2017 Annual Report

Defining Moments

Natchaug Hospital
Connect to healthier.”
Our **Mission**

The Mission of Natchaug Hospital is to provide a continuum of accessible, community-based services for those living with psychiatric illness and chemical dependency, or emotional and related educational disabilities, with a commitment to the dignity and privacy of those needing services, empowering them to participate in their own care and recovery.

The Mission of Hartford HealthCare is to improve the health and healing of the people and communities we serve.

Our **Vision**

*Natchaug Hospital:*
Helping people find their way.

*Hartford HealthCare:*
Nationally respected for excellence in patient care and most trusted for personalized coordinated care.

**Accreditation and Licensure**

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

Cover:
Every good listener matters. When children are slipping into nonverbal behavior, Natchaug therapy dog Barney helps them find their voices by patiently listening as they read him stories – he even helps them turn pages with his paw.
It is no accident that the theme of this year’s annual report is “Defining Moments.” These moments have come early and often for Natchaug in the past year.

Whether we are talking about positive moments like the addition of recovery coaches in Hartford HealthCare emergency departments and our Every Moment Matters employee recognition program or negative moments like the inadequate pennies on the dollar reimbursement we receive – all of these moments defined us as an organization in 2017.

We expect this will continue – with uncertainty surrounding the direction of healthcare in our country, our state and local economy, the opioid epidemic, teen mental health – we must continue our efforts to transform our care delivery system in new and innovative ways.

We can’t expect a sudden windfall of riches, or that the way we did things years ago will suffice moving forward. Providing care in new ways, with new partners and new technology, is our path forward.

We will need a wide array of experts to help us get there – clinicians, support staff, board members, donors, and, most importantly, those who are in the midst of or have experienced mental health recovery themselves.

Too often we tend to think we know what is best for those we care for, and too often we have missed the mark. If we are to succeed, we will need to listen to and include our clients and their families in our decision-making. Their voices must be heard as we build the behavioral health network of the future, the largest and most coordinated in Connecticut.

That will be our defining moment in 2018 – and beyond. And Natchaug will be a big part of it.
In her time as nurse manager of the Emergency Department at Windham Hospital, Meghan Hilliard has seen first-hand the devastation caused by addiction and substance use disorders in her community.

But for all the clinical resources that her department can bring to help revive someone experiencing an alcohol or drug-related overdose, Hilliard and her staff often felt frustrated knowing that the same patient may very well return the next day needing the same care.

“Everyone knows this is a serious problem in our community, but there’s only so much front-line emergency room staff can do to address the underlying addiction that leads to overdoses,” Hilliard said. “We can refer a patient to long-term treatment until we’re blue in the face, but we can only hope that they will listen to us.”

That’s why Hilliard was thrilled when the Behavioral Health Network and Natchaug Hospital notified her that they were planning to assign trained recovery coaches to assist substance abuse patients in the emergency departments at Windham and Backus hospitals.

The pilot program is a “defining moment” and in line with Natchaug President Pat Rehmer’s vision of having those who have successfully recovered from substance abuse become more a part of the Behavioral Health Network’s programs – solidifying the safety net for clients. The early data shows it is working, and if that trend continues recovery coaches will be deployed across the Hartford HealthCare system of care.

“It’s such a wonderful way to offer needed support for these patients,” Hilliard said. “With recovery coaches, these patients will be hearing from people who have a background that gives them special authority and credibility – they have been there themselves.”

The experiences that recovery coaches have gone through can be very helpful to individuals who are at the beginning of that journey. They have received extensive training in supporting others who are struggling with substance use disorders, offering insights on their own experiences as a way to provide hope.

Coaches are assigned to respond to overdose and other drug-related emergencies 24 hours a day, seven days a week, on an on-call basis. Whenever an overdose patient comes into the ED, front-line staff can contact the recovery coach to have them come in and work directly with the patient after they have received emergency care. It’s an added line of defense in an ED environment that typically focuses on the here and now – not the treatment plan down the road.

“Our goal is for this to eventually be extended to hospitals across the Hartford HealthCare system,” said Patricia Rehmer, who in addition to overseeing Natchaug is senior vice president of the Behavioral Health Network. “These are people who can reach patients in ways that most others can’t because their message is so personal and so powerful.”
Addiction doesn’t discriminate – it doesn’t care if you’re male or female, young or old.

