Performance.
Reputation.
Partnerships.

2022 IMPACT REPORT
To The Communities We Serve —

This past year, UCFS has significantly advanced our mission by improving performance, building our reputation, and strengthening community partnerships to remain the best choice for patient-centered care.

Our performance numbers speak for themselves — UCFS reached more than 16,000 patients through our outpatient services — a 7.8% increase from 2021. We have observed growing demand for several services, including a 43.5% rise in dental visits, a 17.2% increase in gynecology patients, and a near-doubling of Access to Care screenings. Enrollment at the Ross Adult Day Center is expected to exceed pre-pandemic levels this year, and more than 2,200 families were served by our community-based behavioral health programs.

As the need for our services grows, UCFS has been working to proactively address some of the most pressing health issues facing the community. We have invested in personnel and systems to improve care for patients with chronic conditions, expanded telehealth offerings through remote monitoring equipment, and addressed youth mental health in our school-based health centers. We have seen a noticeable improvement in patient engagement and outcomes as we work to meet these needs.

The COVID-19 pandemic continued to define us in the past year. UCFS has been a core sponsor on behalf of the state for COVID-19 testing, vaccination, and treatment. Through public clinics and regular patient care, we delivered 13,000 doses of vaccine and continue to provide our patients with the latest vaccines and treatments to combat the virus.

Our longstanding reputation was rewarded with significant funding for expansions and meaningful regional accolades. I am pleased to share that we are embarking on a major renovation of the Sheltering Arms Residential Care Home for the elderly. We are also moving forward with an expansion at our Norwich health center campus to establish a comprehensive care center during the day and offer after hours pediatric services during evenings and weekends.

As you will read in the following pages, our efforts to support the community won UCFS several honors in the past year. We were twice recognized as Non-Profit of the Year, while also receiving awards for our support of military families and our pursuit of diversity, equity, and inclusion initiatives to reduce health disparities.

We built upon our existing partnerships to serve people who may not have otherwise had access to care. From dedicated health centers embedded in schools, to outreach workers prepared to engage with recent arrivals, we aligned with other providers and trusted educators to overcome barriers to care.

Behind our one mission is a community of over 400 employees. Their unflagging dedication is the reason UCFS has been able to advance in the past year. On behalf of the Board of Directors and the leadership team, I express my gratitude to the entire UCFS staff — from those who provide direct patient care to those who offer all aspects of critical support. Together, you have adapted to significant challenges in a changing work environment, never losing focus of our mission to provide patient-centered care.

In the year ahead, we will meet our community’s needs with a larger, stronger team. While we have plans to increase the pace of hiring, we will also support our existing workforce through professional development, mentoring and other efforts. We believe our mission sets UCFS apart as a workplace offering career options that are more meaningful, more flexible, and “more you.”

Wrapped around all of these initiatives is a solid strategic plan. At the start of this fiscal year, the dedicated volunteers of our Board of Directors introduced a three-year strategic plan to create a roadmap on how to advance our mission. This plan will ensure that we are well-positioned to meet current challenges while also bolstering the services available to the community.

As the first and longest-operating healthcare network in our region, UCFS has proved resilient many times over, emerging stronger after each challenge. Our entire team is confident that we will continue to meet the healthcare needs of our community grounded in performance, reputation, and partnerships.
Measuring performance through commitment.

“If an opportunity exists to make patient care more accessible or fulfill an unmet need in the community, UCFS will find a way to maximize that opportunity,” shares Mary-Jane Zocco, a UCFS Nurse Manager. “Through grants from the Federal Communications Commission (FCC) and the Health Resources and Services Administration (HRSA), UCFS made a significant investment in remote patient monitoring equipment — distributing over 400 units to residents throughout the region.”

During the COVID-19 pandemic, widespread shutdowns caused many patients to postpone regular healthcare visits. Since consistent care is essential to prevent more significant illnesses, remote technologies keep patients in contact with their care providers. “These easy-to-use devices allow a patient to take blood pressure readings at home, while avoiding transportation challenges and missed appointments,” continues Zocco. “They enter the data into a portal for their provider to receive real-time updates. Remote patient monitoring is particularly useful for tracking conditions like hypertension, and we plan to expand this program to assist with other health issues including diabetes and weight management.”

Patients interact regularly with their provider, sharing meaningful information on their current health status. “We can have a telehealth visit, or talk to the patient over the phone, adjusting medication and anything that needs to be done,” concludes Zocco. “We have found that when patients measure blood pressure in a more relaxed environment, lower readings are the result.”

