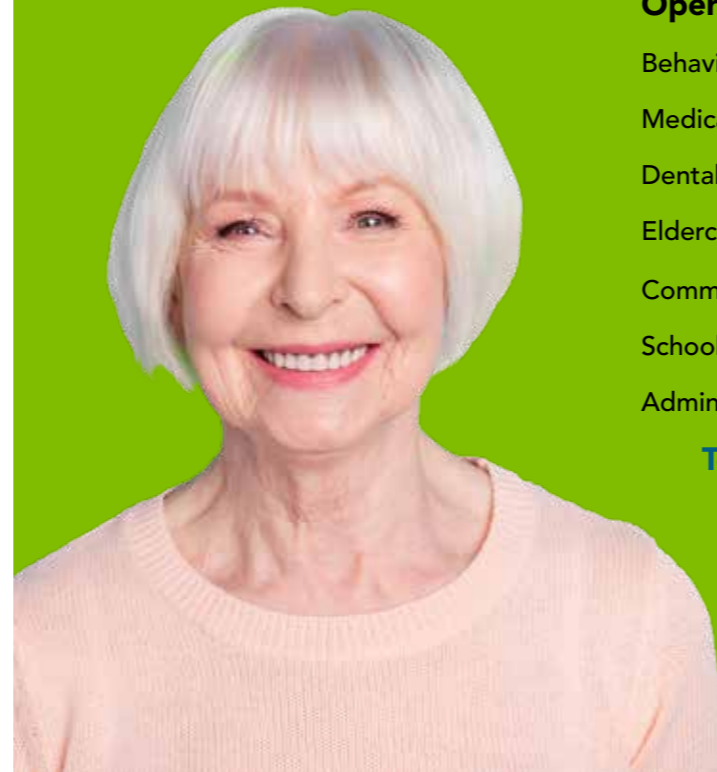


Financials

Unaudited – fiscal year ended
June 30, 2019



Operating Revenue

Fees	\$22,310,918
Grants	\$9,743,147
Contracts	\$1,545,209
United Way	\$333,166
Special Events & Contributions	\$295,427
Other	\$364,166

Total Operating Revenue \$34,592,033

Operating Expenses

Behavioral Health	\$16,719,013
Medical	\$6,147,543
Dental	\$2,566,453
Eldercare Services	\$1,701,106
Community Outreach	\$595,162
School-Based Health Centers	\$608,184
Administration	\$4,651,204

Total Operating Expenses \$32,988,665

Annual Operating Surplus \$1,603,368

Depreciation Expense (\$1,238,312)

Agency Surplus \$365,056

Statistics

Primary Care

43,921
client visits

12,685
unique clients seen

Women's Health

3,252
client visits

1,917
unique clients seen

Dental

21,095
client visits

7,624
unique clients seen

Behavioral Health

88,098
client visits

5,326
unique clients seen

Community-Based Behavioral Health

over **2,682** children
and their families served

Access to Care

1,333 unduplicated clients served

1,308 screenings

1,625 applications for insurance
and other assistance programs

Case management

778 families served

Medical Home

294 families served

Eldercare Services

Ross Adult Day Center

93 clients

8,039 days

Sheltering Arms

38 residents

9,205 days

TOTAL ALL SITES

156,366
client visits

20,128
unique clients seen



Well-Being Redefined

For decades, UCFS' mission has been to "improve the health and well-being of our community."

This year, we have given that mission more thoughtful consideration and have expanded it well beyond the vital signs. At UCFS, we realize that anxiety, trauma and barriers to access are just as vital when it comes to defining total well-being. Whether it be our on-site food pantry, lending library, art therapy sessions or partnership with NAACP on community health education, UCFS is redefining what it means to be a community health center. We are taking on the challenges of transportation, housing, nutrition, exercise, and overall access to services. By expanding the services offered in our current locations and carving out new spaces in our schools, we are determined to overcome any barrier between our clients and their care.

This renewed mission is truly **Well-Being Redefined.**



UCFS Healthcare
Well-Being Redefined.