For Natchaug’s younger clients who are struggling with addiction, Natchaug Hospital began offering Medication-Assisted Treatment Close to Home (MATCH) for teens ages 16 and above at its Joshua Center Northeast and Thames Valley programs.

Medication-assisted treatment, which offers a combination of medicine to manage withdrawal symptoms and reduce cravings along with group therapy, has been proven to significantly decrease the risk of relapse and prevent overdoses.

MATCH for teens also incorporates the Seven Challenges® approach to substance abuse treatment, which provides a framework for youth to think through their decisions about their lives and their use of drugs and alcohol.

Natchaug has offered the evidence-based Seven Challenges® Program at all of its adolescent treatment locations for more than three years, and combining this with medication assisted treatment appears to be a combination that has promise for the hard-to-reach teenager population.
If you have ever seen the movie “A Beautiful Mind,” in which the lead character played by Russell Crowe begins to experience signs of mental health issues in college, you can identify with this fact – college can bring a whole host of new challenges for young adults, with more than 25 percent of students diagnosed or treated for a mental health condition each year. Approximately 21 percent of those who seek help present with a severe mental health condition.

In the movie, a true story, Crowe’s character ended up winning the Pulitzer Prize and overcame severe schizophrenia. While real-life doesn’t often produce such dramatic results, Natchaug Hospital’s patients offer every day proof that mental illness can be overcome and in many cases patients can thrive in education, the workforce, with families and in life in general.

Natchaug is now partnering with behavioral health student services at the University of Connecticut and Eastern Connecticut State University to create a college track at the Mansfield Young Adult Program. The program was developed after Natchaug Vice President of Operations Thomas King approached the two local colleges.

The program will offer a more intensive level of care than what is currently offered on campus. Students with higher acuity mental health or substance abuse issues will be able to be treated quickly, stabilized and stepped down to lower levels of care through student health services.

The college program will offer new evening hours to better fit the schedule of students, and transportation will also be provided to the program from local college campuses, for those without access to cars. New therapy groups will be included that focus on issues relevant to college students such as stress, the number one behavioral health issue identified amongst UConn students.
The road to recovery isn’t always a straight line. As with other chronic diseases, relapses can and will happen. But a relapse into opioid addiction, unlike diabetes or hypertension, can have deadly consequences.

“The number of opioid-related accidental deaths has more than doubled in recent years,” said Paul Weigle, MD, associate medical director for Natchaug outpatient programs. “It impacts everyone, but in particular the clients we serve, many of whom have a history of opioid use disorder.”

To combat the Hospital’s possibility of overdoses during relapses, Natchaug Hospital’s ambulatory programs began offering training and prescriptions for naloxone (more commonly known as Narcan) for all clients with a history of opioid use.

Naloxone, which can be given intravenously or through a nasal spray, immediately stops the effects of an opioid overdose, saving the life of the person and allowing them to receive additional medical attention.

Between 70-80 percent of all clients with opioid use disorders now receive a prescription and training for Narcan, up from just 10 percent in the fall of 2015.

Clients are also allowed to request additional naloxone prescriptions for friends or family members who may encounter an overdose.

“Clients have shared situations where they were with a group of people and someone overdosed, and because they had their naloxone with them, they were able to revive them,” said Pamela Shuman, MD, associate medical director for Natchaug’s outpatient programs.

Naloxone is also on-site at all Natchaug ambulatory locations, and clinical staff at these sites are trained in its use.

“Although it can be lethal, opioid use disorder is a very treatable condition,” Dr. Weigle said. “With treatment, including naloxone, people very frequently recover and live healthy and productive lives.”

Natchaug and Narcan save lives

Preventing Suicide

Natchaug Hospital is in the process of implementing the Zero Suicide approach to improving care and outcomes for people at risk of suicide.

Under the guidance of Deborah Weidner, MD, MBA, Regional Medical Director for Behavioral Health in the East Region, Vice President for Patient Safety and Quality for the BHN and Medical Director for Primary Care Behavioral Health Integration, leaders and champions groups were formed, representing every area and discipline within Natchaug. All employees were invited to participate in an organizational self-assessment of their thoughts on and understanding of suicide.

Starting in June, Natchaug began piloting a Zero Suicide initiative on the adult inpatient unit, where staff will begin making next-day phone calls to those discharged out of the hospital, with a goal of identifying and eliminating risk of suicide. Champions are also participating in ongoing meetings to roll out other Zero Suicide best practices.