“While we seek to keep some members of our community more healthy and comfortable at home, for others we seek to help make them more comfortable during a time of great transition,” conveys Cara Westcott, UCFS COO. “We credit Ashley Webb, a UCFS Behavioral Health Clinician, for the concept behind Ashley’s Binder Closet and Toiletries (ABC+T).”

A resident waters a newly installed accessible garden at Sheltering Arms.

By the Numbers (FY 2021-2022)

<table>
<thead>
<tr>
<th>PRIMARY CARE</th>
<th>BEHAVIORAL HEALTH</th>
<th>GYNECOLOGY</th>
<th>DENTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>30,618 client visits</td>
<td>81,648 client visits</td>
<td>2,690 client visits</td>
<td>10,186 client visits</td>
</tr>
<tr>
<td>10,569 unique clients seen</td>
<td>4,176 unique clients seen</td>
<td>1,721 unique clients seen</td>
<td>5,292 unique clients seen</td>
</tr>
</tbody>
</table>

Community Outreach Services

- ACCESS TO CARE
  - 958 unduplicated clients served
  - 1,781 screened unduplicated clients
  - 1,419 applications for insurance and other assistance programs

- CASE MANAGEMENT
  - 542 case management referrals
  - 503 unduplicated clients

- COMMUNITY BASED BEHAVIORAL HEALTH
  - Over 2,200 children and their families served

Eldercare Services

- ROSS ADULT DAY CENTER
  - 58 clients  | 251 days

- SHELTERING ARMS RESIDENTIAL CARE
  - 28 clients | 8,138 days
Reputation.

UCFS has been caring for vulnerable elders at our Sheltering Arms residence for 145 years. Therefore, it comes as no surprise that our longstanding performance has been recognized with almost $4 million in new funding to improve, expand, or reimagine two current locations.

Sheltering Arms is poised to undergo a major renovation largely supported by a $3 million state bond. “The most substantial improvement will be the replacement of the outdated model of shared bathrooms,” explains Katie Ramos, Vice President, Eldercare Services. “This will meet a longstanding goal of creating a more homelike environment, while also improving privacy and dignity.”

At the campus of the Edward and Mary Lord Family Health Center in Norwich, construction design has begun on an additional 2,500-square-foot patient care space that will serve as a comprehensive care center during the day and “Nightlight Pediatric Care Services” during evenings and weekends.

Targeted to open in March of 2023, the comprehensive care center will provide integrative and preventative care in an intimate setting. This center will support the UCFS mission of improving access to healthcare, especially among patients who feel overwhelmed when visiting a larger healthcare facility.

Nightlight Pediatric Care Services will address the deficiency of pediatric care available outside of the traditional office hours. By specifically serving children until 9 p.m. on weeknights and 2 p.m. on weekends, Nightlight will offer faster walk-in care and a more appropriate care environment than an emergency room or urgent care center.

From getting ready to turn on a nightlight to being in the spotlight, UCFS’ performance shined this year. Located near one of the largest Navy bases in the country, UCFS has long been aware of the needs of military families. This year, UCFS and community-focused Dime Bank joined forces to support the Holiday Meals program of Operation Homefront.

“By leveraging the abilities and resources of both our organizations, we were able to provide more than 300 military families with holiday meals,” shares Nick Caplanson, President/CEO of Dime Bank as well as UCFS Board Member. “The UCFS employees went above and beyond in this campaign, helping to purchase groceries and donate toys for Santa Claus to give out to children. It was a very rewarding experience.” The Chamber of Commerce of Eastern Connecticut applauded both UCFS and Dime Bank for their effort, recognizing the organizations with the Military Community Support Award.

In an echo of the comments from Caplanson, the President of the NAACP Norwich Branch, Shila Hayes, describes UCFS efforts to improve health access for the region’s minority populations in this way — “In the past three years, the partnership with our youth council and UCFS has been probably the most beneficial health program that we’ve had.”

Working to raise awareness of our services and how to access them, UCFS partnered with the NAACP Norwich Branch’s Robertstine Duncan Youth Council to address issues such as trauma, drug abuse, mental health, and suicide. “We’re pleased that this relationship has grown and is addressing the areas that are really difficult for the youth to talk to their parents about. It comes as no surprise that the NAACP Norwich Branch awarded UCFS the Jacqueline D. Owens Service to Community Award, in recognition of outstanding leadership, dedication and commitment to our community,” concludes Hayes.

