

Change Starts *at the* Table

Shared Tables. Stronger Communities.

2026 IMPACT REPORT

UCFS Healthcare

A MESSAGE FROM OUR PRESIDENT & CEO



Jennifer Granger
President and CEO

As I reflect on FY2026, I am reminded that meaningful changes happen through everyday acts of care, the trust we build with our patients, and the partnerships that strengthen our community.

This year, UCFS Healthcare made care more accessible, addressed barriers to health, and strengthened the services and systems on which our community depends. From supporting children to expanding resources for older adults, our work reflects a simple belief: everyone deserves compassionate, high-quality care.

These accomplishments would not be possible without our dedicated staff, board of directors, community partners, and generous donors. I am deeply grateful to everyone who brings our mission to life for the residents of Eastern Connecticut.

In 2027, UCFS Healthcare will celebrate **150 years of serving our community.** This milestone is an opportunity to honor the generations who built our legacy while looking ahead to the needs and possibilities of the next generation—those who come to the table every day to create meaningful change.

Thank **you** for taking **your** seat at the UCFS Healthcare table. Together, we can honor our past, strengthen our present, and build a healthier future for the communities we serve.

"Meaningful change starts when we come together."



HEALTH

Change Starts at the Exam Table

The exam table is where so many important moments in healthcare begin.

It is where your child may sit nervously before their first checkup. Where your father may reveal a concern he's been hesitant to discuss. It is a place where questions are asked, stories are shared, and trust begins to grow. What happens there matters—not because of the table itself, but because it is where a patient and provider meet.

In FY2026, **18,843 patients trusted UCFS Healthcare with their care—over 1,000 more patients than the year before.** Almost 19,000 individual histories were shared with a caring UCFS Healthcare provider who understands that healthcare is more than a diagnosis or prescription; it is the next step toward better health.

At UCFS Healthcare, that next step meant making essential medication more affordable by launching the Community Prescription Assistance Service program, making insulin and injectable epinephrine available and affordable to eligible patients.

It meant helping our community navigate a complicated insurance enrollment system. Our Access-to-Care team completed 1,210 applications so that people could get insurance coverage and access to the services that coverage affords.

For families with children, access also means being able to obtain care when it is needed at our Nightlight Pediatric clinic, at one of our 10 school-based health centers, or 24/7 through our Mobile Crisis Intervention Services responding to youth at risk in their own home.

Every conversation between a patient and provider is an opportunity to listen, build trust, and make a difference. Because change doesn't always begin with something big.

Sometimes, it begins with a question.
Sometimes, it begins with being heard.
Sometimes, change starts at the exam table.



HEALTHIER HABITS. STRONGER COMMUNITIES.

Everyday choices. Lasting impact.

NUTRITION

Change Starts at the Dinner Table

While healthcare often begins in an exam room, lasting change can begin somewhere much more familiar: at the dinner table.

Advice about healthy eating has little value when there is not enough food at home. UCFS Healthcare's work at the dinner table connects nutrition guidance with the practical support people need to put a meal on that table. For this reason, UCFS Healthcare set its priorities on both.

Our new nutrition program, led by Claudia Mejia, MS, RDN, CDN, CLC, brought professional guidance into whole-person care. It supported patients in making food choices that fit their health needs and daily lives, alongside the care they received from their providers. At the same time, UCFS Healthcare expanded its response to food insecurity. The Rosalyn Allen Food Pantry brought resources into Eastern Connecticut communities feeding **12,934 individuals.** A new Eldercare Food Bank added another source of support for older adults at UCFS' Ross Adult Day Center.

When SNAP cuts and the government shutdown put additional pressure on household food budgets, UCFS Healthcare stepped up with community partners to respond. Healthy eating is not simply about knowing what to eat. It is also about having access to resources to ensure your family does not go hungry.

Sometimes, change starts with a meal shared around a familiar table.

LEADERSHIP

Change Starts at the Board Table

At UCFS Healthcare, the Board table is where mission meets stewardship, and where decisions about financial resources, operations, and growth help shape the organization's future.