Although it might not be realistic to achieve zero suicides, striving toward that goal can lead to better outcomes, improved quality of life and hope for staff, clients and their loved ones. The national program was first implemented at the Institute of Living and is now being rolled out across the BHN.
Whether it’s helping to shovel a car out of the snow, giving a client an extra blanket when he or she is cold, or offering a therapy dog to help a young girl feel comfortable in a strange setting – in healthcare, every moment truly matters.

There are countless little moments, but they mean so much. Patients choose us for the high level of care we deliver – but they remember us for the warmth, concern and attention to detail we show them every day.

“Every Moment Matters” is the name of our new customer experience program, which was piloted this year at Natchaug Hospital and BHN-counterpart Rushford, before being launched system-wide.

Staff members at Natchaug Hospital were nominated by their colleagues and managers for doing the little things that improve the patient experience. These employees were highlighted on large posters, elevator wraps and wall decals displayed prominently at all of Natchaug’s sites, with a goal of encouraging employees and managers to nominate colleagues who exemplify how “every moment matters.”

The Every Moment Matters campaign was paired with a new tool called “Momentum” that allows frontline staff and managers to electronically nominate their colleagues in real time, with specific criteria connected to HHC’s values and behaviors.

Many of these recognitions are shared on a special HHC Intranet page that highlights employees who consistently go above and beyond their routine job responsibilities.

In 2017, Natchaug took a major step forward in strengthening the H3W operating model with the introduction of Lean training and the diffusion of daily management.

Daily management – a systematic approach to supporting frontline staff and departments in meeting their customer needs and in achieving their goals in the workplace – was first introduced to Hartford HealthCare in 2015. The model engages all staff – leadership and frontline alike – in identifying and addressing opportunities for improvement, aligning team focus with organizational goals, and incorporating leadership presence in the workplace through rounding and coaching.

As of August, 19 of Natchaug’s 32 work units have rolled out Lean daily management and are participating in daily huddles and improvement initiatives, while five units have attained bronze certification. This is a forum for managers and staff to recognize their team members, discuss urgent issues at hand and problem-solve for the thorny situations that can present themselves in a behavioral health environment.

“Our changing environment requires us to continuously transform ourselves to meet our aspirations as a health system”, said Jeffrey A. Flaks, HHC president and...
The Time is Now – an opioid discussion

Addiction, in all its apparent randomness, is ruthlessly non-discriminatory. As if Jeff Hatch didn’t know.

“This is my truth,” the former New York Giants National Football League player said in the hours before speaking at Natchaug Hospital’s “The Time is Now” community addiction forum on Thursday, Sept. 29, 2016 in Enfield. “At 22 years old, I had signed a multi-year, $1 million contract with the New York Giants, I had graduated from the University of Pennsylvania, I was dating Miss Maryland and I had won the President’s Award [for work with the homeless]. I had checked every box that I thought success was. I was 22 and I was completely miserable.”

Hatch, now 37, works for The Granite House, a substance abuse treatment facility in Derry, N.H., a long way from a trajectory that he began as a high school football player in Severna Park, Md. Hatch became a Division I-AA All-American offensive lineman at Penn, drafted by the Giants in the third round (78th overall), with a future seemingly as big as his 6-foot-6, 302-pound physical presence. He now speaks to students in local schools, at community forums like the BHN event and wherever else he can offer, as he describes it, service to his fellows.

“That’s the thing that brings me the most joy,” he says.

Even before the NFL draft, Hatch was filmed as part of a CNN documentary — and was featured in another by ESPN as a rookie — yet he played only four games with the Giants, his career finished two years later in 2005. He endured multiple injuries, including a debilitating spinal fusion that ended his career. Along the way, the drugs that aided his physical recovery also fueled an addiction.

He never played in the Super Bowl, but he won’t forget the 2006 game: He watched from a Florida hospital bed, recovering from a drug overdose.

“It was one of those light-bulb moments,” he says, “that was so powerful, so in my face, that I couldn’t hide from it.

With the recent integration of Lean concepts and embedding the implementation of daily huddles, rounding, and coaching there is a heightened focus on continuous improvement and the notion that “improving the work is the work.”

