

A **journey** of a thousand miles begins with a single step



2011 Annual Report

Rushford 
A Hartford HealthCare Partner



Taking steps toward a new vision of excellence

Jeff Walter
Rushford President & CEO

Health care in this country is undergoing a transformation that affects every facet of the delivery system – including mental health and addiction services that comprise the behavioral health sector. Regardless of one’s opinion about the reforms embedded in the Affordable Care Act of 2010, it is apparent that the dual imperative of reducing the growth of health care expenditures and improving health outcomes for all Americans is forcing all health care organizations to re-think and re-shape virtually every aspect of the industry.

For behavioral health providers such as Rushford, health care reform and the Wellstone-Domenici Act of 2008- that requires private and government-funded health insurance policies to treat behavioral health services on an equal basis with all other parts of the health care system – offer great opportunities, as well as significant challenges. There is opportunity to serve more people in need, as Medicaid and private health care insurance programs are made available to greater numbers of the uninsured and under-insured. The anticipated increase in demand for services will require providers to quickly adapt our information systems, find and train new clinicians, and adopt new, evidence-based approaches to delivering high quality services in a very cost effective way.

The voluntary, board leadership and management at Rushford are approaching the changes in the health care world with renewed purpose, vision, and sense of mission. In 2011, we embarked on a multi-year journey to earn recognition as a Center of Excellence in addiction treatment in the Northeast. We also re-affirmed our commitment to be a leading Connecticut provider of high quality community-based behavioral health services. We reorganized around three divisions to better position the organization for growth and excellence in adult addiction treatment, adolescent services, and adult mental health care. We have attracted new leadership talent as well as promoted from within to recognize and leverage the tremendous expertise we already had.

Consistent with our vision and strategic plan, we initiated three new programs in 2011. Rushford at Stonegate is a 16-bed residential treatment center in Durham that provides intensive evaluation, treatment and support to adolescent boys with substance disorders as well as co-occurring substance use and mental health concerns. Camp Street Transitional Living Center in Meriden is funded by the State Department of Mental Health and Addiction Services and provides a home-like setting for six adult men with serious and persistent psychiatric disorders to effectively re-integrate within their community following lengthy stays in institutional care.

The third program was developed with funding from the National Council for Community Behavioral Health Care and the United Way of Meriden/Wallingford. Implementing a program that started in Australia and has been adopted in 15 states across this country, Rushford provided Mental Health First Aid training to nearly 100 educators, law enforcement officials, community leaders, and other members of the Meriden/Wallingford community. Mental Health First Aid gives individuals from every walk of life the skills to help someone who is exhibiting signs and symptoms of mental illness or is in a mental health crisis. By facilitating Mental Health First Aid trainings in the community, we are able to increase public understanding of behavioral health disorders, reduce stigma, and improve access to community-based services.

As a member of Hartford Health Care (HHC), Rushford is also innovating with our health system partners. In 2011, the HHC behavioral health network—comprised of Rushford, Institute of Living, Natchaug Hospital, and the Hospital of Central Connecticut Psychiatry Department-- began the implementation of a new integrated, electronic health record (EHR). This endeavor enhances our capabilities in providing high quality, better coordinated care to our clients and patients. In the very near future, our EHR will be able to connect us to other medical providers at HHC and beyond to better coordinate behavioral and physical health. In addition to participating in the exchange of important clinical information, Rushford is increasingly a resource to the health system by providing consultations for patients with complex conditions, to such diverse medical departments as transplants, cardiology, and obstetrics. These represent important steps in which our organization and HHC are breaking down the health care silos and treating the whole person and family.

Realizing our vision of excellent, coordinated and cost effective care requires Rushford, and our health system as a whole, to promote and support a healthy organizational culture of engaged and empowered employees working in an environment of continuous improvement. Toward this end, Rushford is participating in a system-wide initiative known as “How Hartford Healthcare Works” or H3W. H3W focuses organizational resources on building a sustainable infrastructure for involving every employee in generating improvement ideas, developing appropriate interventions, and measuring success.

There were numerous other initiatives that supported our vision in 2011. Please “See Page 6,” of this report for more detailed information on our “Awards and Accomplishments.”

Since opening our doors 37 years ago, Rushford has been committed to giving back to our community. In 2011, we provided more than \$1 million in free or subsidized care, in addition to offering free prevention and education programs to more than 6,000 children, teens, and families in the communities we serve.

