

PEACE OF MIND *convenience*
assurance **confidence** RESTFULNESS
RELIEF PEACE Trust Safe RESTFUL
ence convenience Assurance **RELIEF**
Hopeful **restfulness** *assurance*
assurance safety Peace Assurance
PEACE OF MIND
Trust hope Peace
HEALTH INSURANCE
confidence Relief
Hope Safety
alm TRUST *rest*
PEACE OF MIND

Healthcare for All



Dr. Rachna Wallia
Pediatrician

Dr. Danielle Trudeau
Dental Director

Dr. Martin Maloney
Psychiatrist

Cara Westcott, LCSW
*Vice President of
Behavioral Health
Services*

2009 Annual Report

Our Mission

UCFS improves the health and well-being of the community.

Our Vision

UCFS will be the premier community based organization providing health and human services to individuals and families in eastern Connecticut.

Board of Directors

Dr. James Proulx, MD, *Chair*
Dan Lohr, *1st Vice Chair*
Paul Chase, *2nd Vice Chair*
Evelyn Cooke, *Treasurer*
Paul Mathieu, *Secretary*
Karyn Barrows
Teri Bruce
Olive Buddington
Michelle Dunlap, Ph.D.
Mary Carroll FitzGerald
Cathy Frost
Louis Habeeb
Shiela Hayes
Connie Hilbert
Diane Holtzworth
Aaron Hughes
Debbie Kievits
Kathryn Lovejoy
Pamela Shaw
Lynda Smith, Ph.D.
Dr. Robert Strick
Ron Ward

Senior Management

Chuck Seeman, *President/CEO*
Sue Peters, *Senior Vice President*
Jim Maffuid, *Senior Vice President*
Joe Boucher, *Vice President,*
Community Services
Joanne Smart, *Vice President,*
Finance
Cara Westcott, *Vice President,*
Behavioral Health Services
Nancy Cowser, *Vice President,*
Planning

Message
from the

Chairman of the Board and the President/CEO

Chuck Seeman
President/CEO



James Proulx, MD
Board Chair

2009 was a very difficult year for UCFS as it was for most of us. The national recession had a negative impact upon our funding sources leading to reductions in our funding from United Way, municipalities, and the state of Connecticut. In addition, there was a long period of uncertainty this summer as the state operated without a budget agreement. These issues created a financial hardship for UCFS at the same time that the demand for our health care services increased due to increasing unemployment.

Taking a proactive stance in advance of budget cuts, we are pleased to report that we responded quickly with a plan to ensure that we continue to provide high quality health care services to our patients and clients. We closely examined our cost structure, implemented operational improvements to increase efficiency and made some very difficult budget decisions. Perhaps the most difficult was to suspend wage increases for our staff and to reduce the agency contribution to the employee retirement program. Fortunately, we have a dedicated and committed staff at UCFS and they accepted these changes graciously.

“We will meet the growing needs of our community.”

The difficult economy continues to be a challenge for UCFS but we cannot allow that challenge to prevent us from doing what we must to position the agency to meet the growing needs of our community in the future. We must seek a change in status to become eligible for federal funding. As a FQHC look-alike we provide all of the services required of a FQHC but do not receive federal funding for uninsured patients or malpractice insurance provided by the Federal government. This change in status would enable us to gain access to funding to recruit additional primary care and dental providers. We need to expand our primary care and dental services in Norwich to meet the growing demand. Our experience with our health center in Jewett City has taught us that there is a great need for additional services in the communities north of Norwich as well. Co-locating services such as primary care, dental and behavioral health in a single location is working well in Norwich and would be an appropriate way to add value to our Jewett City Health Center.

At present there is heated debate in the United States about the need for health care reform. There are those who believe that our health care system is broken and needs radical change; and there are those who are opposed to a major overhaul of the current system and who fear further involvement of the government in health care. All agree, however, that we must increase access to preventive care for the uninsured. Individuals who utilize the hospital emergency department for primary care are a financial drain on the system and they should have a more cost effective alternative source of care. Health Centers like UCFS are well positioned to meet that need. The infrastructure is in place, we have the expertise, and we have the desire to resolve that piece of the health care puzzle. We have the support of the community – all that we need are the additional resources to expand. The result would be better care, a healthier community, and cost reductions in the long term.



In southeastern Connecticut we are fortunate to have the support of other health care and human service providers in meeting the needs of our community. Organizations such as The William W. Backus Hospital, TVCCA, Uncas Health District, Norwich Human Services, Madonna Place, Child & Family Agency of Southeastern Connecticut and the New London County Health Collaborative help us on a daily basis to meet our mission of improving the health of our community, and we are truly grateful for their support.

It has been a difficult year but we have weathered the storm and we are a stronger organization as a result. This is due in large part to the dedication of our staff and our volunteers. They have maintained a positive and caring attitude and they have remained focused upon the needs of our patients and clients.

We are also grateful for the guidance and direction provided by our Board of Directors. In 2009, the UCFS Board of Directors continued to play an active role in the organization. The 22 members provided oversight for the many ongoing activities of UCFS. They individually contribute a broad array of professional qualifications and live among the many eastern Connecticut communities that UCFS serves. The size of the volunteer Board and their range of involvement is an indication of how much the community values the many services that UCFS provides. The Board remains a consistent champion for the delivery of health care and human services to all in our community. Importantly, many of the Board members are active consumers of the services that UCFS provides. In these times of transition, they provide a unique perspective which contributes to the overall success of UCFS in the face of ongoing challenges.

