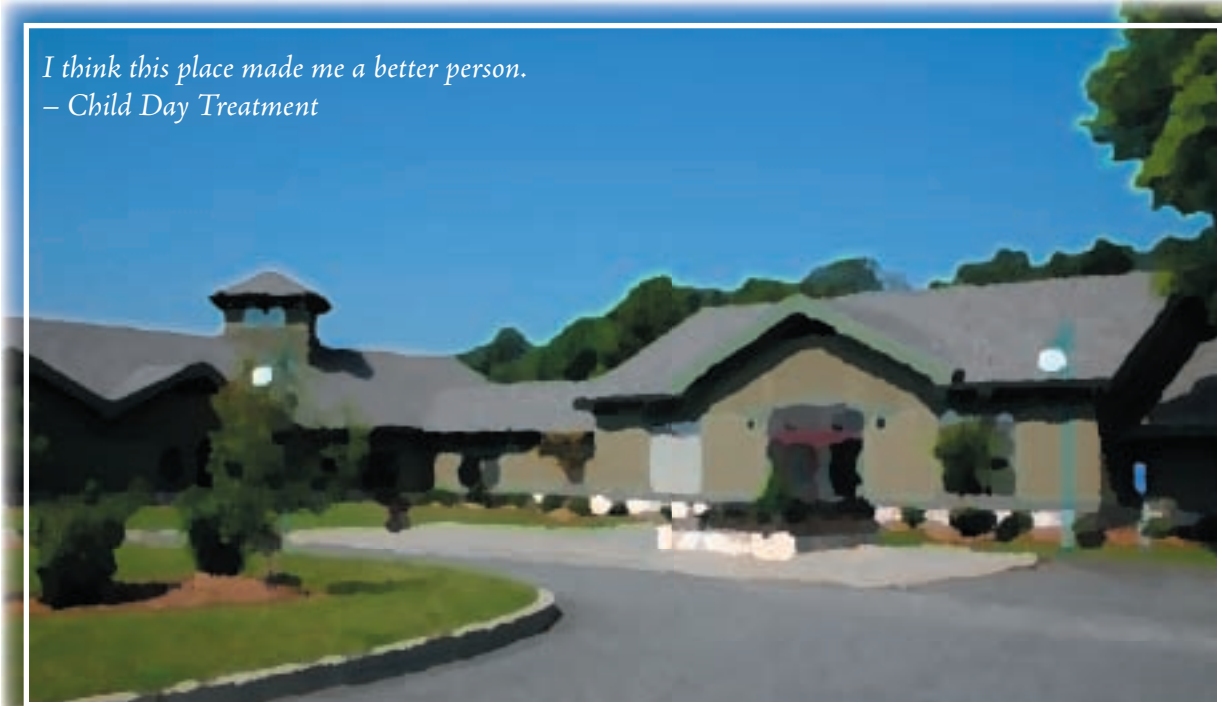
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**Terms starting in June 2005*

*I think this place made me a better person.
– Child Day Treatment*



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

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.

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.



Among those on the May 21 Walk for the Mind of America from Natchaug Hospital are, from left: Dr. Craig Martin, Sue Martin, Susan Grace, Anna Lane, Dr. Stephen Larcen and Jose Scarpa. The event, sponsored by the National Alliance for the Mentally Ill, Connecticut, is held to raise awareness of the nation's urgent need to improve treatment and recovery for people with mental illness.

THIS YEAR'S HIGHLIGHTS



Residential Treatment Center for Girls: Made possible by a unique partnership of Natchaug Hospital, the Department of Children & Families and the professionals involved with the Juvenile Court, this intensive psychiatric special education program served its first resident in July 2004. Today, 12 girls are advancing through the innovative program.

Services in Southeastern Region: *CarePlus* adult and adolescent day treatment programs in Groton and the *Thames Valley Clinical Day Treatment Program* in Norwich were acquired by Natchaug Hospital from Saint Francis Behavioral Health. This preserved day treatment services for the people of Southeastern Connecticut and enhanced the continuity of care for more than 1,000 New London County residents already receiving treatment in other Natchaug programs.

Juvenile Justice: Our innovative Juvenile Justice Evaluation Program is working. It is successfully sparing children disruptive and expensive 30- to 45-day stays in a state psychiatric

hospital, and it is connecting families with their community resources.

