

2021 ANNUAL REPORT



The Value of *Time*



TO THE COMMUNITY WE SERVE

Nearly two years ago, we understood that the incredible challenges brought on by the COVID-19 pandemic would indeed define us - in the best way possible. We honored the opportunity and responsibility to reassess our resources, restate our priorities, and lead our community into a safer, stronger future. As our pandemic-related work remains ongoing, we now take time to look back on all our dedicated staff has accomplished and all the exciting news we have to share. In this report we are "Taking Time" to reflect on all we've done, and the work still ahead.

TIME TO STRENGTHEN OUR COMMUNITY

I am proud to announce that UCFS is building a new, leading-edge Comprehensive Care Center in Norwich specifically focused on our patients who cope with anxiety and trauma. The center will offer primary care and behavioral health appointments in a small, calm, optimal environment. The experience of going to a doctor or therapist can be overwhelming - which regrettably deters those who need these services most. UCFS is dedicated to identifying and removing these and other barriers to health.

Time has a wonderful way of showing us what truly matters.

Another milestone achievement is our new pediatric walk-in care center, which will be opening soon in Norwich. Until this time, we've offered walk-in medical care for UCFS pediatric patients - now we stand ready to bring this crucial service to the entire community. Unlike a hospital emergency room or traditional urgent care center, the clinic will be staffed with pediatric specialists; and unlike other pediatric practices, will be open outside of normal business hours giving area children specialized medical services and their parents much-needed peace of mind.

As we accelerate our capacity to give families the care they need - where they need it most - we opened two new school-based clinics in Waterford; at Clark Lane Middle School and Waterford High School. Schools in the region have reported rising rates of anxiety and depression among student populations and an elevated need for behavioral health services. These centers will ease the stress and strain on working parents, by providing essential services to children in their school setting.

TIME TO STRENGTHEN PATIENT TIES

Enhancements to our electronic health records are improving engagement and communication with patients and making registration far quicker and more efficient. Patients can see their health information - including test results, appointment history and other data, and launch telehealth appointments all from the same convenient platform.

We are also building specific, impactful supports for patients with life-threatening, chronic diseases like hypertension and diabetes. UCFS recently secured federal funding to deploy home blood pressure monitoring devices to 150 patients. These devices are connected to each person's electronic health record; a powerful way to track progress or issues between doctor visits.

TIME TO REFLECT ON PAST ACHIEVEMENTS, AND A FUTURE FULL OF POSSIBILITY

UCFS has a proud and unique lineage among other local organizations. We've been here since 1877; which means this was not our first pandemic. Through thick and thin, families have trusted our providers to keep them safe. Our history and mission is built with an abiding respect for that trust.

All of our services, whether eldercare, outpatient services, or community-based behavioral health, target those most in need financially, clinically, and geographically. We actively review and implement evidence-based strategies that work to keep families healthy and together. We analyze findings from state and federal data and other nonprofits, conduct community needs assessments, and look at patient demographics when designing our services. Being agile and responsive is a continual part of our operations.

We're proud to provide a level of attention and care that exceeds conventional models, and exemplifies what a truly comprehensive, patient centered, community-based agency should look like and do.

TIME TO BE GRATEFUL

It would simply not be possible to do the magnitude of this work alone. We extend heartfelt gratitude to our supporters for all you have done to promote the noble work of our exceptional staff. Your contributions inspire us and elevate our mission. We invite you to take a closer look at our achievements over the past fiscal year, secure in the knowledge that your support makes a critical difference in the lives of your neighbors, and residents across our great region.

Jennifer Granger
President/CEO
UCFS Healthcare



Together we stand – for you.



Jennifer Granger

Enhanced protocols mean that everyone who visits a UCFS site is safe.