UCFS Healthcare Board of Directors volunteer their time and expertise to set our strategic vision and ensure the resources needed to enact that vision are secured.

After decades of advocacy, achieving Medicaid rate relief marked an important step toward strengthening financial support for the care UCFS Healthcare provides. With over half of our patients enrolled in the Medicaid program, the impact of those added funds was profound, and UCFS Healthcare ended the fiscal year with an operating surplus.

Building that foundation also required improvements behind the scenes. UCFS Healthcare redesigned its billing and collections processes to rank in the **Top 10** for accuracy and efficiency among **over 300 healthcare organizations nationwide.**

The Board honored its past by celebrating the 100-year anniversary of the Sheltering Arms Building on McKinley Avenue in Norwich. They also created space for new opportunities. In October 2025, we grew our behavioral health services department with the opening of UCFS Beyond Healthcare at 55 Town Street in Norwich. This location is also home to our call center.

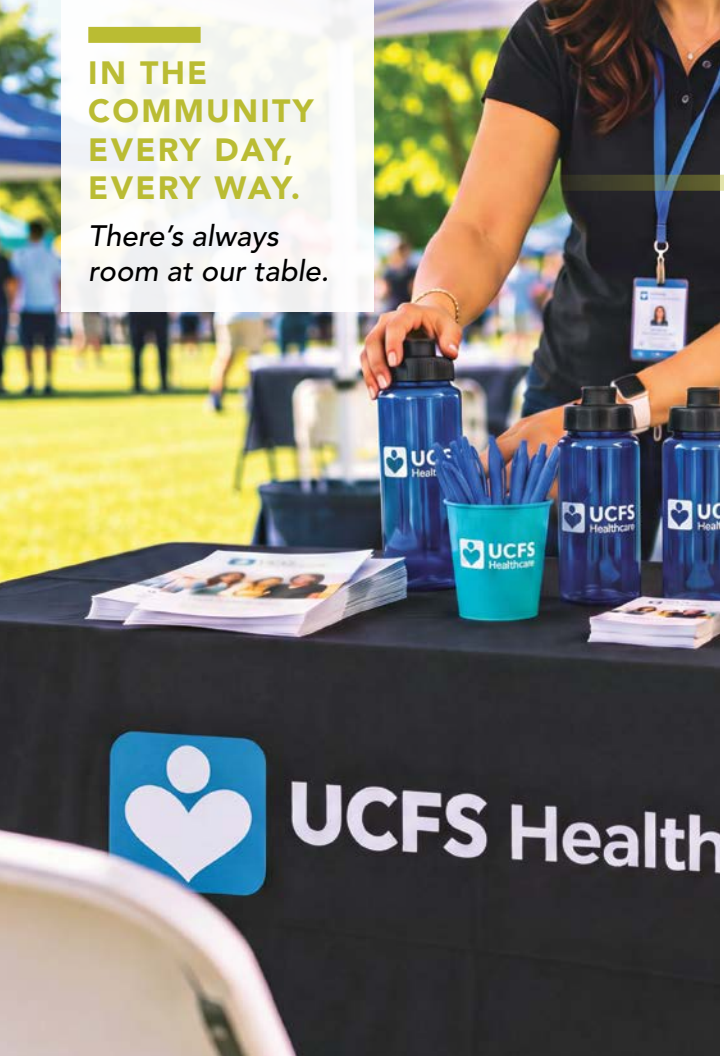
Each accomplishment reflects an important part of responsible leadership: making thoughtful financial decisions, strengthening the systems that keep care moving, and investing in the capacity to meet future needs. Board decisions reach far beyond the Board table.

At UCFS Healthcare, change starts at the Board table.



COMMITMENT IN ACTION.

Together, we turn leadership into meaningful community impact.



IN THE COMMUNITY EVERY DAY, EVERY WAY.

There's always room at our table.

COMMUNITY

Change Starts at the Community Table

Change starts with showing up. It starts with pulling up a chair, listening to one another, sharing ideas, and asking, What can we accomplish together?

