2017

HEALTHCARE IS A CIRCUS AND WE ARE THE RINGMASTERS

Annual Report

UCFS Healthcare

1877 - 2017 CELEBRATING **140 YEARS** OF QUALITY HEALTHCARE

A MESSAGE From Our Leadership

In the late 1800's, two great organizations began performing feats of wonder. P.T. Barnum and ringmaster James Anthony Bailey combined operations and the Ringling Brothers and Barnum Bailey Circus was born. During this same time period, 1877 to be exact, two innovative women, Emily Davies and Fanny Palmer, walked across the Norwichtown Green and envisioned an organization that would relieve all forms of suffering and UCFS was born. While the Barnum and Bailey Circus staged its final show in May, after 140 years, UCFS is as robust as the strongman at the circus, as daring as the lion tamer and as vibrant as the ringmaster.

Jennifer Granger
President/CEO

During the time of the circus' decline, UCFS experienced incredible growth and the need for our services became more evident as more members of our community turned to UCFS for care. Over 18,000 people look to UCFS to balance the tightrope of declining budgets and increased costs, all the while maintaining the highest quality standards and ensuring a safety net of care regardless of ability to pay. This year UCFS was nationally recognized for the second time as a Patient Centered Medical Home, achieving the highest designation for quality health outcomes and cost effectiveness.

Throughout our history we have witnessed others watch from a safe distance. Like the circus performers whose passion for their art is expressed in acts of risk and daring, our passion is to use the healing arts to transform our community. UCFS embraces the challenge of being a growing nonprofit organization in times of political turmoil and greatest need for our services. The performers at UCFS include the 406 dedicated staff of physicians, dentists, behavioral health clinicians, customer service representatives and other professionals who perform daily feats of magic for our clients.

Although UCFS started small, we dream big… like "the greatest show on earth!" Covering 900 square miles, with 17 locations and a budget of $30M, we've become both bigger and better. UCFS is proud to celebrate our 140th anniversary and proud that our mission remains unchanged; to improve the health and well-being of the community.

Connie Hilbert
Chair, Board of Directors

Senior Management

Jennifer Granger
President/CEO

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Chief Operating Officer

William Rush
Chief Financial Officer

Dr. Ramindra Walia
Chief Medical Officer

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Vice President Eldercare Services

Jennifer Dauster-Bevacqua
Vice President People

James Gregware
Vice President Information Technology

Pamela Allen Kinder
Vice President Business Development

Sharon Laliberte
Compliance Officer

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Dr. Robert Strick
Dr. Mark Tramontozzi

FINANCIALS

Unaudited – fiscal year ended June 30, 2017

Operational Revenue

Fees	**$20,936,040**
Grants	**$9,808,523**
Contracts	**$689,438**
United Way	**$333,042**
Special Events & Contributions	**$170,053**
Other	**$396,835**
Total Operational Revenue	**$32,333,931**

Operational Expenses

Behavioral Health Services	**$15,762,129**
Primary Medical Services	**$5,491,555**
Dental Health Services	**$2,831,931**
Eldercare Services	**$1,616,732**
School-Based Health Centers	**$258,488**
Community Outreach Services	**$890,721**
Administration	**$4,872,601**
Total Operational Expenses	**$31,724,156**
Annual Operating Surplus/Deficit	**$609,775**
Less Debt Service	**($400,066)**
Agency Surplus	**$209,709**

FUNDING SOURCES

Federal, State, Local and Foundation Grants

State of CT Departments of:
– Children and Families
– Developmental Services
– Mental Health and Addiction Services
– Office of Early Childhood
– Public Health
– Social Services
Advanced Behavioral Health, Inc.
Bodenwein Public Benevolent Foundation
Child Health and Development Institute
Community Foundation of Eastern Connecticut
Dime Bank
Eastern Savings Bank
Frank Johnson Trust
Frank Loomis Palmer Fund
L+M Hospital (CEDP Program)
Olga Sipolin Foundation
Putnam Bank
Senior Resources Agency on Aging
Social Finance CT Family Stability 2016 LLC, in conjunction with Yale Child Study Center
U.S. Department of Agriculture – Food and Nutrition Service: Child and Adult Care Food Program
U.S. Department of Health and Human Services – Health Resources and Service Administration (HRSA)