Youth Programs: More than 1,000 children and adolescents are benefiting from improvements to their day-treatment programs, including new classrooms and private interview rooms, air conditioning, internet access and activity therapy programs.

Professional Education: More than 340 people from over 40 communities attended at least one of this season's six Professional Development Seminars. This is one of several ways in which Natchaug partners with teachers, school nurses, guidance counselors, therapists and social workers to help school-age youth with behavior problems.

Parent Education: 144 parents participated in one of 12 seven-week courses offered by Natchaug Hospital, learning about root causes for challenging behavior and ways to help their children.

Classroom Resource and Communications Initiatives: More than 300 students and their 78 teachers, clinicians and support staff are thrilled with this project, which supports each student's individual academic program with access to textbooks, assessments and research materials as well as real-time electronic connections with their local school districts.

National Demonstration Program: *The Roadmap to a Restraint Free Environment for Persons of All Ages* national demonstration project funded by the federal Substance Abuse and Mental Health Services

Administration was one of several tools that helped us achieve a 93 percent reduction in restraints in the past three years; it represents progress toward our goal of a 100 percent restraint free environment.

Activity Therapy Program: Piloted in Montville and now rolling out system wide for our child and adolescent treatment programs, activity therapy is proving to be especially helpful with treatment resistant youth.

Quality of Care: Natchaug's quality-care commitment was clearly demonstrated to Joint Commission on Accreditation of Healthcare Organizations (JCAHO) surveyors during their May 2005 visit.



Lieutenant Governor Kevin Sullivan takes questions from the media and the public during a press conference. The Connecticut Mental Health Cabinet, which developed comprehensive proposals to implement improvements in mental health services, benefited from his informed leadership. Among the many representatives of the 52-member Cabinet attending this press conference are Dr. Stephen Larcen, President & CEO of Natchaug Hospital and Jan Van Tassel, CT Legal Rights Project.

BUILDING A BETTER FUTURE:

Natchaug Hospital's Golden 50th year of service to the community is a story of growth and strength.

Through the efforts of dedicated individuals and the solid support of the community, Natchaug Hospital has truly spun a golden year. Since our last annual report, Natchaug has:

- Expanded programs and services supporting admissions of 3,411 people from 124 towns, an increase of 26 percent over last year.
- Successfully completed our triennial survey by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).
- Restored financial stability, closing the fiscal year in the black.

Increased services, institutional integrity, and financial stability. These are remarkable achievements for a nonprofit, free-standing psychiatric treatment organization. Other accomplishments are equally prodigious. For example:

- We launched our new residential treatment center for girls, where 12 young women are now advancing through the intensive, comprehensive treatment program.
- We completed the acquisition of the *CarePlus* and *Thames Valley* programs in Groton and Norwich from Saint Francis Behavioral Health. This acquisition preserved day treatment services for the people of Southeastern Connecticut and enhanced the continuity of care for more than 1,000 New London County residents already receiving treatment in other Natchaug programs.
- The Enfield Joshua Center that we opened late in 2003 blossomed this year. More than 265 adolescents from 34 communities have already benefited from this treatment option for teenagers with social, emotional and behavioral health problems.
- We are pleased to note that our community outreach is working: eight times more people participate in our day treatment programs than receive inpatient hospital care on a given day. This is a testament to advances in the treatment of mental illness and a reflection of the dedication of Natchaug's staff at all nine of our sites.
- Seven of our sites benefited from renovations and program enhancements made possible through the generosity of community support for the *Joshua Appeal*.
- Natchaug's decades-long attention to quality of care and constant pursuit of improved services continues to reap benefits. For example, laboratory results are now conveyed electronically in "real time", and we achieved a 93 percent reduction in restraints in the past three years.

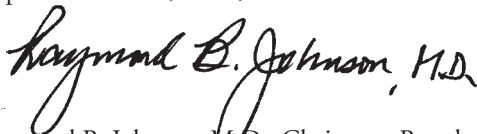
An anniversary within Natchaug's 50th was the celebration of Carol Marchand's 35 years of service with Natchaug Hospital. The longevity among Natchaug's staff provides a depth of experience and level of professionalism of which we are extremely proud.