Well-Being



UCFS Healthcare – 2019 Annual Report

Funding Sources

FEDERAL, STATE, LOCAL AND FOUNDATION GRANTS

Advanced Behavioral Health, Inc.
Bank of America Charitable Foundation
BlumShapiro Foundation
Chamber of Commerce of Eastern CT
Child Health and Development Institute
Community Foundation of Eastern CT
- Southeast General
Community Foundation of Eastern CT
Women and Girls Fund - Northeast
Community Health Center Association of CT (CHCACT)
State of CT Department of:
- Children and Families
- Mental Health and Addiction Services
- Public Health
- Social Services
- Transportation
- Office of Early Childhood
- Office of Personnel Management - Nonprofit Grant
CT Health and Educational Facilities Authority
CVS Foundation
Dime Bank
Department of Revenue Services/Norwich
Public Utilities - Neighborhood Assistance Act
Edward and Mary Lord Foundation
Flutie Foundation - Family Engagement
Frank Loomis Palmer Fund
Give Kids a Smile (CSDA)
Dr. Edward Hargus
Last Green Valley
Norwich Area Physician's Fund
Norwich Rotary Foundation
Olga Sipolin Children's Fund
Petit Family Foundation
R.S. Gernon Trust
Senior Resources Agency on Aging
Social Finance CT Family Stability 2016 LLC in conjunction with Yale Child Study Center
Stop & Shop - New England Division
The Lions Clubs of District 23C

U.S. Department of Agriculture - Food Nutrition Service - Child and Adult Care Food Program

U.S. Department of Health and Human Services - Health Resources and Service Administration (HRSA)

UNITED WAY CONTRIBUTIONS

United Way of Southeastern CT
United Way Campaign
Valley of the Sun United Way
Your Cause, LLC Trustee for Pfizer Foundation

CITY AND TOWN CONTRIBUTIONS

- Lyme
- Waterford
- East Lyme
- Griswold
- Groton

SUPPORTERS

Alessi Family Fund
WR Allen Companies, Inc.
Anderson Law Firm, P.C.
Tanya Balon
Dr. Nader Bahadory
Nancy and Tom Barnhart
Bay Coast Behavioral Health, LLC
Ben & Jerry's
Berkeley and Louise CueClat - Annual Annuity Distribution - Bank of America
Big Y Giving Tag
Blum Shapiro Foundation
Chuck and Eva Bunnell
Chelsea Groton Bank Foundation
Leo Chupaska
CorePlus Credit Union
Abby and William Dolliver
Mary Eager
Eastern CT Savings Bank
Goldblatt Bokoff, LLC
Grampies Charities Gives

Jeffrey T. Hanley
Frank and Connie Hilbert
Jewett City Savings Bank
Jewett City Savings Bank Foundation
Frank Johnson Trust
Christopher and Pamela Kinder
James and Nancy Kinder
Kevin Merchant
Mohegan Sun
Sandra and Wayne Mundell
Rosalie Narita
Northeastern University
Dr. Rajesh Parekh
Putnam Bank Foundation
St. Luke Lutheran Church
Savings Institute Bank & Trust - SI
Caring & Giving
Chuck and Susan Seeman
Dr. Peter and Jane Shea
Robert Strick, D.M.D.
TRUIST Donations
Donald Trella
United Way Worldwide - Emergency Food and Shelter Program
Drs. Ramindra and Rachna Walla
Irene Weiss
Earl and Maria Winthrop

Programs and Services

Primary and Specialty Medical Services

- Adult and Pediatric Primary Care
- Women's Health
- Geriatric Assessment and Management Program

Dental

- General and Pediatric Dentistry
- Special Smiles Dental Operator
- Smiles on the Move In-School Dental Program

Eldercare Services

- Sheltering Arms Residential Care
- 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 Better Choice
- Autism
- Medication Assisted Treatment (MAT)

Community-Based Behavioral Health Services

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



To the community we serve,

On behalf of the dedicated staff, board of directors and over 20,000 clients who call UCFS Healthcare their care provider, I am honored to share with you the annual report for this vital community asset.