Our employees continue to demonstrate an unwavering commitment to those we serve by donating to our Employee Fund, which supports employee initiatives for improving client care, and raising more than \$22,000 for the United Way.

All that we achieved at Rushford in 2011 and will achieve in 2012 and beyond is a reflection on, and a result of, our committed Board of Directors, dedicated staff, and, most importantly, the tremendous support we receive from people throughout the communities we serve. I thank each and every one of you for standing with us!



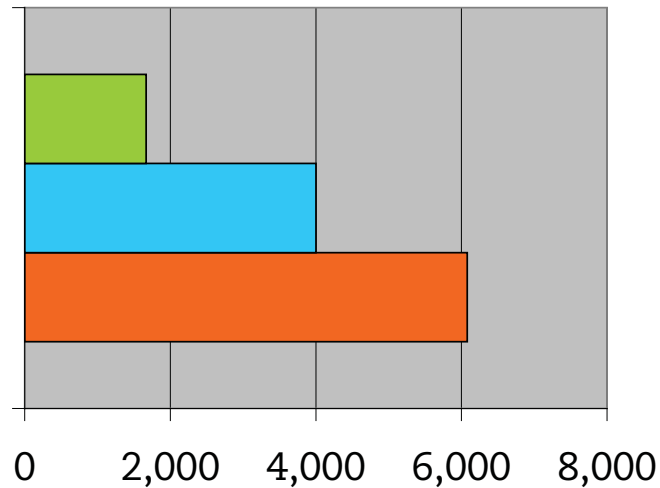
Delivering care to those in need

In 2011, Rushford provided residential and outpatient services to 7,537 individuals. Our Prevention and Wellness initiatives served thousands of children, adults and families as well as educators, law enforcement officials, and community leaders. See below to take a closer look at services Rushford provided from Jan. 1, 2011 to Dec. 31, 2011.

Program	Population	Clients Served
Residential Detox	Adults	1,140
Residential Addiction Treatment	Adults	792
Residential Addiction Treatment	Adolescents	78
Partial Hospital - Dual Treatment (Addiction/Mental Health)	Adults	211
Partial Hospital - Mental Health Treatment	Adults	97
Intensive Outpatient Addiction Treatment	Adults	1,467
Intensive Outpatient Addiction Treatment	Adolescents	232
Outpatient Addiction Treatment	Adults	2,018
Outpatient Addiction Treatment	Adolescents	151
Mental Health Intensive Outpatient Treatment	Adults	323
Case Management	Adults	1,037

Clients Served in 2011

- Mental Health & Community Supports Services
- Prevention & Community Education
- Addiction Services



Total Clients Served:

7,546

Taking steps to advance addiction treatment

Rushford at Stonegate



In 2011, the organization opened “Rushford at Stonegate,” a 16-bed residential program designed specifically for adolescent males and families struggling with substance abuse and co-occurring disorders. Since opening, the program has served individuals from Connecticut, New York, New Jersey, Pennsylvania, Massachusetts and North Carolina.

Located on the 43-acre Stonegate Springs campus in Durham, Rushford at Stonegate provides a home-like setting for residents with amenities that include a newly renovated residential facility with private and semi-private rooms, fitness center, ropes course, basketball courts, walking trails and a certified school.

According to Rushford’s Vice President of Child & Adolescent Services Frank Bartolomeo, Ph.D., crucial components to successful recovery for teens include length of stay, family involvement, and comprehensive gender- and age- appropriate assessment, treatment, case management and support services. As a program designed specifically for adolescent males, Rushford at Stonegate incorporates these components into its treatment plan.

Rushford at Stonegate’s caring staff include a board certified child and adolescent psychiatrist, psychologists, licensed clinicians, certified teachers and recreational therapists. All staff members are trained in best practices and are highly experienced working with adolescents and families struggling with addiction.

For more information on Rushford at Stonegate, please call 1-877-577-3233 or visit www.rushford.org/stonegate



Taking steps to prevent drug and alcohol abuse

Hubbard Park Flash Mob

In June 2011, Rushford organized a flash mob at Hubbard Park in Meriden to advocate for teens to stay substance free. Audience members at the summer concert, featuring popular Jimmy Buffett cover band “Changes in Latitude,” were stunned when over 100 students, parents, and community members simultaneously burst into a choreographed dance to the 70’s disco anthem “Dancing Queen.”

Rushford employees and community members spread the word about the flash mob in the months prior to the event via online communications, focusing specifically on social media (i.e. Facebook and Twitter). Most participants learned the dance moves from a YouTube video that Rushford shared on its Facebook page. Event organizers also held practices for those who needed a little extra help. They wanted to make sure this dance reached as many people as possible.