“Life is what happens when you’re busy making other plans,” says John Lennon. “I would say that I’m most proud of the day-to-day changes that we have made, providing education, providing support, and just making sure that we are always looking to be better than the day before.”

—Katie Ramos, Vice President, Eldercare Services
Partnerships.

Expanding our partnerships into the community.

Knowing that accessibility is a key barrier to healthcare, UCFS explored the idea of creating partnerships with community organizations already utilized by people at risk for healthcare issues. As longstanding members of the Eastern Connecticut Health Collaborative, we are consistently building our relationships to support these efforts. This past year saw us strengthen our partnerships with organizations beyond our traditional healthcare relationships by locating a UCFS Case Manager at Norwich Regional Adult Education and Otis Library, twice a month. Our community outreach team helped refer individuals to UCFS programs and services as well as other community resources.

“Currently, we have more than 170 students in our ESL (English as a Second Language) classes — we are at capacity,” shares Jody Lefkowitz, Director of Adult Education, Norwich Public Schools. “When you are a new arrival to a community, it can take time to develop a trusted network. By locating a UCFS liaison here, surrounded by familiar teachers and hallways, barriers are lowered. To date, nearly 30 students have met with the UCFS caseworker. The demand has been consistent and I’m pleased to share that very often all available appointments are now occupied.”

“Partnering with UCFS has been fantastic,” echoes Waterford Public Schools Superintendent Thomas Giard, when referencing our two new school-based health centers at Waterford High School and Clark Lane Middle School. “It’s another layer of services we’re able to offer our students and families. We have a lot in place already, but our goal as a school district is to make sure that kids are in a good place mentally and physically, to be able to learn.”

With these new locations, UCFS now operates a total of eight school-based health centers. These centers offer options for students to access healthcare, minimizing disruptions to family schedules and improving equitable outcomes.

Our school-based health centers are also providing youth behavioral health services, which have become even more necessary as the COVID-19 pandemic worsened feelings of isolation, depression, and other mental health concerns.

“By offering an option for early intervention, the behavioral professionals staffing these centers are working to take away the stigma of counseling, creating a long-term, positive impact on our students’ lives,” concludes Giard.

“Partnering with UCFS has been fantastic. It’s another layer of services we’re able to offer our students and families. We have a lot in place already, but our goal as a school district is to make sure that kids are in a good place mentally and physically, to be able to learn.”

–Jody Lefkowitz, Director of Adult Education, Norwich Public Schools

–Thomas Giard, Waterford Public Schools Superintendent
In FY20, 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. Cash from PPP was used to cover the FY 22 deficit.

Jennifer Granger
President/CEO

Cara Westcott
Chief Operating Officer

William Rush
Chief Financial Officer

Dr. Ramindra Walia
Chief Medical Officer

Katherine Ramos
Vice President Eldercare Services

Jennifer Bevacqua
Vice President of People

Wangdu (Will) Dorjee
Vice President Information Technology

Deberey Hinche
Vice President Behavioral Health

Pamela Allen Kinder
Vice President Business Development

Sharon Laliberte
Compliance Officer

The UCFS Board of Directors began developing a three-year strategic plan in October 2021. The goal of this process was to define a shared vision as well as a tangible plan to realize this vision. With the support of an experienced consultant, internal and external stakeholders were engaged to capture observations about UCFS from a variety of perspectives.

“...”

–Jennifer Granger, President/CEO.

(To see our updated strategic plan visit page 14 of this Impact Report)
UCFS held the 2022 Golf Tournament on Monday, June 20, 2022 at Stonington Country Club. Thank you to the businesses and individuals who contributed sponsorships, prizes, giveaways and time to this event.

**SPONSORS**
- **Tournament Sponsor**
  - Drs. Rachna and Ramindra Walia
- **Dinner Sponsor**
  - NFP
- **Golf Cart Sponsor**
  - Alera Group
- **Lunch Sponsor**
  - Robinson + Cole
- **On Course Refreshment Sponsor**
  - Pequot Healthcare
- **Hole In One Sponsor**
  - Schindler Elevator
- **Hole Sponsors**
  - CCi Voice
  - East Side Clinical Laboratory
  - Foxwoods Resort Casino
  - Genoa Healthcare
  - Nutmeg Companies, Inc.
  - Winthrop Wealth
- **Tote Bag Sponsor**
  - Dime Bank
- **Golf Towel Sponsor**
  - The Associated Construction Company
- **Golf Bag Tag Sponsors**
  - CohrReznick LLP
  - Eastern CT Savings Bank