As I'm sure you noticed, the shape of this annual communication is not typical. As a reflection on how we are taking a fresh approach to all aspects of our organization, the information literally unfolds before you. We are calling this renewed vision **Well-Being Redefined**, and we could not be more excited to be challenging ourselves and challenging the pre-conceived perceptions of Community Health Centers.

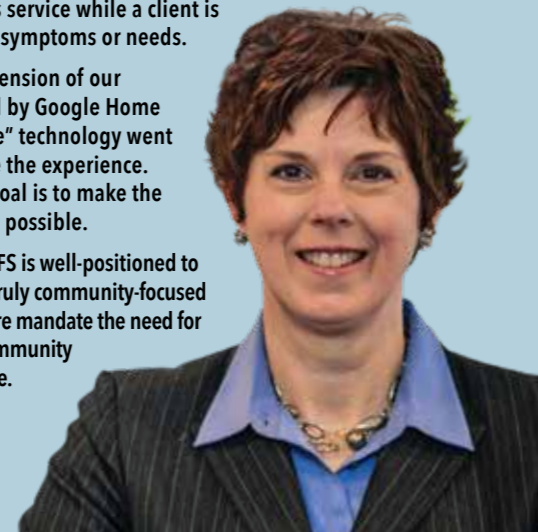
While we have been redefining the meaning of wellness for many years, we officially launched this initiative during National Health Center Week. On the Norwichtown Green – the birthplace of our mission – we gathered 100 community members from every generation to practice yoga and reflect on our commitment to the total well-being of mind, body and spirit. It was a magical, memorable moment and I am thankful to the volunteer instructors who made it possible.

Here are some other highlights of this past year, and some new initiatives on the horizon:

- **We added Primary Care Services to our popular New London Health Center:** This newly-integrated care improves access through convenience, reduces barriers of transportation and time and improves outcomes. Clients now can turn to established, trusted care providers in New London for holistic care.
- **We added Primary Care services to our Sheltering Arms/Ross Adult Day Center location.** A logical expansion of our passion of caring for elders, this on-site primary care solution supports clients and their families with accessible, consistent medical monitoring and management of chronic conditions.
- **We welcomed a new gastroenterologist specialist (GI) with a well-known name – Dr. Kolala Sridhar.** For more than three decades, this Yale alumni has been addressing the digestive health of our community and we are honored that this "Top Doc" has chosen to continue his career with us.
- **We added a licensed social worker to our primary care team in Norwich.** Being leaders in evidence-based practice, UCFS added a licensed clinical social worker (LCSW) to offer same day brief assessments and/or short-term interventions that do not require a second appointment or return visit. By offering this service while a client is seeing their primary care provider, we can often prevent more intensive symptoms or needs.
- **We are bringing healthcare into the living room.** As a natural extension of our commitment to access, we built out skills for smart speaker devices used by Google Home and Amazon Echo/Alexa. Our first version of this "talk to UCFS Healthcare" technology went live in August, and we are responding to consumer feedback to optimize the experience. From asking about hours, appointment availability and directions, our goal is to make the experience from home to our locations as seamless and approachable as possible.

Perfect vision is defined as "20/20," and with the year 2020 on the horizon, UCFS is well-positioned to execute our vision of **Well-Being Redefined**. We are responsive, nimble and truly community-focused – innovative in our thinking; compassionate in our care. While trends in acute care mandate the need for larger, state-wide systems, community-based healthcare – through accessible community health centers – will continue to be the "best practice," for consistent primary care.

Jennifer Granger
President/CEO



Senior Management

Jennifer Granger
President/CEO

Cara Westcott
Chief Operating Officer

William Rush
Chief Financial Officer

Dr. Ramindra Walia
Chief Medical Officer

Janis Davis
Vice President Eldercare Services

Jennifer Bevacqua
Vice President of People

James Gregware
Vice President Information Technology

Deberey Hinchey
Vice President Behavioral Health

Pamela Allen Kinder
Vice President Business Development

Sharon Laliberte
Compliance Officer

Board of Directors/Officers

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Chair

Lee-Ann Gomes
First Vice Chair

Jessica Quinn
Second Vice Chair

Deborah Kievits
Secretary

Leo Chupaska
Treasurer

Dr. Robert Strick
Immediate Past Chair

Board Members

Irene Bessette

Nicholas (Nick) Caplanson

Caroline (Cari) Fortin

Connie Hilbert

Charlene Jones

Patrick McCormack

Paul Mathieu

Jacqueline (Jacki) Patenaude

Jocelyn Williams

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 STEAM Magnet Middle School
25 Mahan Drive, Norwich, 860-934-1101