“We wanted to spread the message that adolescence is joyful in itself, and teens do not need to use alcohol or drugs to enjoy themselves,” says Kelley Moore, who led Rushford’s flash mob organization efforts.

Moore worked closely with community officials to make this event possible. Director of Meriden Parks and Recreation Mark Zebora, Robby DeRosa, and the band “Changes in Latitude” were all important players in making the flash mob a reality. The band members even surprised Moore when they joined in on the flash mob.

Members of the Meriden SADD Chapter hosted practices for local students, as did Girls, Inc., a local nonprofit. Other local businesses and organizations showed their support by spreading the word about the flash mob to their patrons and friends.

The flash mob was a hit among both participants and onlookers, and sent a very important message to all.



Kids, parents and members of the community got their groove on to spread the message that “Joy is Adolescence~Substance Free!”

Taking steps toward community wellness

Rushford provides in-school, after-school and community-based prevention programs in Clinton, the Tri-Town area (Chester, Deep River, Essex), Glastonbury, Meriden, Middletown, Wallingford and Westbrook. In 2011, we developed and sponsored numerous community outreach events and initiatives to raise awareness of addiction and mental health disorders and to improve community wellness. These efforts provided educational resources to youth, parents, educators, law enforcement, community leaders and concerned citizens. Below is an overview of our Prevention activities from 2011.

January

- Nurturing Program - Middletown
- Meriden SADD Chapter Meeting
- No Name Calling Week WWMS – Middletown
- Education Series: Adolescent Depression- Middletown and Meriden
- Student Services (underage drinking) Maloney High school- Meriden
- MSAPC Lecture Series at Keigwin Middle School - Bully presentation - Middletown
- Anti—bullying conversation at Mercy High School - Middletown
- Bullying Awareness Presentation - Lawrence Elementary School - Middletown

February

- Meriden SADD Chapter Meetings
- Radio Interview on bullying- Middletown AM station
- Middletown Ed Series-Teens and Technology
- Cyberbullying presentation for Meriden Police and EMT explorers - Hunters Ambulance - Middletown
- Random Acts of Kindness Week WWMS - Middletown

March

- Mother Daughter Evenings Out – Glastonbury
- Education Series: The Teen Brain – Meriden
- Meriden SADD Chapter Meeting
- ”New Trends in Adolescent Substance Use” Presentation to Middletown Behavioral Health Collaborative
- Presentation to Middletown Rotary on anti bullying initiative
- Alcohol merchant training for Town of Clinton
- Kick BUTTS day-Middletown and Meriden
- Chain Reaction of Kindness Day - Keigwin Middle School - Middletown

April

- SADD Family Focus Program (featuring SADD National CEO) – Meriden
- Meriden SADD Chapter Meeting
- No Name Calling Week at Keigwin Middle School – Middletown
- Nurturing Program – Middletown
- Kick Butts Day/Hoops for Hearts school wide pep rally WWMS - Middletown
- Mental Health First Aid Training – Hunter’s Ambulance
- CT SADD Conference Presentation – Hartford
- Glastonbury Mother Daughter presentation-Scrap booking and family traditions
- Meriden SADD Students awarded Meriden Chamber dinner-scholarships

May

- Flash Mob to promote substance-free adolescence - Hubbard Park Meriden
- Mental Health First Aid – Hunter’s Ambulance Service
- Meriden SADD Chapter Meeting
- Presentation to Haddam Killingworth Youth and Family Service Bureau regarding Rushford Prevention Services
- Prom Promise - Meriden High Schools
- Prom Promise - Middletown High School

June

- Mental Health First Aid Training – Board of Education – Meriden
- Anti-Bullying Meeting – Oddfellows Playhouse - Middletown
- Safe Graduation- Meriden

Taking steps toward community wellness

July

- Meriden Block Party

August

- National Night Out – Meriden
- Anti bullying awareness at Children's Circus Oddfellows Playhouse - Middletown
- City of Meriden Backpack Expo

September

- Family Day - Meriden/Middletown
- Meriden SADD Chapter Meeting
- Parent Open House at Keigwin Middle School - Middletown
- Parent Open House at WWMS - Middletown