**RAFFLE DONORS**
- Eastern CT Savings Bank
- Foxwoods Resort Casino
- JTK Management Restaurants
- Mystic Seaport Museum
- UCFS Senior Management Team
- The Spa at Norwich Inn
- WR Allen Company, Inc.
- Norwich Golf Course
- Mohegan Sun Golf Club
- Lake of Isles

**SUPPORTERS**
- Genoa Healthcare
- Impact Fire Services
- Integrated Security Systems LLC
- Lathan & King, LLC
- M.J. Sullivan
- Automotive Corner
- Miranda Creative
- Norwich Public Utilities

**SAVE THE DATE FOR NEXT YEAR’S TOURNAMENT - JUNE 26, 2023**

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

**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 — 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
- Melissa Banks
- Kevin Brolin
- Chelsea Groton Bank
- Leo & Christina Chupaska
- CorePlus Credit Union
- Bill & Abby Dolliver
- Jennifer Granger
- Frank & Connie Hilbert
- Deberay Hinche
- Michael & Charlene Jones
- Chris & Pam Kinder
- Marta Lachick
- Tom & Sharon Laliberte
- Kathryn Lord
- Phil & Dawn McDermott
- Marissa Miller
- Maria Miranda
- OB-GYN Services
- Theodore Phillips, II
- Robinson + Cole
- Shear Timing Hair Salon
- Andrea Sullivan
- Sullivan Grandchildren
- Jeff & Cara Westcott
- WR Allen Company, Inc.
Strategic Plan 2022-2025

A strategic plan leading the way into the future.

The UCFS Board of Directors began developing a three-year strategic plan in October 2021. The goal of this process was to define a shared vision as well as a tangible plan to realize this vision. With the support of an experienced consultant, internal and external stakeholders were engaged to capture observations about UCFS from a variety of perspectives. This information was shared during a full-day retreat where board members and staff worked together to consolidate and transform goals, strategies and tactics into a concise three-year roadmap to benefit the entire organization.

The plan was introduced on July 1, 2022 and will guide UCFS for the next three years as we work to eliminate healthcare disparities and strengthen the well-being of our entire community.

### OUR GOALS

1. Strengthen the foundation for our future growth through further integrating our current programs and services to best serve and retain our current patients and clients.

2. Become one of the best places to work in the region.

3. Accelerate our work in diversity, equity, and inclusion to reduce disparities in healthcare access, quality, and outcomes and transform our organization.

4. Expand and deepen our partnerships to increase the community’s access to UCFS programs and resources that advance health and wellbeing.

5. Build our internal capacity to leverage and use data to inform our decision making and organizational learning.

6. Advance our governance approach to focus on UCFS Healthcare’s strategic priorities.

### MISSION

UCFS Healthcare strives to eliminate health disparities and improve the health and well-being of the community.

### VISION

UCFS Healthcare, by performance, reputation, and partnership, will be Eastern CT’s best choice for patient-centered health care.

### OUR VALUES

**RESPONSIVENESS:** We strive to meet the needs of the community and the expectations of our patients and clients and our colleagues in the most accessible and timely ways possible. We individualize our services to ensure that each person has their specific needs met and goals achieved.

**RESPECT:** We treat everyone with respect and dignity. We meet each client where they are, providing culturally sensitive and linguistically appropriate services while protecting their privacy.

**INTEGRITY:** We are fiscally and professionally accountable.

**COLLABORATION:** We work as a team within our organization and partner with the community.

**EXCELLENCE:** We provide the highest quality of service and strive to provide leading-edge and innovative models to best serve patients and clients.

**ADVOCACY:** We stand with and for patients, clients, our organization, and the community to ensure that resources, policies, and practices best meet the needs of all who live here.