James Proulx, MD, *Board Chair*
Chuck Seeman, *President/CEO*



Dr. Grace Sawyer Jones *Three Rivers Community College, President*

Dr. Jones entered higher education's community college environment in the late 70s as a faculty member of Berkshire Community College in Pittsfield, Massachusetts. In the nearly ten years at Berkshire she served as faculty and Coordinator of the Recreational Leadership Program, Coordinator of Student Activities and the College Union, and later as Director of Personnel Services.

In 1990, Dr. Jones was named Vice President for Multicultural Affairs at the State University of New York, College of Oneonta. She was also a tenured professor while at the College of Oneonta. Prior to coming to Three Rivers, Dr. Jones was the president of the College of Eastern Utah (CEU), Price, Utah, since 1996. Dr. Jones' education degrees are from Ohio, Illinois, and Kansas. She earned her Ph.D. in Organization Behavior from the Union Institute (Cincinnati, Ohio), her Master's degree in Community Recreation with Group Work Method from George Williams College (Downers Grove, Illinois), and her Bachelor's degree in Physical Education from Washburn University (Topeka, Kansas).

Since joining Three Rivers in 2001, she has worked to renovate and construct a consolidated college facility based on learning college concepts. Dr. Jones is an active participant in the local community including her involvement in the Rotary, Chamber of Commerce, Spirit of Broadway Theater, Eastern CT Workforce Investment Board, Southeastern Connecticut Higher Education Consortium and Director/Trustee of the Backus Corporation/The William W. Backus Hospital.

We proudly honor Dr. Jones with the 4th Annual Palmer Davies Leadership Award for being an exceptional community leader who educates our future leaders, our workforces and for some of us, our children. Her visionary educational leadership has led to numerous new programs and opportunities for residents of eastern Connecticut to pursue their educational and professional dreams.

State of Connecticut Departments of:

- Children and Families
- Social Services
- Developmental Services
- Mental Health and Addiction Services
- Public Health
- Judicial Branch: Court Support Services Division

Backus Foundation

Berkely & Louise Cue Clat

Bodenwein Public Benevolent Foundation

Catholic Campaign for Human Development

Connecticut Council of Family Service

Agencies

Connecticut Health Foundation

Community Health Center Association of Connecticut

Columbian Charities of Connecticut, Inc. - Knights of Columbus

Corporation for National and Community Service

Dime Bank Foundation

Dominion Foundation

Eastern Federal Bank Foundation, Inc.

Give with Liberty Campaign

Jewett City Savings Bank Foundation, Inc.

Frank Loomis Palmer Fund

Putnam Bank Foundation

Pfizer Matching Gifts Program

Savings Institute Bank & Trust

Senior Resources Agency on Aging

United Way of Central & Northeastern Connecticut

United Way of Southeastern Connecticut

United Way of the Capital Area

United Way of Greater Richmond & Petersburg

City of Norwich

Towns of:

- East Lyme
- Franklin
- Groton
- Lisbon
- Lyme
- Montville
- Preston
- Waterford

Financials

Unaudited - fiscal year ended June 30, 2009

OPERATIONAL REVENUE

Fees	\$8,609,771	46%
Grants	\$7,377,468	40%
Contracts	\$1,445,261	8%
United Way	\$662,512	4%
Special Events & Contributions	\$136,860	1%
Other	\$154,394	1%
Total Operational Revenue	\$18,386,266	100%

OPERATIONAL EXPENSES

Behavioral Health Services	\$7,878,387	43%
Primary Medical Care	\$2,125,010	12%
Dental Health Services	\$1,889,748	10%
Community Health Services	\$1,004,093	5%
Adult Day Care Centers	\$797,667	4%
Sheltering Arms	\$911,388	5%
Employee Assistance Services	\$294,529	2%
Volunteer Services	\$186,170	1%
Administration	\$3,323,396	18%
Total Operational Expenses	\$18,410,388	100%

ANNUAL OPERATING SURPLUS (DEFICIT) \$(24,122)

UCFS Service Sites

Administrative Office

34 East Town Street
Norwich, CT 06360
860-889-2375

UCFS Health Center - Norwich

47 Town Street
Norwich, CT 06360
860-892-7042

UCFS Health Center - Jewett City

70 Main Street
Jewett City, CT 06351
860-376-7040

Rock Nook

77 East Town Street
Norwich, CT 06360
860-892-7042

Colchester Office

212 Upton Road, Suite C
Colchester, CT 06415
860-537-7676

New London Office

400 Bayonet Street, Suite 103
New London, CT 06320
860-442-4319

Center for Work & Family

21 Chicago Avenue
Groton, CT 06340
860-437-2188

Sheltering Arms Retirement Residence

165 McKinley Avenue
Norwich, CT 06360
860-887-5005

Ross Adult Day Center

165 McKinley Avenue
Norwich, CT 06360
860-889-1252

Shoreline Adult Day Center

1 Beechwood Drive
Waterford, CT 06385
860-442-5873

Helping Hands Thrift Shop

55 Town Street
Norwich, CT 06360
860-889-2648