It’s a defining moment that is playing itself out every day on the main Natchaug campus and its outpatient locations.
Charity Softball Tournament

Natchaug Hospital is well known for its prowess in the field of behavioral health. But in 2017 it made its mark on another kind of field – softball.

On Saturday, June 24, Natchaug Hospital held its first-ever charity co-ed softball tournament at Recreation Park in Willimantic. The inaugural event raised more than $4,800 for Natchaug’s child and adolescent unit.

BHN President and Hartford HealthCare Senior Vice President for Behavioral Health Pat Rehmer said the softball tournament created quite a buzz across the BHN because it is a new fundraising idea that came from frontline staff.

“It was a grassroots effort, and we were able to get out into the community for a good cause – it doesn’t get much better than that,” Rehmer said.

Ben Nazario, a mental health worker on Natchaug’s child and adolescent unit and avid softball player, came up with the idea around the time that the Rushford golf tournament was being publicized.

Staff wanted to organize another fundraiser, and because Nazario and many of his co-workers already played in a Willimantic softball league, they decided to inquire about a softball tournament. East Region Behavioral Health Vice President of Operations Tom King welcomed the idea and shared it with leadership and Development Council members, who immediately supported the event.

The inaugural event, which had eight teams vying for a title, also offered attendees concessions from local food trucks, children’s activities, bake sale and gift basket raffles.

“Everyone was pretty excited about it,” Nazario said. “Lots of people who don’t play softball offered to volunteer, which is great. It was a fun event for the whole family.”

Thank you to the softball teams and organizations that supported the event:
The Fade Masons | Friends With Benefits | Glow JCTV Tigers | Natchaug Hospital | The Misfits | Plainfield PD Raiders | Tony’s Pizza | The Visitors | Willimantic PD

Trail Run & Nature Walk

Natchaug Hospital hosted its first-ever 5K/10K Trail Run & Nature Walk on Saturday, Sept. 10, 2016 at the East Branch of the Nipmuck Trail in Mansfield. Walkers and runners were transported to and from the trail and enjoyed a picnic lunch. Proceeds from the event went to support Natchaug’s child and adolescent alternative therapy programs.

Garden Dedication

On Tuesday, June 6, Natchaug Hospital unveiled a tribute garden and pathway dedicated to former Natchaug board members. The garden and pathway, which adorns the front circle of the main hospital in Mansfield, features personalized bricks and benches engraved with the names of all 55 members, who served a combined total of 508 years. There are also benches sponsored by former board members, which offer clients, families and staff a chance to sit down and enjoy the beauty and tranquility of the garden.

Thank you to the softball teams and organizations that supported the event:
The Fade Masons | Friends With Benefits | Glow JCTV Tigers | Natchaug Hospital | The Misfits | Plainfield PD Raiders | Tony’s Pizza | The Visitors | Willimantic PD

Top left – Natchaug Hospital employees formed a team to compete in the organization’s first-ever charity softball tournament.

Middle right – (L to R) Marie Coppola and Celine Demers at the trail run and nature walk. Grant and Betsy Ritter were among the hikers at the first annual event. Bottom right – Former Natchaug board members attended the garden dedication including Raymond B. Johnson, MD; Toni Ellzey, APRN; Jim Watson, MD; Ed Sawicki, MD; Hallie Wilson; and Betsy Ritter. Raymond and Arlene Johnson admire the new garden engravings.
The grants received during the last half of fiscal year 2016 and the first half of fiscal year 2017, totaling $107,272, include:

**Altrusa International, Inc. NECT**  
$500 to support yoga for the Journey House residents

**Community Foundation of Eastern CT – Greater Windham Women & Girls Fund**  
$1,500 to train Journey House staff in Accelerated Resolution Training (ART)

**Community Foundation of Eastern CT**  
$15,000 to fund naloxone training and distribution for Natchaug clients and the city of New London

**Dime Bank Foundation**  
$3,000 to provide outdoor enhancements and a basketball hoop at Joshua Center Thames Valley

**Department of Mental Health and Addiction Services (DMHAS)**  
$50,000 to better serve overdose clients in the emergency rooms

**Chamber of Commerce of Eastern CT Foundation**  
$1,000 to purchase sensory therapy equipment for clients at the Joshua Center Southeast

**The R.S. Gernon Trust**  
$10,500 to create a therapeutic sensory room at Joshua Center Thames Valley

**William and Alice Mortensen Foundation**  
$1,572 to install storage cubbies for students at Joshua Center Mansfield CDT School