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PROGRAMS & SERVICES

PRIMARY CARE AND SPECIALTY SERVICES

- Adult and Pediatric Primary Care
- Gynecology
- Geriatrics

DENTAL

- General and Pediatric Dentistry
- Special Smiles Dental Operatory

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
- Bettor Choice Gambling Treatment Program
- Autism
- Medication Assisted Treatment

COMMUNITY-BASED BEHAVIORAL HEALTH SERVICES

- Mobile Crisis Intervention Services
- Intensive Family Preservation
- Multidimensional Family Therapy
- Early Childhood Consultation Partnership
- Child First
- Caregiver Support Team
- Family - Based Recovery
- Care Coordination

Financials

FY 2021
ANNUAL REPORT

Unaudited-Fiscal Year
ended June 30, 2021

TOTAL OPERATIONAL
REVENUE

\$35,162,600

TOTAL OPERATIONAL
EXPENSES

\$34,832,531

ANNUAL OPERATING SURPLUS

\$330,069

DEPRECIATION EXPENSE

-\$1,286,862

PPP LOAN FORGIVENESS

\$6,339,100

In FY 20, we received Paycheck Protection Program (PPP) monies totaling \$6.3 million that were used to offset FY 20 and FY 21 expenses.

The revenue was recognized in FY 21 after the loan was forgiven and resulted in the agency surplus of \$5,382,307.

OPERATIONAL REVENUE

Fees	\$19,997,205
Grants	\$8,918,096
Contracts	\$1,730,894
COVID 19 Grants & Contracts	\$3,457,906
United Way	\$335,873
Special Events & Contributions	\$445,137
Other	\$297,489

OPERATIONAL EXPENSES

Behavioral Health Services	\$17,897,924
Medical Services	\$7,930,280
Dental Health Services	\$2,339,570
Eldercare Services	\$1,536,925
Community Outreach Services	\$464,087
School - Based Services	\$751,155
Administration	\$3,912,590

TIME TO MOBILIZE, TEST, AND VACCINATE

When news of an aggressive virus that causes severe respiratory conditions began circulating in early 2020, the medical team at UCFS knew they were racing against time and began bracing for something big.

"We were looking at the literature, reading the reports and we realized what we were facing," shares Nancy Holte, RN, Director of Nursing and Infection Control at UCFS. "I remember meeting with a variety of community partners to discuss roles and strategies and thinking, this is the last time we're all going to be around this table for a while."

"Every person stepped up."
- Nancy Holte

"Very early on, we made the decision that UCFS would stay open for our patients and our community. We mobilized with vital testing, then vaccinating and more — every one of us, every day, because every minute mattered."

What did this mean? It meant dentists and dental assistants became COVID testers. It meant leading by example when Ramindra Walia, MD, Chief Medical Officer at UCFS received his vaccination in a milestone event that was streamed on Facebook Live a few days before Christmas. It meant immediate adaptation of telehealth and other resources to keep patients connected, healthy and informed.



We kept working so you could, too.

The numbers speak for themselves —

In the 2020/2021 fiscal year, 13,287 Covid tests were conducted and 8,777 vaccines were administered.

"In addition to testing, vaccinating and supporting our patients, we believed in preventing the spread of COVID-19 — teaching our patients the importance of infection control as schools, workplaces and venues began to return to pre-pandemic norms. We spent a great deal of time learning about the disease, the tests and the vaccines so we could be a trusted resource of accurate information for our community," expressed Nancy. "Providing trusted information became vitally important as vaccine hesitancy, the delta variant and the debate about vaccine boosters surfaced in late summer and remains with us to this very day.

"Through it all and to this very moment the staff demonstrated a compelling level of dedication — we are in sync as a health network. At all of our health centers, there is no job that is 'not my lane.' Every person stepped up. Everyone took on the roles that were needed," shares Nancy with pride. "We could count on each other."

By the Numbers:

PRIMARY CARE

30,649 client visits
10,020 unique clients seen

WOMEN'S HEALTH

2,440 client visits
1,468 unique clients seen

BEHAVIORAL HEALTH

91,603 client visits
4,542 unique clients seen

DENTAL

7,096 client visits
3,827 unique clients seen

COMMUNITY OUTREACH ANNUAL REPORT FOR FY 2020 – 2021

ACCESS TO CARE

1,133 unduplicated clients served
903 screenings
1,478 applications for insurance and
other assistance programs

CASE MANAGEMENT

442 unduplicated families served

MEDICAL HOME

226 Families served

COMMUNITY BASED BEHAVIORAL HEALTH

Over 1,700 children and their families served

ELDERCARE SERVICES DURING FY 2021

ROSS ADULT DAY CENTER

44 clients
2,652 days

SHELTERING ARMS RESIDENTIAL CARE

33 clients
8,411 days

TOTAL FOR ALL OUTPATIENT SITES

131,788 client visits
15,274 unique
clients
seen

2021 GOLF TOURNAMENT

UCFS held its 2021 Golf Tournament on Monday, June 21, 2021 at Stonington Country Club. Thank you to the businesses and individuals who supported our Golf Tournament!