We invite you to review the details of our year in this report and online at our web site, www.natchaug.org.

On behalf of the Board of Directors, the Management Team and our staff, we welcome you to the sustained and ever-growing Natchaug "family".



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



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

RESIDENTIAL TREATMENT CENTER FOR GIRLS:

A COMMUNITY REPORT

The Residential Treatment Center (RTC), uniquely designed for adolescent girls whose troubles with the juvenile justice system stem from underlying mental health issues, emerged from a long history of collaboration of Natchaug Hospital, the Department of Children & Families (DCF), and Court Support Services Division. The center's first year included a planned phase-in for the program, with census only recently reaching the 12-resident level. The anticipated June graduation of a young woman from the program, less than a year since the first resident arrived, tangibly demonstrates the value of this intensive milieu of services.

During the year numerous community groups came forward to enhance the program. Examples of this outstanding support for the girls include:

- *Connecticut Trails Girl Scout Council* helped organize a Girl Scout troop (sales of Girl Scout cookies topped \$500).

- *The Women's Center of Northeastern Connecticut* facilitates a biweekly group on relationship building and positive decision making for center residents.
- *Generations Health Care* serves as the primary health care provider for resident girls.
- *New Perceptions* provides outpatient substance abuse counseling for residents confronting this issue.
- The *Access Agency* is among those providing mentors five residents.
- Willimantic's *Saint Paul's Episcopal Church* provides volunteer community service opportunities.
- *Community Foundation of Northeastern Connecticut's Women & Girls Fund* awarded a grant for the *Baby Think It Over* health curriculum.
- *Connecticut Health & Education Facilities Authority* awarded a grant supporting classroom educational technology system wide, including the RTC.
- *First Church of Christ in Mansfield UCC* remembers the residents with periodic contributions of craft supplies, clothing and games.
- Area businesses are supporting activities ranging from drivers' education to special outings for bowling and personal shopping.
- Local residents and students at area colleges volunteer their time and talents in numerous ways that benefit the girls. For example, a local musician provides instrumental lessons and music appreciation classes every week.

This welcoming embrace by the community is a key ingredient in the RTC's successful first year.

Other successes during this first year include an academic team of residents placing in the top 20 of the *Hartford Courant* Connecticut Stock Market Simulation and three girls making the honor roll (with more likely to earn this distinction at the end of this marking period). Several of the girls learned how knit and crochet – and proceeded to make gloves, hats and scarves for distribution to homeless families through local shelters.

The Residential Treatment Center has evolved as a component of a statewide approach to providing services to girls. With closure of the Long Lane School and a concerted effort to bring children placed out-of-state back to Connecticut, the emphasis has been on creating community programs for girls with the most intensive needs. As these girls become ready to move to less secure environments, new community-based programs must be available so the progress they have shown at the RTC is not lost. Natchaug looks forward to the continued collaboration with our supporters and other community providers to develop the programs that allow our girls to become fully reconnected to their communities.



Natchaug's Residential Treatment Center program includes "opportunities for normalizing adolescent activities" – kids having fun. Decorating pumpkins, roller skating, making cookies and shopping are just a few examples of activities that help promote teamwork, communication, healthy choices – and laughter.

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	2005 Recipients
Compassion	Linda McKeller, Education Assistant, Thames Valley Clinical Day Treatment Program, Norwich
Teamwork	Rob Graham, Data Entry Operator, Mansfield Center
Respect	Janet Luberto, School Office Manager, Windham CDT and Mansfield
Empowerment	Hilary Lange, Primary Therapist, Quinebaug, Putnam
Education	Melissa O'Day, Teacher, Adolescent Inpatient Treatment Program
Quality	Gene McCarthy, Primary Therapist, CarePlus, Groton



Two anniversaries were celebrated this year: Natchaug Hospital's 50th birthday and Carolyn Marchand's 35th year of working for Natchaug. Marchand's extensive resume at Natchaug includes direct patient care as well as leadership administrative positions: Today she is in charge of scheduling and keeping track of more than 200 employees. Here she presents 50th anniversary memorabilia to Dr. Stephen Larcen, Natchaug's President and CEO, at the dedication of a tree that was planted August 4, 2004 – Natchaug Hospital's actual 50th birthday.