**The Johnson Family Foundation**  
$20,000 to support client needs

**The Leo and Rose Pageau Trust**  
$3,000 to replace desks and purchase classroom education technology at Joshua Center Windham CDT School

**The Savings Institute Foundation**  
$1,200 to provide inpatient clients with Kindles for reading
**Donors**

**Visionary**
- Community Foundation of Eastern CT
- The R.S. Gernon Trust
- The Johnson Family Foundation

**Benefactor**
- The Anderson-Paffard Foundation
- The Dime Bank Foundation
- Drs. George and Carol Little
- Margaret Marchak, JD
- The Leo & Rose Pageau Trust
- Betty Anne and Richard Rowlands
- Carol A. Wiggins, PhD

**Leadership**
- Chamber of Commerce of Eastern CT Foundation
- Arthur Diaz
- ECSU Foundation
- Dr. and Mrs. Raymond Johnson
- Tom King
- Stephen W. Larcen, PhD and Susan Graham
- William and Alice Mortensen Foundation
- Saranne Murray and Jackson Foley
- Carrie Pichie, PhD
- The Savings Institute Foundation
- James Watson, MD and Ellen Lang
- Deborah Weidner, MD
- Windham Area Women and Girls Fund

**Sustainer**
- Altrusa International, Inc. NECT
- Anonymous
- Jill Bourbeau
- Dee Charbonneau
- First Church of Christ, UCC
- Genoa, a QoL Healthcare Company

**Friends**
- James Murray
- Caragh O’Brien and Joseph LoTurco
- Jay Patel, MD
- Patricia Rehmer and Peter Tercyk
- Betsy and Grant Ritter
- Pamela Shuman, MD
- Mary and Robert Sullivan

**Supporters**
- Kayne Gregory
- Jenna Hanelius
- Kimberly Harrison
- Suzanne and David Heg
- Jennifer and Brian Helble
- Angela Hernandez
- Alicia Ignatowicz
- Impact Capital Strategies
- Greg Jack
- Leonard Jacobs
- Shawn (Cain) Jaworowski
- Janet and George Jones
- Erin Joudrey
- Karen Kangas, EdD
- Janet Keown
- Mary Kinsella-Shaw
- June and Henry Krisch
- Landon’s Tire
- Jaclyn LaPointe
- Rebecca and Scott Lehmann
- Dr. and Mrs. Carl Lindquist
- Janet Luberto
- Patricia Lyons
- Meg and Paul Maloney
- Margarethe and Matt Mashikian
- Shawn Maynard
- Kate McNulty
- Penelope McNulty
- Andreanna McKinzie
- Dr. and Mrs. Walt McPhee
- Carlos Merced
- Kathy and Alan Miller
- Ed Moran
- Northeast Communities Against Substance Abuse, Inc.
- Michael Pallein, CPA
- Melissa Pelletier
- Leslie Pendleton
- Aimee Pennell-Vogel
- Peridot Foundation
- Steven Peterec, MD and Mary Angela Glenn, MD
- Policemen’s Benevolent Association of Willimantic, Inc.
- Candace and Bill Powers

**Sustainers**
- Senator Edith Prague
- Ken Przybylsz
- Jim Puleo
- Paula Purvis
- Lilli Rhodes
- Kim Ridzon
- Catherine Roberge
- Eve Russell
- Marie Santa
- Mayra Santana-Robles
- The Savings Institute
- Dr. and Mrs. Edward Sawicki
- Jose Scarpa
- Geline Demers-Schiffer and Ralph Schiffer
- Bonnie and Howard Schiller
- Rabbi Jeremy Schwartz
- Nancy Schwartz
- Jacqueline Seide
- Walter Signora
- Lamira Simeon
- Johnathan Simpson
- Beverly Sims
- David and Sara Shermer
- The Smardon Family
- Shelby Smith
- Gale Sullivan and Jerome Ray
- Temple Bnai Israel
- Daniela and Philip Titterton
- Tony’s Pizza
- Andrea and Paul Veilleux
- Cathy Walton
- Deborah Walsh
- Paul Weigle, MD
- Charles Williamson
- Women’s Softball Association of Greater Willimantic