RAFFLE DONORS

Foxwoods Resort Casino
Lake of Isles
Mohegan Sun
Mystic Seaport
Norwich Golf Course
UCFS Senior Management Team
WR Allen Companies

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Robinson + Cole

Hole In One Sponsor
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Dinner Sponsor
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a subsidiary of NFP
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OB-GYN Services, P.C.
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Tote Bag Sponsor
Dime Bank

Golf Towel Sponsor
Charter Oak Credit Union

“Fore” Sponsor
CCi Voice

Golf Bag Tag Sponsors
Cohn Reznick
Eastern CT Savings Bank



Caring in Action

For decades, our community has asked how they can have the greatest impact on the health and well-being of their friends and neighbors.

You wanted fewer galas and more opportunities to be involved in making a meaningful impact in the community. You wanted to know that your donations are being directed to the most effective programs.

UCFS Healthcare has created an opportunity for you to become part of the solution and have a voice in where your dollars are invested.

— Caring in Action. Giving Redefined.

THE IDEA IS SIMPLE:

COMMIT

Make a commitment to contribute a \$200 donation twice a year.

ATTEND

Gather twice a year, where you will hear presentations directly from staff that impact the lives of our clients.

SELECT

Caring in Action members select where the collective donation will be directed.

IMPACT

The more attendees who participate, the larger the impact on improving the community.

SIMPLE • DIRECT • IMPACTFUL

Enrolling in Caring in Action is easy — simply send an email to Pam Kinder at pkinder@ucfs.org indicating that you wish to become a member. You will be contacted with all the information you need.

Thank you to our current members of Caring in Action.

MEMBERS

Anonymous
Carl & Bonnie Banks
Chelsea Groton Bank
Kevin Brolin
Leo & Christina Chupaska
CorePlus Credit Union
Jan Davis
Bill & Abby Dolliver
Melissa Banks
Frank & Connie Hilbert
Deberey Hinchey
Jennifer Granger
Michael & Charlene Jones
Chris & Pam Kinder
Marta Lachcik
Tom & Sharon Laliberte
Kathryn Lord
Melissa Miller
OB-GYN Services
Theodore Phillips, II
Robinson + Cole
Andrea Sullivan
Jeff & Cara Westcott
WR Allen Companies



You can help.

TIME TO BAND TOGETHER

The eastern Connecticut community is defined by its strong partnerships. “As the pandemic ramped up, and when variants made day-to-day operations difficult to predict, we were able to draw on established relationships,” shares Jennifer Granger, President and CEO of UCFS. “Whether government leaders, municipalities, schools, other nonprofits or regional health officials, we worked together to fill gaps and meet needs.”

“The Uncas Health District and UCFS have a shared fundamental goal of preventing illness and promoting health throughout our service areas,” agrees Patrick McCormack, Director of Health for Uncas Health District. “As the federally recognized health provider for this region, we regularly partner with the team at UCFS for first-hand awareness of community needs. We are honored to offer services that impact those that are most at risk.”

From the broad powers of the federal government to the grassroots team of “Friends of UCFS” who donated face shields, masks for patients, food, milk and school supplies, when resources were limited, UCFS paired with others to be more resourceful.



Patrick McCormack, Uncas Health District and Pam Kinder, UCFS

TIME TO VALUE DIVERSITY

The past year has been a time of reflection and awareness for many organizations. “Like many entities, UCFS took a hard look at how we are actively working to promote diversity, equity and inclusion (DEI). I’m proud that our leadership chose to do the hard work that DEI entails, focusing on two communities: BIPOC (Black, Indigenous, People of Color) and LGBTQ+ (lesbian, gay, bisexual, transgender and questioning),” outlines Jennifer Granger, President and CEO of UCFS.