City & Town Contributions

– East Lyme
– Franklin
– Griswold
– Groton
– Lisbon
– Lyme
– Montville
– Norwich
– Preston
– Waterford

United Way & Employer Campaign Contributions

United Way of Southeastern Connecticut
Pfizer United Way Campaign
Pfizer Foundation – United Way Campaign
United Way of Central Northeast Connecticut
Valley of the Sun United Way
Middlesex United Way
Your Cause, LLC Trustee for Pfizer Foundation – Annual Giving Matching Funds
Pfizer Foundation Matching Gift Program
Pfizer Matching Gift Program
Savings Institute Trust Department – Caring and Giving Donation
TRUiST – Dominion Employee Contributions

Supporters

Geri S. Allen
William R. Allen
Anonymous
Bridget Autencio and David Autencio
William Barlow and Diane Barlow
Mr. and Mrs. Barnhart
Yolanda Bowes
Carol Campbell
David Caporale – Donation in Memory of Arthur Caporale
Debbie and William Caron
Gerald J. Cavanna, Jr. and Kimberly B. Cavanna
Chamber Foundation of Eastern CT
Charter Oak Federal Credit Union – Community Sponsorship Program
Chelsea Groton Foundation
Leo M Chupaska, CPA
Leo Chupaska and Christina Chupaska
Community Foundation of Eastern CT – Norwich Area Physicians' Fund
Berkeley and Louise Cue Clat Annual Annuity Distribution
Lisa R. Davies and Donald R. Davies
Eastern Savings Bank
Jennifer Gilmore
Grampy's Charities Gives – Donation in Memory of Don Farrington
Connie and Frank Hilbert
Brittany Huta
Edward and Rachel Jadczak
Jewett City Department PU
Jewett City Savings Bank
Mark S. Johnson and Jill C. Johnson
Amy Jurczyk – Donation in Memory of Marylin Richards
Keep an Open Mind LLC – Ashley E Webb
Alexandria Kinder and Nicholas Kinder
Christopher D. Kinder and Pamela Allen Kinder
James E. Kinder
Rita Kulikowski
Donna R. Lynch and Brian Lynch
Jean Mador and Martha Mador
Patrick McCormack
Philip G. McDermott and Dawn M. McDermott
Albert Metivier
Robert B. Mills and Viktoriia Mills
Marjorie P. Murphy and Gary M. Murphy
New London Telephone Employees Community Services Foundation Eastern Region
Seconn Fabrication, LLC
Chuck and Susan Seeman
Shear Timing Hair Salon
Sheri N. Pascal
Dawn Penman
Amy D. Ricupero and Edward D. Ricupero
Park Roway, Inc.
St. Patrick's Church
Cathleen Shoemaker
Steven J. Sigal and Susan H. Sigal
Ronald B. Stone
Stonington Veterinary Hospital
Robert Strick, D.M.D
James R. Wadleigh and Susan P. Wadleigh
W.R. Allen & Co., Inc.
The William W. Backus Hospital
Earl Winthrop
Women's City Club of Norwich, Ways and Means Committee

PROGRAMS & SERVICES

Primary and Specialty Medical Services
– Adult and Pediatric Primary Care
– Women's Health
– Geriatric Assessment and Management Program

Dental Health Services
– General and Pediatric Dentistry
– Special Smiles Dental Operatory
– Smiles on the Move In-School Dental Program

Eldercare Services
– Sheltering Arms
– Ross Adult Day Center

Community Outreach Services
– Access to Care Program
– The Eastern CT Medical Home Initiative
– Case Management

Outpatient Behavioral Health Services
– Counseling and Psychotherapy
– The Bettor Choice

Community Based Behavioral Health
– EMPS-Crisis Intervention
– Intensive Family Preservation
– Multidimensional Family Therapy
– Early Childhood Consultation Partnership
– Child First
– Caregiver Support Team (CST)
– Parenting Support Services Program
– Family Based Recovery
– Care Coordination
– Community Network Program (CNP)