**In Kind**
- Francine Leffler
- State Farm
Supporters

African American Cultural Center of UCONN
Coach Ray Aramini and the ECSU Rugby Team
Akilah Barr, yoga instructor
Sharon Bartlett
Kelly Bey, yoga instructor
Bushnell Theatre
Connecticut Science Center
The DCF Wilderness School
Delta Kappa Gamma – Theta Chapter
ECSU Center for Community Engagement
Jeanne Folks, Emotional Freedom Techniques trainer
Jorgensen Youth Program
Kenneth and Dana Gwozdz
Harkness Park
Mansfield Community Center
Moe’s Southwest Grill
Mystic Aquarium
Natchaug Garden Improvement Team
Jim Raynor
Ron Beaudoin
Maryellen Donnelly
Trish Lyons
Joyce Wicks
Nancy Schwartz
Ed Sawicki
Caragh O’Brien
Dr. Willena Price
Laney Rosenzweig, founder of
Accelerated Resolution Therapy
Samadhi Yoga Studio
Sea Tea Improv Comedy Theater
Soroptimist International of Willimantic
Take Note!
Tammy Sneed,
Director of Gender Responsive Services
Tara Rescue Farm
UCONN Expanded Food and Nutrition
Education Program
Alexis Vatteroni, yoga instructor
Catherine Wade
Carol Wiggins, PhD
Windham Area Interfaith Ministry

Journey House

Supporters

We are grateful for all of the community groups and members who support the Journey House residential treatment program. Thank you to our supporters for their donations of time and talent during 2016 and 2017.
Community Benefits FY 2016

People Who Received Free or Discounted Services: 474
Community Health Improvement Services $161,238
Health Professions Education $35,611
Subsidized Health Services $27,880
Financial Assistance $149,744
Unpaid Cost of Medicaid $3,926,241
Means-Tested Programs $375,891
Unpaid Cost of Medicare $741,495
Bad Debt $650,776

**Total Community Benefit with Medicare, Bad Debt and Community Building** $6,068,876

Left – Jose Scarpa, PharmD (right) and his UConn interns made their annual visit to migrant farms to distribute and advise people on medications.

Right – Staff from Natchaug and Windham Hospitals represented Hartford HealthCare at the annual Celebrate Mansfield Festival in Storrs Center.
April Devaux's criminal record reads more like a shopping list. She's been arrested for stealing a candy bar, one green pepper, a package of chicken, a set of pot holders.

She didn't want the stuff. She didn't even need it. The day she lifted the chicken she had just stocked up at the grocery store (and paid for her purchases.)

"I couldn't figure out why I kept stealing or what was wrong with me," Devaux said. "I consider myself a good person. I'm respectful. But I hated that part of me, and I couldn't figure out how to get rid of it."

Devaux, 49, has lost track, but she estimates that she's been arrested for larceny more than 20 times. Often, she had little or no memory of the theft. She wouldn't even know what she had taken until she saw the arrest report.

In 2014, after yet another arrest, Devaux was charged as a persistent offender and sentenced to four years in prison. After completing two-and-a-half years, she was released on parole and ordered to attend therapy at Natchaug Hospital’s RiverEast program.

It was there she was diagnosed with kleptomania.

"Kleptomania isn't a very common disorder," said Barbara Pajak, primary therapist at RiverEast. "It's characterized by powerful urges to steal items, particularly things you don't need or that don't have much value."

Because kleptomania manifests itself as a criminal act, people like Devaux are often viewed as just that – criminals. "People don't understand the mental illness part of it. It's an impulse control disorder," Pajak said. "Stealing is not one of [Devaux's] values, yet she continued doing it. And as a result, she felt a lot of shame and guilt."

Like many other mental illnesses, kleptomania carries a powerful stigma.

"When people find out that about me, they think I'm going to steal from their purse," Devaux said. "Or don't leave me anywhere by myself in their house because I might rip them off. It's not like that... They just think that I should stop stealing, but it's not that easy."

Devaux spent six months attending RiverEast before she finished the program in April. During that time, she began to understand her disorder and what might trigger it. She began practicing mindfulness so she could stay grounded and focused on her feelings. When she starts to feel agitated or anxious, she knows to stay home or have her boyfriend accompany her on errands to keep her on track.

As Devaux prepared to graduate the program, Pajak proposed an idea. A few months back, two clients at RiverEast had successfully created their own men's depression support group. There were no kleptomania support groups in Connecticut, and Pajak suggested that perhaps Devaux would be the right person to start one.