October

- Teen Awareness Group – Middlesex County
- Meriden SADD Chapter Meeting
- No Bully Zone – Middletown
- Unity Day at WWMS - Middletown
- “Mix It Up at Lunch Day” – Meriden/Middletown
- Red Ribbon Week – Meriden/Middletown
- Alcohol Prevention Presentation-Platt High School Meriden
- Hunters Ambulance Health Fair - Meriden
- Mercy SADD Alcohol Awareness Presentation - Middletown

November

- Meriden SADD Chapter Meeting
- Nurturing Program – Middletown
- No Bully Zone - Middletown
- Teen Awareness Group – Middlesex County
- Adolescent Drug & Alcohol Education Group – Middlesex County
- Mental Health First Aid Training: Wallingford Social Services
- Presentation: New Trends New Challenges – Glastonbury
- Chain Reaction of Kindness Day at WWMS- Middletown

December

- Meriden SADD Chapter Meeting
- Teen Awareness Group – Middlesex County
- Adolescent Drug & Alcohol Education Group – Middlesex County
- No Bully Zone - Middletown
- Nurturing Program – Middlesex County
- White Out Walks – Meriden/Middletown
- Current Trends presentation - Bacon Acacemy, Colchester
- Who I Am Makes A Difference Day at WWMS - Middletown

White Out Walk 2011

Rushford and the Meriden SADD Chapter hosted Meriden's annual White Out Walk on Dec. 30, 2011. Students, families, community leaders and members of the public wore white and walked from Meriden City Hall to the Meriden Police Station distributing red ribbons to remind everyone not to drink and drive and to stay safe during the holiday season and all-year long.



Taking steps toward community education

In 2011, Rushford was able to offer two new programs for teens in Middlesex County, thanks in part to funding from Middlesex United Way.

Teen Awareness Group

The Teen Awareness Group, otherwise known as “TAG” is an ongoing support group for those ages 14-18 who wish to make positive changes in their lives.

Facilitated by Lyn Connery, Certified Alcohol and Drug Counselor, TAG holds meetings every Wednesday, from 6:30 PM - 7:30 PM at Centerbrook Meeting House in Centerbrook.

Thanks to funding from Middlesex United Way, teens are invited to attend the group free of charge. The program has had great success in its inaugural months.

Adolescent Drug & Alcohol Education Program

The Adolescent Drug & Alcohol Education Group provides education, self-assessment, and strategies for change to students 14-18 years old who have been referred to the program by a parent, school personnel, or counselor.

The program consists of 5 consecutive group sessions held at Haddam-Killingworth Youth and Family Services, and is offered to all students without charge.

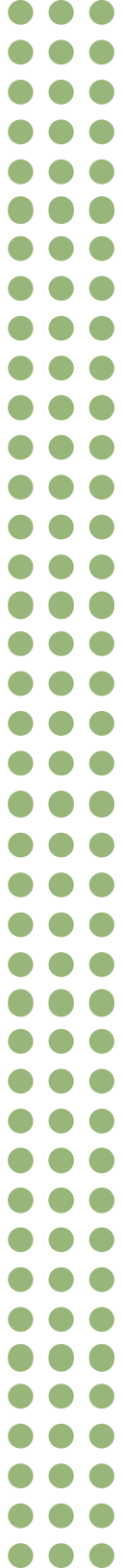


Mental Health First Aid

Thanks to funding from United Way of Meriden/Wallingford and the National Council for Community Behavioral Healthcare, Rushford was able to offer Mental Health First Aid training to almost 100 first responders, school officials, law enforcement personnel, and community members in 2011.

Mental Health First Aid is a 12-hour interactive training course designed to give members of the public key skills to help someone who is developing a mental health problem or experiencing a mental health crisis.

Mental Health First Aid trainings help combat stigma, increase health literacy and build capacity to help people struggling with mental health and substance abuse issues.



Lacing up the golf shoes for a worthy cause

Rushford's 23rd Annual Rushford Golf Classic June 30 raised more than \$50,000 for critical prevention and treatment programs for children, teens, and families throughout Connecticut.

David Director, President/CEO of Connecticut Lighting Centers, and Marc Levin, President of Mallove's Jewelers, served as co-chairs of this event. Other committee members include: Dick Conway, Andrea Fassler, Marc Lapidus, Bob Shulman, Sue Thompson, Mike Waller and Linda Worden.

Special thanks to all our sponsors, golfers, and volunteers!

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Golfers enjoyed a beautiful day at Lyman Orchards Golf Club for the 23rd Annual Rushford Golf Classic.

