

***Fast*** 2020  
*Annual Report*

***Forward***

*While Looking Back*



**UCFS Healthcare**  
Well-Being Redefined.

To the community we serve...

# Put your mask up to keep the numbers down.

Now that we've gotten the most important message of the year out of the way... I'm pleased to share other timely updates from this region's longest-operating health system, UCFS Healthcare.

While the presence and demands of a pandemic are undeniable, the headlines highlighted in this report represent just a few months of a very full year of comprehensive efforts to improve the health and well-being of our community. The sudden and universal impact of the onset of COVID-19 resulted in equally sudden and universal changes in all aspects of our operations.

**How did we achieve immediate implementation of remote teams, telehealth services and countless other new protocols? Simply said, we adopted and adapted in fast-forward.**

In just three days, we trained over 170 clinicians and launched fully-functional telehealth technology that allowed clients in behavioral and medical modalities to arrange for a timely, supportive and quality care experience. By reducing barriers to care (transportation, language, etc.) we improved access significantly by providing video and telephone telehealth visits and increased adoption of our patient portal for easy communication.

Governor Lamont declared a public health emergency that left little doubt about the seriousness of the COVID-19 pandemic. Businesses and schools closed their doors, but essential workers like UCFS remained open. We immediately adopted new screening and infection-control protocols so that staff could come to work every day to make sure that anyone who needed to be seen face-to-face by a medical, dental or behavioral health provider could do so safely. At the time of this publication, we provided over 2,000 COVID-19 tests both at UCFS and in the community. I am in awe and forever grateful for our UCFS Healthcare heroes.

I should point out that this nearly instantaneous shift in how we provide care was directly on the heels of our "Epic" electronic health record implementation. With over 120 new computers, double that number of monitors and a fully re-engineered voice/data network, by the first week of March we were not only prepared for greater client demand we were prepared for something unexpected — a pandemic. I thank the entire information technology team — we could not have made it through this year without you.

Speaking of being without, in the months leading up to the pandemic and most certainly during recent days, we became aware that an increasing number of residents were going without basic food. While simultaneously providing free and accessible COVID-19 testing to individuals from 55 towns in eastern Connecticut, we also handed out more than 41,000 pounds of food.



Addressing the unusual demands caused by social distancing and reduced mobile food pantry operations, UCFS stepped up to ensure that those in need knew where to turn. Thank you to the food pantry distribution team for safely and proactively participating in these public events. You are doing all you can to ensure that no one goes hungry, for addressing this basic need is the first step in keeping our friends and neighbors healthy.

**In between pandemics, pantries and computer programming we fulfilled our core mission in meeting the evolving healthcare needs of our changing community.**

We brought much-needed primary care services to our existing New London Health Center and to our popular eldercare programs. In addition, we performed thoughtful research into the needs of the LGBTQ+ community, established a cross-disciplinary task force to address the health disparities among a population often at greater risk, and enacted a plan to train staff and expand services that will meet anticipated needs.

Let me conclude by highlighting one of the first actions we took in the 2019-2020 year — a service partnership with Connecticut GI. UCFS now offers on-site gastroenterological services including colonoscopy screenings and other common consultations at our Norwich and Griswold Health Centers, as well as at CTGI surgical centers/regional hospitals. So many more serious conditions can be prevented with these vital screenings and we appreciate the team at CTGI for improving access to care for our clients.

**Fast-forwarding to the months ahead? What can we expect? Well, for the most part, the unexpected.**

In addition to unknowns such as when a COVID-19 vaccine will arrive, we do know that we all need to work more aggressively to ensure that consumers address preventive, chronic and primary care needs while minimizing the risk of exposure to this virus. UCFS will continue to be exemplary in our infection control protocols and our encouragement of the community to do the same. We can't let the fear of getting sick keep us from staying well.

**On behalf of more than 380 health professionals who define our system, we are honored to be of service to our community and I am honored to call them colleagues and friends.**

President/CEO



Leadership Message

Unaudited – fiscal year ended June 30, 2020.