Teamwork: Rob Graham, Data Entry Operator in Mansfield, receives congratulations from President & CEO Stephen Larcen for his Teamwork Core Value Award. Looking on are Dr. David Wheeler and Jo-Ann Feeley, two of several people who nominated Graham for the recognition -- and among the many who managed to keep the award a secret from him until it was presented!



PROFESSIONAL DEVELOPMENT SEMINARS: 2004-2005 SERIES

Six Professional Development Seminars attracted over 340 people from more than 40 communities. The teachers, guidance counselors, school social workers, therapists and nurses who attended are helping spread the word about how to identify and respond to early-onset mental illness, addiction and behavioral health problems that are found among school-age youth. Co-sponsored by UConn's Neag School of Education and the School of Allied Health, this year's seminars included:

- Beyond Attention Deficit Hyperactivity Disorder: Anxiety and Depressive Disorders in Children and Adolescents, by Matt LeMaster, APRN
- Kids on Meds: Use of Psychiatric Medicine with School-Age Youth, by Craig Martin, M.D.
- Friendships, Cliques and Bullying: Understanding Boys' and Girls' Aggression, by Jo Ann Freiberg, Ph.D.
- Making the Transition from Clinical Day Treatment to Public School a Success, by David Heg and Ruth Leuenberger
- Suicide: Signs, Help & Beyond, by Heather Smith, Ph.D. and Peter Smith, M.D.
- The Effect on Children of Parental Separation, by Peter Smith, M.D.

HELPING FAMILIES

Mental illness affects the whole family. Knowing this, and recognizing how helpful family understanding and support can be to sustaining a person's recovery, Natchaug provides several programs to help families.

S.T.E.P. Parenting Classes: Parenting socially and emotionally disturbed children can be extremely stressful, and is often amplified by isolation and stigma associated with difficult behaviors. The goal of Natchaug's two courses of the Systemic Training for Effective Parenting program (STEP) workshops, which are free and open to the public, is to help parents understand underlying causes of difficult behavior and learn positive ways to help their child. More than 140 parents (which can include step-parents, grandparents, foster parents and other adults important in a child's life) participated in the workshops this past year.

NAMI Family-to-Family Education Program, which Natchaug is honored to host, is a free program for family members of persons with severe mental illness (SMI) that provides support, education, problem-solving skills training and crisis intervention help for families of persons with severe mental illness. People participating in the program report that they have an increased sense of empowerment regarding the system, the community and family and that they feel significantly better able to cope with the mental health system and help their ill family member.

NAMI Families Finding Freedom meets at Natchaug every month. Families with a mentally ill member appreciate the chance to get together with others facing similar issues to share information and learn better ways of helping their loved ones.

Family Group, Inpatient services: Families of people receiving inpatient treatment are invited to participate in a weekly group discussion to review the stages of recovery and coping strategies and to share information on accessing community resources.



Jose Scarpa, Director of Natchaug's Pharmacy, and Carolle Breault, Staff Development Coordinator, take a break during a staff professional education training workshop. Required, comprehensive training for all staff is a component of Natchaug's commitment to quality and continuous improvement. Examples from among the many topics (several each month) are: Medical and Legal Aspects of Probate, Dialectical Behavior Training, Patients' Rights, Metabolic Controversies in the Treatment of Psychiatric Disorders, and Nonviolent Crisis Intervention.

*You treated my child wonderfully, and helped me out through an extremely hard time in our lives.
– Child Inpatient Unit*

Roger Adams (far right), Executive director of the Windham Region Chamber of Commerce, teamed with Nutmeg Broadcasting's Mike Morrissette (second from left), WILI News Director, to produce a series of radio programs about businesses in the region. Joining them on air to talk about Natchaug Hospital's day treatment programs are Natchaug Hospital's Dr. Peter Sugerman (left) and Dianne Howe, Director of Natchaug's RiverEast day treatment programs for adults in Vernon. With 19 years of service on Natchaug's Board of Directors, Adams knew some great questions to ask.



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

Pedro & Linda Johnson
Pfizer Global Research & Development
SBM Charitable Foundation, Inc.