UCFS formed a DEI committee at the Board of Directors’ level, hiring a consultant, and developing a work plan to build awareness, educate, create space for difficult conversations, while reviewing policies and data. The agency also established a task force on LGBTQ+ services.

“All of this will allow us to evolve as an organization and provide lasting institutional change,” continues Jennifer. “It’s critical for businesses to understand the role they play in creating career opportunities for the BIPOC and LGBTQ+ communities. First, we contribute by breaking a cycle that has left entire communities behind while lifting all people up in the process. Second, our patients will see providers who look like them, who have similar experiences and culture, which we hope will translate into greater patient retention and healthier outcomes.”

“It’s very exciting when you think about the prospect of breaking the old cycle of exclusion and illness, and creating a new cycle of opportunity and health. It’s something I look forward to and frankly, it’s about time,” concludes Jennifer.

ELDERCARE — FROM MAKING TIME TO FACETIME

When the pandemic hit, it quickly became apparent that our elder citizens were most at risk — first of being gravely ill, and then suffering loneliness and isolation in the quarantine that was meant to protect them.

Thankfully, those anxious days have not returned for those supported by the eldercare services of UCFS — Sheltering Arms Residential Care and Ross Adult Day Center both located in Norwich. While time seemed to stand still long days becoming weeks and then months — as soon as safely possible, with all staff members fully vaccinated in accordance with state mandates, Jan Davis, Vice President of Eldercare Services at UCFS activated services and introduced new options.

“Our clients have spent a lifetime caring for their communities and their families.”

- Jan Davis, Vice President of Eldercare Services

“We brought everything back — and then some — because people needed it,” explains Jan. “We remain cautious, of course, and made sure everything is done according to guidelines. But our community, both staff and clients are really responding. Everyone absolutely loves the activities, both familiar and new.” Residents of Sheltering Arms and clients of the Ross Adult Day Center have full access to vital resources such as recreational and socialization programs. The Center also offers nursing services, homestyle meals, personal care assistance, social supports, transportation, and has a library of resources for caregivers.



“Our clients deserve every resource, experience and moments of joy that can be provided,” continues Jan. Special moments in time and celebrations included more outdoor activities. “We have enjoyed having meals outside under our tent,” explains Jan. Even though pandemic restrictions have eased, we are continuing to do more picnics, barbecues, and outdoor entertainment.”

“Seeing a member of our community using a tablet to communicate with friends and loved ones on FaceTime is now an everyday occurrence,” shares Jan. “With tablets donated by our local Wireless Zone, what began as a way to overcome isolation during the heart of the pandemic, has now become a way to dispel any feelings of loneliness or confusion.”

From online Zumba, Zoom sessions and tablets that made being remote feel closer, the passion and commitment of the eldercare programs went the distance to remain close as well. Home visits and meal delivery for clients unable to make it to the Center gave our staff a chance to interact, at a distance with clients. “In spite of how horrible and stressful the past year and a half has been, there have been some positive developments,” concludes Jan. “It’s made us think a lot more — opening the doors to greater creativity — leading to better ways to make use of our time and resources.”

TELEHEALTH + TECHNOLOGY
QUALITY CARE ANYTIME,
ANYWHERE

In March of 2020, as part of a series of executive orders related to keeping care accessible during the health crisis, Connecticut relaxed restrictions on telehealth use for Medicaid patients. As a result of effective adoption of virtual appointments and continuing concerns for consumer safety, a follow-up bill preserved telehealth services through June 30, 2023.

“In little to no time, we had to pivot in how we provided services — It was a significant accomplishment.”

- Cara Westcott, UCFS Chief Operating Officer

“Once the state gave the OK, we were timely in our response,” shares Jennifer Granger, President and CEO of UCFS. “Keeping our community healthy is our mission, and telehealth supports this mission on many levels. We are not surprised it is proving to be essential.”

Telehealth reaches people where they are and on their own time easing the burdens of work absences, arranging for child care, securing transportation, and the many other obstacles that can make it difficult for patients to keep appointments for medical and behavioral health needs. It also greatly reduces the rate of transmission for all infectious diseases, allowing the medically fragile to access their providers in a safe and convenient way.