LOCATIONS

Norwich
General Administration
34 East Town Street, Norwich
860-889-2375

Rock Nook
77 East Town Street, Norwich
860-892-7042

The Edward & Mary Lord Family Health Center
47 Town Street, Norwich
860-892-7042

School-Based Health Center at Kelly Middle School
25 Mahan Drive, Norwich
860-934-1101

School-Based Health Center at Stanton Network School
386 New London Turnpike, Norwich
860-934-1107

School-Based Health Center at 6th Grade Academy
15 Teachers Drive, Norwich
860-934-1150

School Based Health Center at Norwich Technical High School
7 Mahan Drive, Norwich
860-822-4909

Eldercare Services
Sheltering Arms Residential Care
165 McKinley Avenue, Norwich
860-887-5005
ucfseldercare.org

Ross Adult Day Center
165 McKinley Avenue, Norwich
860-889-1252
ucfseldercare.org

Montville
School Based Health Center at Montville High School
800 Old Colchester Road, Oakdale
860-822-4914

Griswold
Griswold Health Center
70 Main Street, Jewett City
860-376-7040

Colchester
Colchester Behavioral Health Office
212 Upton Road,
Suite C, Colchester
860-537-7676

New London
New London Behavioral Health Office
351 North Frontage Road
Suite 24, New London
860-442-4319

Plainfield
Plainfield Health Center
120-122 Plainfield Road, Moosup
860-822-4938

EMPS – Crisis Intervention
31 Dow Road, Plainfield

Willimantic
Child First & Intensive Family Preservation Willimantic Office
322 Main Street
Suite #B2E-2E, Willimantic
860-822-4907

Centerbrook
Centerbrook Office
64 Main Street
Unit A, Centerbrook
860-822-4908

There's no escaping the fact that UCFS is the ***ringmaster of healthcare!***

THE ESCAPE ACT

Cutting Through the Red Tape

Bright red wrapping can be a good thing. When it's on presents. Not when you are a client, seeking care.

"Sometimes, the first thing I treat is a really bad case of frustration," shares Dr. Ramindra Walia, Chief Medical Officer. "From trying to find transportation, to making appointment times around work schedules, nothing should keep a client from accessing the care they need."

How does UCFS cut through the red tape? Through long-standing partnerships and community interactions.

The team at UCFS finds a way to address the needs of our clients and the community as a whole. By developing a safety net of resources, remaining engaged in the changing circumstances of our clients and staying on top of the shifting healthcare market, we not only cut through the red tape, we do our best to escape it, completely.

Joy Zuzel, *Supervising Clinician*

Patti Passmore
Medical Home Care Coordinator

THE ACROBAT

Getting Care Shouldn't Mean Jumping Through Hoops

We are the ringmasters...
Last year our Access to Care Department assisted our clients with completing 3,513 applications for insurance and other assistance programs.

Denied.

Denied, again.

Out-of-network: Denied.

While it may be mesmerizing to watch an acrobat perform feats that twist, turn and contort, it's far from entertaining to be a client who has no idea where to turn to find care and coverage that align.

"UCFS Healthcare is a federally qualified health center. As a result, our doors and our resources are open and accessible to everyone – regardless of insurance status, coverage or the confusing future of affordable care," said Yolanda Bowes, Director of Community Outreach. UCFS jumps through hoops to assist our clients in the insurance application process.

We are the ringmasters...
Last year, UCFS Healthcare juggled 406 employees, 18,249 clients, 144,023 visits, five outpatient locations, five school-based health centers, two eldercare services and community-based behavioral health programs.

THE JUGGLING ACT

Providers, Networks, Co-Pays and Deductibles

The thought of juggling insurance plans, deductibles and co-pays can feel like, Oh My Gosh...

How am I going to pay for my deductible?

Where do I find a primary care provider?

How do I enroll in an affordable insurance plan?