### SUPPORTERS

- AA Lock & Key, Inc.
- Capt. & Mrs. Joseph Anderson
- Anderson Law Firm
- Anonymous
- Carl and Bonnie Banks
- Bay Coast Behavioral
- Ms. Lisa Boyle
- Kevin E. Brolin
- Bob and Deb Burnside
- Kevin & Linda Cassidy
- Charter Oak Federal Credit Union’s Community Giving Committee
- Charter Oak Federal Credit Union’s Matching Gifts Program
- Leo and Christina Chupaska
- Hugh Clarke
- Brian Clinton
- CorePlus Credit Union
- Drme Bank Employee Blue Jeans Day
- Abby and William Dooliver
- Thomas and Megan FitzGerald
- Paul FitzGerald
- Karen FitzGerald
- Andrew Hoddick
- Melissa L. Ford
- Giving Tag Program - Stop and Shop
- Jennifer Granger
- Mr. & Mrs. Joseph Harurt
- Frank and Connie Hibbert
- The Hillery Company
- Debrahy Hodgson
- Judith Hunter
- Bett City Savings Bank
- Merk and Jil Johnson
- Michael and Charlene Jones
- Pamela and Chris Kinder
- James and Nancy Kinder
- Tom and Sharon Labbate
- Kathryn F. Lord
- Donna Lux
- Lynn Mascione
- Patrick McCormack
- Dawn M. McDermott
- Marissa A. Miller
- MJ Sullivan Automotive Group
- Norwich Public Utilities
- OBQYN Services
- Pfizer Community Grant
- Theodore N. Phillips, II
- Kenneth Prybyla
- Putnam Bank Foundation
- RW & Heating Energy Solutions, LLC
- Shear Timing Hair Salon
- St. Luke Lutheran Church
- Stop & Shop Bloomin’ 4 Good Program
- Dr. & Mrs. Robert Strick
- Andrea M. Sullivan
- Sullivan Grandchildren
- The GoodCoin Foundation - Target Circle
- Drs. Setu and Carina Vora
- Drs. Raczynka and Ramindra Wali
- Denise Weihscher
- Irene Weiss
- Cara and Jeff Westcott
- Leigh Williams
- Earl and Maria Winthrop
- WR Allen Company, Inc.

### FEDERAL, STATE, LOCAL AND FOUNDATION GRANTS

- 4-CT
- Advanced Behavioral Health, Inc.
- Bob’s Discount Furniture Foundation
- Chelsea Groton Bank Foundation
- Child and Family Agency of Southeastern CT, Inc.
- Community Foundation of Eastern CT – Fund for Racial Justice
- Community Foundation of Eastern CT – Norwich Area Physicians’ Fund
- Community Health Center Association of CT (CHCCT)
- CT Health and Education Facilities Authority
- CT Department of Children and Families
- CT Department of Mental Health and Addiction Services
- CT Department of Public Health
- CT Department of Social Services
- CT Department of Office of Early Childhood
- Drme Bank Foundation
- Dominion Energy
- Charitable Foundation
- Eastern CT Association of Realtors
- Eastern CT Association of Realtors, Inc. – Charitable & Education Fund
- Eastern CT Savings Bank Foundation
- Edward & Mary Lord Foundation
- Emergency Food and Shelters National Board Program – United Way
- The Federal Communications Commission
- Frank Johnson Trust
- Norwich Rotary Foundation
- Senior Resources Agency

### UNITED WAY CONTRIBUTIONS

United Way of Southeastern Connecticut

### CITY AND TOWN CONTRIBUTIONS

City of Norwich
- Town of East Lyme
- Town of Franklin
- Town of Griswold
- Town of Groton
- Town of Lebanon
- Town of Lyme
- Town of Montville
- Town of North Stonington
- Town of Preston
- Town of Waterford

### CONTRIBUTIONS

- Eastern CT – Norwich Area
- Physicians’ Fund

### VISION

UCFS Healthcare, by performance, reputation, and partnership, will be Eastern CT’s best choice for patient-centered health care.

### OUR GOALS

1. Strengthen the foundation for our future growth through further integrating our current programs and services to best serve and retain our current patients and clients.

2. Become one of the best places to work in the region.

3. Accelerate our work in diversity, equity, and inclusion to reduce disparities in healthcare access, quality, and outcomes and transform our organization.

4. Expand and deepen our partnerships to increase the community’s access to UCFS programs and resources that advance health and wellbeing.

5. Build our internal capacity to leverage and use data to inform our decision making and organizational learning.

6. Advance our governance approach to focus on UCFS Healthcare’s strategic priorities.

### MISSION

UCFS Healthcare strives to eliminate health disparities and improve the health and well-being of the community.
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
860-822-2803

School-Based Health Center at Stanton Elementary School
386 New London Turnpike, Norwich
860-822-2803

School-Based Health Center at Teachers’ Memorial Global Studies Magnet Middle School
15 Teachers Drive, Norwich
860-822-2803

School-Based Health Center at Norwich Technical High School
7 Mahan Drive, Norwich
860-822-2803

School-Based Health Center at Norwich Free Academy (NFA)
305 Broadway, Norwich
860-822-2803

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 at Montville High School
800 Old Colchester Road, Oakdale
860-822-2803

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.