## Operational Revenue

Fees	\$19,831,724
Grants	\$11,693,591
Contracts	\$1,580,087
United Way	\$332,616
Special Events & Contributions	\$271,000
Other	\$248,787

**TOTAL OPERATIONAL REVENUE** **\$33,957,805**

*Includes COVID-19 Income in 2020.*

## Operational Expenses

Behavioral Health Services	\$17,835,586
Medical Services	\$6,981,703
Dental Health	\$2,851,555
Eldercare Services	\$1,708,478
Community Outreach Services	\$414,152
School-Based Services	\$583,398
Administration	\$5,328,941

**TOTAL OPERATIONAL EXPENSE** **\$35,703,813**

*We received Paycheck Protection Program (PPP) monies totaling \$6.3 million that was used to offset FY 20 expenses. However, this revenue cannot be recognized until loan forgiveness is obtained which we expect to occur in FY 21.*



Annual  
Operating Deficit  
**(\$1,746,008)**

Depreciation Expense  
**(\$1,294,439)**

Agency Deficit  
**(\$3,040,447)**



### 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

**Deberay 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

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**Nicholas Caplanson**

**Caroline Fortin**

**Patrick McCormack**

**Paul Mathieu**

**Jacqueline Patenaude**

**Connie Hilbert**

**Charlene Jones**

**Jocelyn Williams**

**Primary Care**

**36,609**

client visits

**11,767**

unique clients seen

**Women's Health**

**2,441**

client visits

**1,526**

unique clients seen

**Dental**

**15,536**

client visits

**6,314**

unique clients seen

**Behavioral Health**

**85,203**

client visits

**4,859**

unique clients seen

**Community-Based Behavioral Health**

over **2,000** children and their families served

**Access to Care**

**1,026** unduplicated clients served

**902** screenings

**1,123** applications for insurance and other assistance programs

**Case Management**

**576** new referrals

**Medical Home**

**241** families served

**Eldercare Services**

Ross Adult Day Center

**69** clients

**5,914** days

Sheltering Arms

**34** residents

**9,744** days

**TOTAL ALL SITES**

**142,789**

client visits

**18,427**

unique clients seen

**FEDERAL, STATE, LOCAL AND FOUNDATION GRANTS**

4imprint  
 Advanced Behavioral Health, Inc.  
 Chamber of Commerce of Eastern CT  
 Chelsea Groton Bank Foundation  
 Child Health & Development Institute  
 City of New London – Community Development Block Grant  
 Community Foundation of Eastern CT – Alessi Family Foundation  
 Community Foundation of Eastern CT – Census Grant  
 Community Foundation of Eastern CT – Neighbors for Neighbors Fund  
 Community Health Center Association of CT (CHCACT)  
 CT Association of Realtors Foundation  
 CT Health and Education Facilities Authority  
 State of Connecticut:  
 – Department of Children and Families  
 – Department of Mental Health and Addiction Services  
 – Department of Public Health  
 – Department of Social Services  
 – Department of Transportation  
 – Office of Early Childhood  
 Costco Wholesale #200  
 Department of Revenue Services/  
 Norwich Public Utilities  
 Neighborhood Assistance Act  
 Dime Bank Foundation  
 Dominion Foundation  
 Eastern CT Association of Realtors Foundation  
 William Casper Graustein Foundation  
 Dr. Edward Hargus  
 Harvard Pilgrim Foundation  
 Health and Human Services  
 Last Green Valley  
 New London Kiwanis Club  
 Norwich Rotary Foundation

R.S. Gernon Trust  
 Senior Resources Agency on Aging  
 Stop & Shop New England  
 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)  
 Willimantic Elks Club

**UNITED WAY CONTRIBUTIONS**

United Way of Southeastern CT  
 United Way Campaign  
 United Way of Greater Philadelphia  
 Valley of the Sun United Way

**CITY AND TOWN CONTRIBUTIONS**

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

**SUPPORTERS**

Geri S. Allen  
 William Allen  
 Anderson Law Firm  
 Nancy Barnhart  
 Scott Bassett  
 Bay Coast Behavioural Health, LLC  
 James Bernardo Land Surveying, LLC  
 – In memory of Virginia Bernardo  
 Big Y Giving Tag Program  
 Chuck & Eva Bunnell  
 Debbie Caron  
 Patrick Caron  
 Charter Oak Federal Credit Union  
 Leo & Christina Chupaska  
 Goldblatt Bokoff, LLC  
 Deb Burke-Grabarek