Upon the closing of the circus, Jonathan Lee Iverson, Ringmaster said, "Where are people going to go for 'Oh my gosh'? Pamela Allen Kinder, VP of Business Development stated, "While UCFS is not an organization who entertains our community, daily we provide answers to our clients' questions. Our caring and committed staff juggle the needs of our clients in order to ensure they have the necessary tools and resources to make informed decisions about their health."

Rachna Walia, MD
Pediatrician

THE MAGIC ACT

Getting an Appointment Should be Easy

We are the ringmasters...
Last year, UCFS Healthcare scheduled 195,978 appointments for our clients.

Pick an appointment — any appointment.

Our clients do not have to be magicians to get an appointment at one of our five convenient outpatient locations or five school-based health centers. Same day sick appointments and emergency dental appointments are available. Our Patient Engagement Staff work diligently to accommodate our clients' busy lifestyles in order to ensure they receive the care they need when they need it.

"UCFS understands that our clients have a desire to be seen at a time and location that is convenient for them. We work attentively to meet their needs", stated Cara Westcott, COO of UCFS Healthcare.

Mary Rygielski
Dental Assistant

2017 UCFS GOLF Tournament

UCFS held the 2017 Golf Tournament on Monday, June 26, 2017 at Stonington Country Club.

THANK YOU to the businesses and individuals who contributed sponsorships, prizes, giveaways and time to this event.

SAVE THE DATE FOR NEXT YEAR'S TOURNAMENT

JUNE 25 2018

Tournament Sponsor
Rose and Kiernan, Inc.

Major Sponsor
JTK Management Restaurants

Dinner Sponsors
Dr. Ramindra Walia
Dr. Rachna Walia
Dr. Rajesh Parekh

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Miranda Creative
Mohegan Sun
Network Synergy
Norwich Public Utilities
O,R&L Construction Corp.
Park Roway, Inc.

Raffle Donors
Connecticut Tigers
Foxwoods Resort Casino
Garde Arts Center
JTK Management Restaurants
Jones Family
Lake of Isles
Mohegan Sun
Mystic Seaport
Norwich Golf Course
Old Tymes Restaurant
Pequot Golf Club
Platinum Inc.
Simply Majestic
Stonington Country Club
Daniel Topalis – Topalis Clothing
UCFS Board of Directors
UCFS Senior Management Team
WR Allen Companies
Zack's Bar & Grille

18,249
UNIQUE CLIENTS SEEN

144,023
TOTAL VISITS

STATISTICS
The Reach and Impact of UCFS Healthcare

PRIMARY CARE
38,086 client visits
10,630 unique clients

WOMEN'S HEALTH
3,437 client visits
1,785 unique clients

BEHAVIORAL HEALTH
80,817 client visits
5,199 unique clients

COMMUNITY BASED BEHAVIORAL HEALTH
Over **2,500** children and their families served

DENTAL SERVICES
21,683 client visits
7,302 unique clients

ACCESS TO CARE
2,387 unduplicated clients served
2,627 screenings
3,513 applications for insurance and other assistance programs

ELDERCARE SERVICES
Ross Adult Day Center
87 clients
7,417 days

Sheltering Arms Residential Care
39 clients
10,437 days

LIGHTING A FIRE

For the 140th UCFS Healthcare Capital Campaign

UCFS is pleased to launch our 140th Capital Campaign to support growth, infrastructure, technology and the expansion of our Griswold Health Center.

Donations allow UCFS to improve care and improve lives. Philanthropic support ensures that members of our community receive the same level of expert care regardless of their ability to pay. Our statistics of how many people we treat, the value of our work in the community and the numbers of families we reach only tell part of the story. The real impact of philanthropy is in the lives of the people we care for who have hope for a healthy future.

We take extraordinary care to steward our financial resources wisely. We want to ensure that donations can be put to use immediately to improve the health and well-being of the community. We are firmly committed to maximizing our resources to benefit as many members of our community as possible.

For more information, please contact Pamela Allen Kinder at **pkinder@ucfs.org** or **860-822-4146** or visit **ucfshealthcare.org/capital**.

Naming opportunities are available.

UCFS Healthcare

1877 - 2017 CELEBRATING **140 YEARS** OF QUALITY HEALTHCARE

UCFShealthcare.org