"A lot of the frustration I felt is that there's no help out there, that there was no support for people like me," Devaux said. "I'm hoping I can help other people know that they're not alone, and they can be accepted. That they don't have to deal with this problem by themselves."

Devaux has run the group for a few months now, but has had trouble getting people to attend. Pajak believes it's partially because of the stigma of kleptomania, but also the disorder is fairly rare. As a result, Devaux has now expanded the group’s focus to include all impulse control disorders. These might include problem gambling, compulsive shopping, or anger disorders such as intermittent explosive disorder.

Despite the struggles with attendance, Devaux has remained steadfast.

"Sometimes I sit there and say, maybe you are in this world by yourself. But then the positive side comes back and says no don't give up," Devaux said. "If I can be of help to one other person, then it will make it all worthwhile."

"A community benefit story: Client starts impulse control support group"
## Financial

### Assets

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<th>2016</th>
<th>2015</th>
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$29,148,468 $29,192,554

### Liabilities & Fund Balance

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$18,099,481 $16,847,809

### Fund Balance

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$11,048,987 $12,344,745

$29,148,468 $29,192,554

### TOTAL REVENUE $52,716,563

- Educational Services $8,718,362
- Adult Inpatient $12,416,904
- Adolescent Ambulatory $8,988,802
- Adult Ambulatory $8,890,414
- Child/Adolescent Inpatient $9,008,616
- Residential Treatment Center $3,764,370
- Other Revenue $929,095

### TOTAL EXPENSES $51,764,585

- Salaries & Benefits $38,024,520
- Purchased Services $8,918,330
- A: Supplies & Other $1,241,907
- B: Eastern Region Collaborations $749,059
- C: Capital Costs $1,803,454
- D: Bad Debt $1,027,315
Natchaug ended the year with overall volume decline of 0.9 percent from the prior year – the third year in a row that it had experienced volume declines:
• Natchaug saw a slight increase in inpatient volume
• The residential girls program saw a 4.6 percent decline year-over-year
• The Partial Hospital and Intensive Outpatient levels of care saw modest increases in volume
• Natchaug saw a decline of 3.7 percent from prior year levels in its school programs, the fourth successive year-over-year decline

Natchaug continued to experience pressure on its traditionally higher margin programs, with slower growth in ambulatory services and reductions in reimbursement from government payers. Despite these challenges, success in managing cost structure enabled Natchaug to end the year with an operating margin of $952,000, an increase of $398,000 from the prior year’s performance but $199,000 below its operating plan of $1,151,000.

In addition:
• The average daily number of patients in the hospital was 51.4, which is 90 percent capacity and an increase of 0.2 percent from the prior year
• The Journey House program had an average daily census of 10.3 residents. While the prior year’s softening census continued in to the beginning of this year, during the last five months of the year the trend reversed and Natchaug ended the year at full capacity (12 residents)
• The hospital’s ambulatory programs provided care for an average daily census of 240 clients, an increase of 1.2 percent from the prior year
• Natchaug saw a 12.3 percent decrease in services provided in our in-home service programs
• Our school programs provided education to an average of 154 students each day

Natchaug continues to invest significant resources in its quality and patient experience initiatives in pursuit of its goal to be the preferred provider of behavioral health care services in New London, Windham and Tolland counties. During the year, we continued to work with partners across the Hartford HealthCare Behavioral Health Network to identify and meet the mental health and substance abuse needs of our communities. Natchaug saw initial success in two important initiatives – embedding behavioral health clinicians in primary care practices and the establishment of Medication-Assisted Treatment Close to Home (MATCH) programs in eastern Connecticut.

The new Older Adult Program at Windham Hospital continues to grow to levels reflective of the needs of the elderly population in this region.

All of this despite the fact that Natchaug’s reimbursement under Medicaid for its significant volume of Partial Hospital and Intensive Outpatient was dramatically reduced as the State rescinded a long-standing rate agreement with the hospital. This $1.2 million-annualized reduction in addition to the state’s refusal to put Natchaug on the general hospital inpatient reimbursement methodology (a $1.3 million cost) will present significant challenges to Natchaug going forward. Natchaug supporters continue to advance discussions with the state to find an agreeable resolution to these issues.