For UCFS Healthcare, the community table is more than a metaphor. It represents how we work every day to improve the health and well-being of the people and communities we serve.

Through partnerships with organizations such as Norwich Public Schools, Otis Library, Safe Futures, the NAACP, Child and Family Agency, and many, many others, UCFS Healthcare works alongside trusted community organizations to address local needs and connect people with resources where they are.

This is what the community table looks like.

It is working with schools to help children and families thrive through our 10 school-based health centers. With temporary grant funds expiring, UCFS Healthcare secured **$443,000 in annual Connecticut Department of Public Health funding** to help address operating shortfalls and sustain school-based care across all 10 centers, serving **1,326 enrolled students.**

It is partnering with Safe Futures to help people in vulnerable circumstances access the healthcare and support they need in a place where they feel safe.

It is connecting people with practical resources beyond the healthcare setting. During FY2026, UCFS Healthcare Community Health Workers made **418 referrals** to community organizations that could help them with needs such as housing, energy, transportation, and financial assistance.

Each partnership brings a different perspective, resource, or opportunity to the table. Together, these relationships help UCFS Healthcare reach people where they are, strengthen connections across services, and respond to needs that no single organization can address alone. Because when we come together around the community table, we don't just talk about change. We create it.

At UCFS Healthcare, change starts at the table surrounded by trusted partners.

FY2026 BY THE NUMBERS

All Outpatient Visits

134,498 | **18,843** Unique Clients

Primary Care and School-Based Health Center Visits

36,172

13,492 Unique Patients

Behavioral Health Visits

85,437

4,653 Unique Clients

Community Based Behavioral Health

1,844

Children & Families Served

Dental Visits

10,081

5,276 Unique Patients

Gynecology Visits

2,088

1,458 Unique Patients

Ross Adult Day Center

5,668 DAYS

85 Unduplicated Clients

Sheltering Arms Residential Care

10,432 DAYS

35 Unduplicated Clients

Access to Care

Applications

1,210 | **825** Unduplicated Clients

Screenings

2,201 | **935** Unduplicated Clients

Community Health Workers Referrals

418 | **368** Unique Clients

FY2026 FINANCIAL RESULTS

Unaudited Fiscal Year Ended June 30, 2026

OPERATING REVENUE

Fees	$25,896,363
Grants	$14,324,661
Contracts	$3,259,997
United Way	$229,017
Special Events & Contributions	$661,786
Other	$677,806
Total Operating Revenue	**$45,049,630**

OPERATING EXPENSES

Behavioral Health Services	$11,960,689
Medical Services	$7,711,259
Dental Health Services	$2,169,215
Eldercare Services	$2,409,110
Community Outreach Services	$9,349,058
School-Based Services	$1,906,546
Administration	$6,338,193
Total Operating Expenses	**$41,844,070**

Annual Operating Surplus: **$3,205,560**



$150,000 MATCH OPPORTUNITY.

Your generosity can go even further.

LORD MATCHING GIFT

Pull Up a Chair

A gift to UCFS Healthcare supports an organization doing practical work: helping patients navigate insurance applications, making essential medicine more affordable, connecting families with food resources, and keeping care available in schools. These achievements show the kind of care and access your generosity helps UCFS Healthcare sustain.

Now, the Edward and Mary Lord Foundation has generously committed $150,000 in matching funds. Your contribution can help UCFS Healthcare unlock this opportunity and strengthen the resources available for its mission.

For nearly 150 years, UCFS Healthcare has served people and communities who need dependable, compassionate care. Your support can help individuals and families find care close to home at one of our five health centers in Norwich, Plainfield, Griswold, New London, and Colchester. It can help a caregiver receive respite and support through our Ross Adult Day Center. It can help connect a family with food.

Please make a gift toward the matching opportunity. Your support helps UCFS Healthcare continue responding when a patient needs care, a family needs help finding resources, or an older adult needs additional support.

Pull up a chair alongside the staff, providers, partners, board members, and donors who make this work possible. Help us keep care within reach for our community.

There is a place for you at the table.