School-Based Health Center at John B. Stanton Elementary School
386 New London Turnpike, Norwich, 860-934-1107

School-Based Health Center at Teacher's Memorial Global Studies Magnet Middle School
15 Teachers Drive, Norwich, 860-934-1150

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

School-Based Health Center at Norwich Free Academy (NFA)
305 Broadway, Norwich, 860-425-5557

Eldercare Services

Sheltering Arms Residential Care
165 McKinley Avenue, Norwich
860-887-5005, ucseldercares.org

Ross Adult Day Center

165 McKinley Avenue, Norwich
860-889-1252, ucseldercares.org

Montville

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

Griswold

Griswold Health Center
226 East Main Street, Griswold, 860-376-7040

Colchester

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

New London

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

Plainfield

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

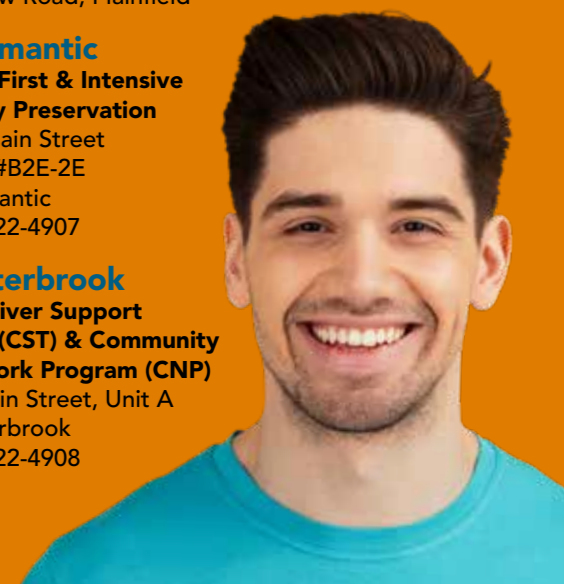
Mobile Crisis Intervention Services
31 Dow Road, Plainfield

Willimantic

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

Centerbrook

Caregiver Support Team (CST) & Community Network Program (CNP)
64 Main Street, Unit A
Centerbrook
860-822-4908



Thank you!

UCFS held the 2019 Golf Tournament on Monday, June 24, 2019 at Stonington Country Club. Thank you to the businesses and individuals who contributed sponsorships, prizes, giveaways and time to this event.

Major Sponsor

JTK Management Restaurants

Dinner Sponsor

Rose & Kiernan, Inc.

Golf Cart Sponsor

Winthrop Wealth Management

Lunch Sponsor

Robinson & Cole, LLP

Hole Sponsor

Genoa Healthcare

OB-GYN Services

Golf Shirt Sponsor

Alera Group

Tote Bag Sponsor

Dime Bank

Golf Bag Tag Sponsor

The Associated Construction Company

Charter Oak Credit Union

Supporters

A&D Tree Service LLC

CohnReznick LLP

Eastern CT Savings Bank

M.J. Sullivan Automotive Corner

Marcum Advisory & Consulting

Miranda Creative

Mystic Asset Management

Norwich Public Utilities

O,R&L Construction Corp.

Paradise Agency, LLC – Bruce & Ron

Goldstein

Park Roway, Inc.

Prism Office Solutions

Schadler Selnau Associates, P.C.

Raffle Donors

Connecticut Tigers

Foxwoods Resort Casino

Garde Arts Center

JTK Management Restaurants

Mohegan Sun

Mystic Seaport

Norwich Golf Course

Seahorse Restaurant

Stonington Country Club

UCFS Board of Directors

UCFS Senior Management Team

WR Allen Companies

Dr. Ramindra Walia

Zack's Bar and Grille

SAVE THE DATE FOR NEXT

YEAR'S TOURNAMENT,

June 22, 2020.