LEADERSHIP

Carla's Pasta
Citizens National Bank
Connecticut Light & Power
Dime Savings Bank Foundation
The R.S. Gernon Fund
Lauter-Greer-Flanzer
Foundation, Inc.
George & Carol Little
Blair MacLachlan
Dr. Craig & Sue Martin
Spirol International, Inc.

ADVOCATE

Community Foundation
of Northeast Connecticut
Daniel Dennis, Jr.
Jewett City Savings Bank
Stephen Larcen, Ph.D.
& Susan Graham
Putnam Savings Bank
Anthony Rash
Colin & Loretta Rice
Edward Sawicki, M.D.
Carol Wiggins, Ph.D.
Margaret Wilson

FRIENDS AND SUPPORTERS

Roger Adams
Akins Marketing & Design
Anonymous (5)
Steve Archibald
Timothy Bates, Esq.
Baxter Family and "Becca's Little Helpers"
John Boland
Jill Bourbeau
Carolle Breault
Rheo Brouillard
Helen Rowland Browne
John Brubacher
Kathy Bryce
Paula Cahalan
Sandy Carboni
Susan Clemow
Michael Cluney

Raymond Conti
Nancy L. Cox
Janet Decarolis
Peter DeRosa
Mary DeYoung
Candace Duchaineau
John Duers
James Duffy
Neil & Elizabeth Ellis
Cindy Ellis
Antoinette Ellzey
Exchange Club of Danielson
Jo-Ann Feeley
Joan Feldman
First Church of Christ in Mansfield UCC
First Congregational Church of Coventry
Karla H. & Martin D. Fox
Barbara Fredrickson
Maria, Tom, Marc & Jaimie Gates
Joyce B. Goodale
Susan Grace, APRN
Greater Willimantic Area
Church Women United
Roger Gross
Ted & Cynthia Gutierrez
Ed Hachadourian
John Haney, M.D.
Paul Heller
Judi Hills
David Hinkle
Maureen Holt
Hooker & Holcombe
Beth Hudson-Hankins
Jacobs, Walker, Rice & Basche
Alice Bertha Jansen
Eileen Jansen
The Jaworowski Family
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Frederick Johnson
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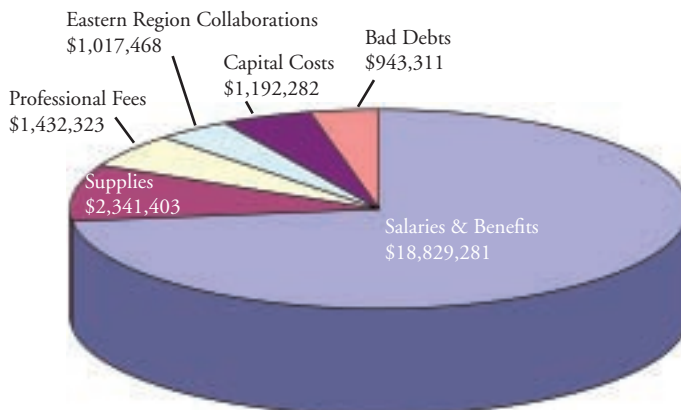
STATEMENT OF OPERATIONS:

Fiscal 2004 was a transitional year for the hospital. Many changes were implemented that resulted in a small operating gain for the year, a significant improvement over the prior year's loss. During the year the hospital completed the acquisition of new partial hospital programs in Groton and Norwich and opened the new 16-bed Girl's Residential Treatment Center. Several program initiatives begun in recent years continued to grow during 2004, including our new program in Enfield and our collaboration with the town of Norwich in the expansion of the school programs. Improvements in our treatment and discharge planning collaboration generated a significant increase in the number of patient admissions and a decrease in the average length of stay for many patients. The hospital investment in new program initiatives was provided from its operating capital in addition to significant state bonding in support of the new Girl's Residential Treatment facility. As a result of the generous community support and response to Natchaug's Joshua and Annual Appeals, the hospital was able to continue its investment in its ongoing programs. This continuing support is critically important to the hospital's ability to develop and enhance programs needed by the community.