UCFS reaches patients through in-person and telehealth visits.

“While we chose to locate our Health Centers in the heart of the community we serve, making health care accessible and convenient for all, telehealth allows us to reach our patients in an entirely new way,” continues Jennifer. “These virtual visits offer a greater level of convenience, accessibility and connection across a spectrum of care.”

“Telehealth is part of an overall robust patient portal experience,” explains Cara Westcott, Chief Operating Officer for UCFS. “Patients can view test results, track appointments, and launch virtual meetings with providers right in the platform. Patients are telling us that it streamlines care for their families, reduces appointment wait times and provides a greater sense of safety in many ways,” adds Cara.

TIME TO NOURISH THOSE IN NEED

Food insecurity, an issue in our community, became acute and obvious under the many stressors of this past year. While the UCFS Rosalyn Allen Food Pantry relies entirely on donations, it was able to provide food supplies to more than 15,000 recipients — eight times the demand of a typical year.

Because the need for basic nutrition impacted a wide range of households, UCFS engaged in a wide range of distribution models — from grab-and-go at our five health centers to strategic mobile food distribution events throughout the community. The grab-and-go and distribution events were made possible from the generous food donations by The Gemma Moran United Way/Labor Food Center and Connecticut Foodshare. UCFS also conducts weekly drive-through food distribution events in the most underserved neighborhoods throughout eastern Connecticut. These pop-up distributions provide an emergency supply of groceries which helps a family until they can be connected with longer-term food resources.

“Whenever someone questions if the need for food is as great as described, I respond with this question — Would you wait up to four hours for a bag of food?” Shares Pamela Allen Kinder, Vice President of Business Development for UCFS — whose late mother is the namesake of the Food Pantry. “Our medical staff made the connection between food insecurity and patient wellness some time ago. Since then, we meet some of the most sincere, honest, and thankful members of our community at every food distribution event — some arrive hours before we open and are part of long lines. We have come to know the participants — many have never had to ask for food assistance and are extremely grateful. Until there is a time that families are more secure, and our pantry is not needed, UCFS will make the time to be there.”



Kerri Bilda distributes a food bag at our Norwich Health Center drive - through distribution event.

Donors

FEDERAL, STATE, LOCAL AND FOUNDATION GRANTS

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Chamber of Commerce of Eastern CT Foundation
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Community Foundation of Eastern CT – Women & Girls Fund
Community Foundation of Eastern CT – General Fund
Community Foundation of Eastern CT – Neighbors for Neighbors Fund
Community Foundation of Eastern CT – Preston Fund
Community Health Center Association of CT (CHCACT)
CT Health and Education Facilities Authority
State of CT Department of:
-Department of Children and Families
-Department of Mental Health & Addiction Services
-Department of Public Health
-Department of Social Services
-Department of Transportation
-Office of Early Childhood
Dime Bank Foundation
Dominion Foundation
Edward & Mary Lord Foundation
Norwich Rotary Foundation
Frank Loomis Palmer Fund
Senior Resources Agency on Aging
Olga Sipolin Children's Fund
U.S. Department of Agriculture - Food Nutrition Service - Child & Adult Care Food Program

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

UNITED WAY CONTRIBUTIONS

United Way of Southeastern Connecticut
Middlesex United Way

CITY AND TOWN CONTRIBUTIONS

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Town of Waterford
Town of East Lyme
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William & Denis Weinschenker
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Leigh Williams
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Wireless Zone, New London
Clark & Lois Woodmansee

Take Time

Take a moment to see the good
to remember the smiles
to remember the little things
to be thankful
to be grateful
take time to see the wonderful
in this world
the more you see the good,
the more you will inspire others
to see it as well.
ripple.

— Rachel Marie Martin



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 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

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

MONTVILLE

School-Based Health Center
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
137 Norwich Road, Suite 101, 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

WATERFORD

School-Based Health Center at Waterford High School
20 Rope Ferry Road, Waterford
860-822-2803

School-Based Health Center at Clark Lane Middle School
105 Clark Lane, Waterford
860-822-2803

Visit ucfshealthcare.org
or call (860) 892-7042
for more information
about our services



UCFS Healthcare
Well-Being Redefined.