Despite financial struggles, Natchaug began the process of implementing a new electronic health record, successfully converting our inpatient units to the EPIC platform. This is in alignment with an HHC strategy to have a single electronic health record to enhance the patient experience, coordinate patient care and drive improved outcomes.

In this new healthcare environment, it is increasingly important that we develop and maintain partnerships with our community, and thank everyone who has supported us over the past year – community partners, advocates, donors and our valued staff.
Program Listing

Inpatient Treatment Programs:
- Intensive 24-hour treatment for up to 57 clients on a daily basis in three programs (child, adolescent and adult)
  Mansfield

Journey House Residential Treatment Program:
- Residential treatment for adolescent girls involved in the juvenile justice system
- Treatment includes group and individual therapy modalities as well
- Average length of stay - nine months
  Mansfield

Partial Hospitalization and Intensive Outpatient Programs:
- Intensive mental health and substance abuse treatment for children, adolescents, young adults and adults
- Seven Challenges® substance abuse program for adolescents
- Young Adult program serves men and women 18-25 years old in Dayville, Groton and Mansfield
- Older Adult program serves adults over 55 in Windham
  Danielson, Dayville, Enfield, Groton, Mansfield, Norwich, Old Saybrook, Vernon and Windham

Intensive In-Home Child & Adolescent Psychiatric Services:
- In-home services treatment for the family, two to three times a week
- Two person therapeutic teams consist of a case worker and a social worker
  Norwich

Extended Day Treatment Program:
- Afterschool treatment for children and adolescents struggling with social skills
- Structured therapy including off-site activities, and life skill development
  Danielson, Groton, Mansfield, Norwich

Medication-Assisted Treatment, Close to Home (MATCH):
- A combination of Suboxone® and therapy to aid in recovery from opioid dependency
- Reduces cravings and allows patients to remain functional and involved with family, jobs and communities
  Dayville, Groton, Mansfield

Clinical Day Treatment Special Education Program:
- Alternative school option for students who struggle to succeed in the public school setting
- Placement referral made by the local education authority
  Danielson, Enfield, Mansfield, Norwich, Old Saybrook, Windham

NATCHAUG HOSPITAL
189 Storrs Road
Mansfield Center, CT 06250
860.456.1311 or 800.426.7792

JOURNEY HOUSE
189 Storrs Road
Mansfield Center, CT 06250
860.456.1311

JOSHUA CENTER ENFIELD
72 Shaker Road, Suite 7
Enfield, CT 06082
860.749.2243

JOSHUA CENTER MANSFIELD
189 Storrs Road
Mansfield Center, CT 06250
860.456.1311

JOSHUA CENTER SHORELINE
5 Research Parkway
Old Saybrook, CT 06475
860.510.0163

JOSHUA CENTER NORTHEAST
934 North Main Street
Danielson, CT 06239
860.779.2101

JOSHUA CENTER SOUTHEAST
1353 Gold Star Highway
Groton, CT 06340
860.449.9947

JOSHUA CENTER THAMES VALLEY
11 A Stott Avenue
Norwich, CT 06360
860.823.5320

JOSHUA CENTER/ WINDHAM
CLINICAL DAY TREATMENT SCHOOL
345 Jackson Street
Willimantic, CT 06226
860.450.7373

CARE PLUS
1353 Gold Star Highway
Groton, CT 06340
860.449.9947

QUINEBAUG
11 Dog Hill Road
Dayville, CT 06241
860.779.0321

RIVEREAST
428 Hartford Turnpike
Vernon, CT 06066
860.870.0119

SACHEM HOUSE
151 Storrs Road
Mansfield Center, CT 06250
860.456.1311

OLDER ADULT PROGRAM at
Windham Hospital Center for Healthy Aging
112 Mansfield Ave.
Willimantic, CT 06226
860.456.6793
One in five children will struggle with mental health issues in their lifetime. Warning signs include:

- Mood changes
- Intense worries or fears
- Extreme changes in behavior
- Difficulty concentrating
- Changes in eating or sleeping habits

If your child shows these signs or is acting out, we can help. With six locations across eastern Connecticut, Natchaug offers intensive after-school treatment with transportation provided. We can help your child or teen overcome anxiety, substance abuse and other behavioral and mental health concerns.

We also offer The Seven Challenges®, a unique, evidence-based treatment program that helps teens with drug or alcohol abuse as well as underlying psychological, situational and life skill issues.

For more information, call 860.779.2101 or visit Natchaug.org