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J. Craig Allen, M.D., Chief Medical Officer, speaks to the crowd prior to the silent auction at the Rushford Golf Classic. Some of the auction prizes included: Red Sox/Yankees tickets, weekend vacation to scenic New Hampshire, a chartered fishing trip, and signed sports memorabilia.

S a v e t h e D a t e !

2012 Golf Classic - June 27, 2012

Lyman Orchards Golf Club

Register online at www.rushford.org/golf

Friends of Rushford

Rushford's success is directly linked to caring and concerned community members who give of their time and resources. We thank all of the individuals and organizations listed on the following pages who contributed to the success of our mission in 2011 through individual and corporate contributions, grants, advocacy and sponsorship of our Annual Rushford Golf Classic.

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Friends of Rushford are caring community members who support Rushford's mission and contribute to our success.

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Financials

Rushford is a private, not-for-profit organization that receives funding from both the public and private sector to fulfill our mission. We partner with numerous government agencies, insurance companies, foundations, corporations and community-based agencies to meet the complex and diverse behavioral health care needs of our clients. To flourish in today's economic climate, our organization must focus on finding cost-effective methods of delivering care, as well as identifying process improvement initiatives that reduce our expenses while enhancing the quality of care we provide. In 2011, we provided more than \$1 million in charity care and made significant improvements to our organization to support our financial viability.

Below is a financial overview that reflects our operating revenue and expenses for FY11 (July 1, 2010-June 30, 2011)

Operating Support & Revenue \$27,800,735

Overview of Revenue

Grants Received	\$11,988,216
Client Fees	\$12,859,041
Contracted Services	\$2,198,895
Contributions and Other	\$737,403
Interest Income	\$17,180

Operating Expenses \$27,918,102

Overview of Expenses

Salaries, benefits & related labor expenses	\$23,597,726
Occupancy Costs	\$2,254,308
Program Services & Supplies	\$1,760,788
Transportation & Travel	\$247,329
Other Expenses	\$57,951

Thank you Rushford employees

Integrity

Caring

Excellence

Safety

Employee Fund

The Rushford Employee Fund is used to support employee recommended initiatives that improve and enhance the quality of life of those we serve. We thank our employees for their support in 2011.

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Kathy Ulm
Sue Willmore
Enza Zacchia
Laura Zeppieri

Rushford Employee Recognition and Accomplishment - 2011



From L to R: Chet Bailici, Special Services Coordinator, Westbrook Schools; Robert Hale, Principal, Westbrook High School; Lyn Connery, Rushford Student Assistance Counselor, Westbrook High School; and Pat Charles, Superintendent, Westbrook Schools.



*Sheryl Sprague,
Manager of Prevention*

Chief Medical Officer, J. Craig Allen, M.D., served on the Substance Abuse and Mental Health Services Administration Pharmacotherapy Expert Consensus Panel. The panel is charged with developing Pharmacotherapy Principles for treating individual with co-occurring mental health and substance use disorders. Dr. Allen also participated in the Center for Disease Control Prescription Pain Pill Overdose Project by serving on the Community Action Board Membership.

President and CEO Jeff Walter received the Paul Harris Fellowship for his outstanding contributions to Rotary International. In addition to this honor, Walter is president-elect of the Middletown Rotary Club. Jeff was also named vice chair of the board of directors of the National Council for Community Behavioral Healthcare.

Prevention professional Lyn Connery was honored by the town of Westbrook for her 25 years of outstanding work as a Student Assistance Counselor in the Westbrook School System.

Rushford's first Addictions Fellow Vincent McClain, M.D. began his one-year addiction ABAM fellowship with the organization.

Prevention Services expanded the numbers of youth and families served by the organization by nearly 25% through contracts with four communities in the Middlesex County shoreline area to provide coordination for Drug Free Communities Grants. Meriden Chapter of Students Against Destructive Decisions (SADD), facilitated by Rushford's Prevention department was named "Best in Connecticut in 2011."

Sheryl Sprague, Rushford Prevention Manager, was recently named Chair of the Glastonbury Alcohol & Drug Council (GLAD). Sheryl was also recognized by the Middlesex United Way for her outstanding contributions while serving on their Positive Youth Development Committee.

Hassan Dinakar, M.D., medical director of adult mental health services, gave a presentation in Washington, D.C., to the National Council for Community Behavioral Healthcare, on a collaboration with Community Health Center to improve primary care for clients with behavioral health disorders.

Mental Health Community Support Team reduced the number of unnecessary admissions to the Mid-State Medical Emergency Department by 53 percent, utilizing strategies of the Integrated Dual Diagnosis Treatment Program, a best practice model for clients with severe and persistent mental illness.