GOLF SPONSORS & DONORS

UCFS Healthcare held the 2026 Golf Tournament on Monday, August 17, 2026, at Lake of Isles. Thank you to the businesses and individuals who contributed sponsorships, prizes, giveaways and time to this event.

Dinner Sponsors
Genoa Healthcare
NFP

On-Course Refreshment Sponsor
New England Service & Controls

Lunch Sponsors
Alera Group
Robinson+Cole

Hole in One Sponsor
Drs. Rachna and Ramindra Walia

Prize Sponsor
Waypoint Credit Union

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OB-GYN Services, P.C.
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Carol Walker,
UCFS Healthcare Board Member

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M&T Bank
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Great Wolf Lodge
Mohegan Sun
Mystic Aquarium
Norwich Golf Course
Norwich Spa at Foxwoods
UCFS Healthcare Senior Management Team
UCFS Healthcare Eldercare Committee
W.R. Allen Company, Inc.
Waypoint Credit Union

Goodie Bag Donors
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CCi Voice
NFP
Norwich Public Utilities
Robinson+Cole
Waypoint Credit Union

Save the date for next year: August 16, 2027!

PARTNERSHIPS

FEDERAL, STATE, LOCAL, AND FOUNDATION GRANT

Access Health CT
Ascend Bank
Chamber of Commerce of Eastern Connecticut Foundation
Chelsea Groton Foundation
Community Foundation of Eastern Connecticut:
- Joan D. Hauptfeld Fund
- Norwich Area Physicians' Fund

Delta Dental
Fortin Family Foundation, Inc.
Global City Norwich
R.S. Gernon Trust
School-Based Health Alliance
Senior Resources Agency on Aging
State of Connecticut Department of:
- Children and Families
- Mental Health and Addiction Services
- Public Health
- Social Services

U.S. Department of Health and Human Services; Health Resources and Services Administration; Bureau of Primary Health Care
U.S. Department of Health and Human Services; Substance Abuse and Mental Health Services Administration
Workers' Compensation Trust
WONDR Nation

UNITED WAY

United Way of Southeastern Connecticut

CITY AND TOWN CONTRIBUTIONS

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Groton
Lisbon
Montville
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Preston
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Norwich Public Utilities
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Shear Timing Hair Salon
Southeast Connecticut Eye Care, LLC
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- Bloomin' 4 Good Program
- Community Bag Program

Dr. and Mrs. Robert Strick
Andrea M. Sullivan
Sullivan Grandchildren
W.R. Allen Company, Inc.
Jennifer Wakeham
Waypoint Credit Union

LOCATIONS

NORWICH
General Administration
34 East Town Street
860-889-2375

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

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

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

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

PLAINFIELD
Plainfield Health Center
120-122 Plainfield Road
860-822-4938

School-Based Health Centers

NORWICH
Integrated Day Charter School
68 Thermos Ave #2
860-822-2803

Kelly Middle School
25 Mahan Drive
860-822-2803

Stanton Elementary School
386 New London Turnpike
860-822-2803

Teachers' Memorial Middle School
15 Teachers Drive
860-822-2803

Norwich Technical High School
7 Mahan Drive
860-822-2803

Norwich Free Academy (NFA)
305 Broadway
860-822-2803

MONTVILLE
Montville High School
800 Old Colchester Road
860-822-2803

Tyl Middle School
166 Chesterfield Road
860-822-2803

WATERFORD
Waterford High School
20 Rope Ferry Road
860-822-2803

Clark Lane Middle School
105 Clark Lane
860-822-2803

Eldercare Services

NORWICH
Sheltering Arms Residential Care
165 McKinley Avenue
860-887-5005

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



LEADERSHIP

Senior Management Team

Jennifer Granger, President/CEO
Carolyn Trantalis, Chief Operating Officer
Wendy Palacios, Chief Financial Officer
Christina Killizli-Salameh, Chief Transformation Officer
Dr. Ramindra Walia, Chief Medical Officer
Pamela Allen Kinder, VP Business Development
Sharon Laliberte, Compliance Officer
Sam Robinson, VP Behavioral Health

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