Dime Bank  
 Abby Dolliver  
 Mary Grace Donovan  
 Eastern CT Savings Bank  
 Claire Erardy  
 George Galinsky  
 Richard & Gail Gale  
 Grampies Charities Gives  
 Jennifer Granger  
 Frank & Connie Hilbert  
 Deberey & Lloyd Hinchey  
 Bev & Joseph Jaskiewicz  
 Jewett City Savings Bank  
 Frank Johnson Trust  
 Mark & Jill Johnson  
 Laurie Keenan  
 James & Nancy Kinder  
 Pamela & Chris Kinder  
 Lebanon 4H Dairy & Beef Club  
 Joseph Lobe  
 St. Luke Lutheran Church  
 Dawn & Phil McDermott  
 Martha & Jean Mador  
 Mohegan Sun  
 Mohegan Tribe  
 Joy Passmore  
 Meryl J. Plotkin  
 Putnam Bank Foundation  
 Your Cause – Pfizer Foundation  
 Chuck & Susan Seeman  
 Shear Timing Hair Salon  
 Heidi Simmons  
 Stop & Shop Giving Tag Program  
 Stop & Shop – Norwich  
 Dr. Robert Strick  
 Donald Trella  
 TRUiST Donations  
 UCFS Healthcare Board of Directors  
 WR Allen & Co., Inc.  
 Drs. Ramindra & Rachna Walia  
 Irene Weiss  
 Earl & Maria Winthrop



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.

Enrolling in *Caring in Action* is easy — simply send an email to **Pam Kinder** at [pkinder@ucfs.org](mailto:pkinder@ucfs.org) indicating that you wish to become a member.

You will be contacted with all the information you need.

Simple  
Direct  
Impactful

*Thank you to our current members of Caring in Action who through their donations were able to support twelve patients who were experiencing financial difficulties with a variety of outstanding bills. We would like to share with you just a couple of their stories to illustrate how their generosity has helped our patients.*

Anonymous

Carl & Bonnie Banks

Chelsea Groton Bank

Leo & Christina Chupaska

CorePlus Credit Union

Jan Davis

Bill & Abby Dolliver

Melissa Banks

Frank & Connie Hilbert

Lloyd & Debery Hinchey

Jennifer Granger

Michael & Charlene Jones

Chris & Pam Kinder

Marta Lachcik

Tom & Sharon Laliberte

Kathryn Lord

OB-GYN Services

Theodore Phillips, II

Robinson + Cole

Andrea Sullivan

Jeff & Cara Westcott

WR Allen Companies

**MARIA'S STORY**

Maria has been a UCFS patient since 2015. She is undocumented and uninsured although she does have two daughters who are U.S. citizens and are enrolled in HUSKY A. She works cleaning people's houses to care for herself and her family. She receives services at UCFS and, through our sliding fee scale, has always been able to make her payments, until she lost her job due to COVID-19. She is now unemployed and does not qualify for any COVID-19 stimulus money or unemployment. With your help, we have been able to forgive her balance which allows her to focus on addressing other basic expenses to keep a roof over her family's head and food on the table.

**JOSEPH'S STORY**

Joseph lost his job due to COVID-19 and did not qualify for unemployment or stimulus money. He and his wife have four children, three of whom are under the age of five. They did not have the financial resources to pay \$10 per month for internet service for their daughter to participate in online schooling. The family accumulated significant debt due to Joseph's lost wages. Your assistance allowed UCFS to assist them to pay a utility bill so that they can direct their resources toward other expenses and allow their daughter to participate in remote learning.



For more information, please visit [UCFShealthcare.org](http://UCFShealthcare.org)

In the Community

Impactful



Responsive



Access



Community

Inclusive

As a community, we have much to look forward to in the months ahead. A time when we can share smiles, shake hands, hug our loved ones, and make those connections that are at the very heart of our humanity.

As much as we wish we could fast-forward to that time, we need to remain in the present and face the challenges before us. While the pandemic continues, we must maintain our vigilance and work together to minimize the risk of exposure to COVID-19. Please remember the most important message of all...

**Mask Up. Numbers Down.**



Stronger

Together



Supportive



Well-Being



# LOCATIONS

## Norwich

### General Administration

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

### Rock Nook

#### Community Behavioral Health Programs

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, [ucfseldercare.org](http://ucfseldercare.org)

### Ross Adult Day Center

165 McKinley Avenue, Norwich

860-889-1252, [ucfseldercare.org](http://ucfseldercare.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

Stronger  
Together

# PROGRAMS & SERVICES

## Primary and Specialty Medical Services

- Adult and Pediatric Primary Care
- Women's Health
- Geriatrics

## Dental

- General and Pediatric Dentistry
- Special Smiles Dental Operatory
- 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

## 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