	September 30	
	2004	2003
Assets		
Accounts Receivable	6,864,608	5,987,825
Other Current Assets	930,165	845,521
Property, plant & equipment	13,439,691	9,664,688
Accumulated depreciation & amortization	<u>(2,903,420)</u>	<u>(2,436,392)</u>
	10,536,271	7,228,296
Construction in Process	-	430,011
Net property, plant & equipment	<u>10,536,271</u>	<u>7,658,307</u>
Other assets	<u>410,682</u>	<u>96,699</u>
	<u>\$18,741,726</u>	<u>\$14,588,352</u>
Liabilities & Net Assets		
Total current Liabilities	6,306,817	4,726,876
Total long-term Liabilities	492,795	517,523
Long-term debt	4,700,126	5,023,494
Net Assets:		
Unrestricted	7,088,052	4,102,644
Restricted	<u>153,936</u>	<u>217,815</u>
	<u>7,241,988</u>	<u>4,320,459</u>
	<u>\$18,741,726</u>	<u>\$14,588,352</u>

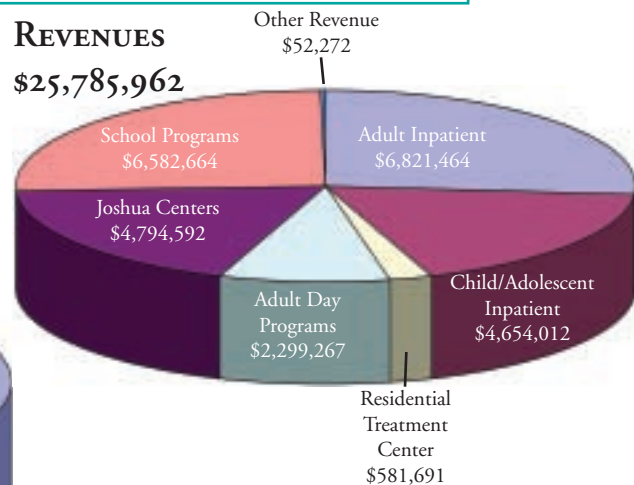
EXPENSES

\$25,756,068



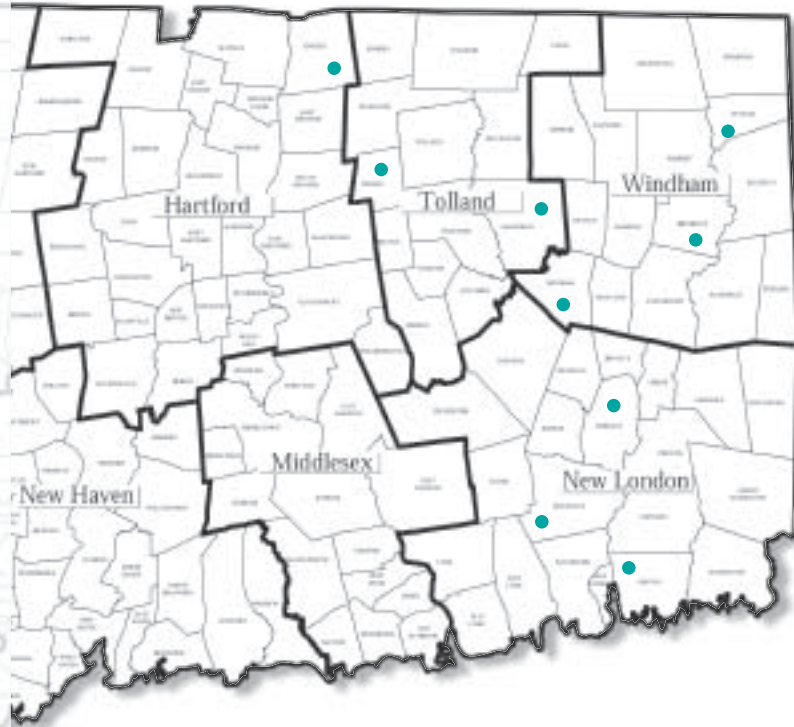
REVENUES

\$25,785,962



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 Clinical Day Program, Deborah Tennant-Zinewicz and Hickory Street Schools
Putnam:	Quinebaug Adult Day Treatment
Vernon:	RiverEast Adult Day Treatment
Windham:	CDT School



Natchaug Hospital is an affiliate of Hartford HealthCare

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

Intensive mental health and special education program for adolescent girls.

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

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

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.

CarePlus

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

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