Rushford Nurse Receives Nightingale Award for Excellence in Nursing

The Nightingale Award for Excellence in Nursing is a prestigious award reserved for the most dedicated and skilled nurses in the medical field. So it comes as no surprise to her fellow Rushford employees and colleagues that Aixa M. Avellanet is a recipient of this prominent award.

Nurse Avellanet joined her fellow nominees at the Nightingale Award for Excellence in Nursing Annual Awards Gala on Thursday, May 5th in Hartford. Aixa's supervisor Joni Anderson-Senk attests that there is no one more deserving of this award.

"Aixa demonstrates excellence above what is normally expected on a regular basis," says Anderson-Senk, ACE Nurse Manager at Rushford. "She possesses a constant willingness to go above and beyond and never settle for the status quo."

In addition to accomplishing her regular duties with great skill and efficiency, Aixa continuously seeks ways to better improve the nursing profession. She is known to research and distribute information to her colleagues that she believes will help make them into better nurses. She strives to improve not only her own performance, but the performance of those around her.

One of the criteria for a Nightingale Award nominee is "showing commitment to the community served in a way that is significantly above the norm". As a bilingual nurse, Aixa has proven herself to be an invaluable asset not only to Rushford and her clients, but to the greater community as well.

Aixa uses her knowledge of Spanish language and culture to assist Rushford's clinical teams with identifying cultural issues and determining treatment planning needs. Outside of Rushford, Aixa started a Spanish-speaking 12-step program in Hartford, which recently celebrated its 5-year anniversary and has helped countless individuals achieve recovery.

"She has a true gift for helping others," says Rushford President and CEO Jeffrey Walter. "She has helped countless clients and members of the community achieve recovery by going above and beyond what is expected of her." In addition to her daily responsibilities, Aixa holds a daily meditation group for clients, which helps clients in multiple ways, including stress management.

"She is a true client advocate who spends many nights and evenings educating, counseling and supporting clients in the throes of addiction who are at their lowest point in life," says Anderson-Senk. "She gives them hope, a priceless commodity in an ever chaotic world."

Aixa was honored at the Nightingale Award for Excellence in Nursing Annual Awards Gala this past Thursday. She was joined by her supervisor Joni Anderson-Senk, Rushford CEO Jeffrey Walter, Rushford VP of Behavioral Health, and Dr. Donald Timmerman, whom Aixa works closely with at Rushford.



Aixa Avellanet, RN, BS

Taking steps to overcome addiction and homelessness



Mildred's childhood was marked by poverty, crime and drugs. By 23, she was homeless and addicted to crack cocaine. She spent many years in and out of prison and various treatment programs trying to stay clean, but her recovery kept falling short.

Eight years ago everything started to change. One night not long after her release from prison, Mildred was outside in minus-two degree cold with no place to go. Alone, Mildred walked to Columbus House in New Haven. Columbus House staff offered help, but also told her she needed to help herself. She took the advice seriously and called her mom to ask for a small favor. "Would you get me a calling card? That's all I need."

Mildred used that calling card to find a substance abuse program. Columbus House provided her with transportation to the program, located in Torrington. For 90 days, she went through an intensive treatment program then entered a sober house in Meriden, where she stayed for 16 months.

During her time in treatment, she learned about Rushford's supportive housing program and placed her name on the waiting list. Mildred recalls, "It was a long list, but thank goodness my name eventually came up."

Supportive housing & recovery

For the past five years, Rushford supportive housing has helped Mildred continue her recovery from addiction while living independently. She has an apartment and owns her own car. She is employed as a resident care worker at the Corner House and she's recently taken computer classes with CT Works in Meriden. She wants to earn enough to be able to pay 100% of her rent, so that "someone else can benefit like I did."

Mildred also participates in a 12-step program and a church group mentoring program. She and her case manager at Rushford have developed a relationship of trust. "Lillie knows what's up with me. I love this life – clean, sober and working hard – and even though I can't turn back time, I'm working hard and focusing on the present and future."

With the continued support of Rushford supportive housing, Mildred has a happy and productive life with a place to call home.

What is Supportive Housing?

Supportive housing combines affordable apartments with on-site or visiting support and employment services. A cost-effective solution for people with disabilities, mental illness, addiction and other issues, supportive housing provides its tenants with the support they need to stay housed and out of shelters, prisons, hospitals and other institutions.