

**UNITED
COMMUNITY & FAMILY
SERVICES**

BUDGET REQUEST

FY2023



TOWN OF WATERFORD
15 Rope Ferry Road
Waterford, CT 06385
860-442-0553

SOCIAL SERVICES GRANT FUNDING REQUEST

ORGANIZATION NAME: United Community & Family Services
REQUEST DATE (FISCAL YEAR): FY2023
REQUESTED AMOUNT: \$8,000

BENEFIT STATEMENT (Describe how these funds will be used)

Many of the people that UCFS serves have nowhere else to turn for the essential professional care they need and deserve. UCFS provides services regardless of ability to pay, accepts all insurance types, including Medicaid and Medicare, and provides an income-based sliding fee scale for low-income uninsured and underinsured clients. This amount will be used to support our programs in the following ways: \$2,000 for Dental Services, \$2,000 for Primary Care Medical Services, \$1,000 for Women's Health Services and \$3,000 for Behavioral Health Services.

Per Town of Waterford Budget Guidelines: please attach a certified audit report of all funds appropriated during the last completed fiscal year to your funding request.

DECLARATION

I, the requester, understand that I am requesting public funds from the Town of Waterford. I declare that this request does not pose any potential conflict with the Town of Waterford and I will provide any documentation requested by the Town of Waterford to authorize funding this request or review the appropriateness of the request.

Signature

12/6/21

Date

December 6, 2021

Board of Selectmen
Town of Waterford
15 Rope Ferry Road
Waterford, CT 06385

Dear Board of Selectmen:

On behalf of Waterford residents in need, United Community and Family Services, Inc. (UCFS) is requesting that the Town of Waterford include \$8,000 in its FY 2022-2023 budget to help subsidize the services we will provide to Waterford residents.

During the fiscal year ending June 30, 2021, UCFS provided dental, medical, and behavioral health to **217 unduplicated Waterford residents at a total cost of \$319,979**. UCFS provided:

- 64 dental visits to 35 Waterford residents at a cost of \$23,552
- 172 primary care medical visits to 76 Waterford residents at a cost of \$46,428
- 15 women's health visits to 13 Waterford residents at a cost of \$2,874
- 1,772 behavioral health visits to 93 Waterford residents at a cost of \$247,125

Based on conservative growth projections, we anticipate the cost to provide services to Waterford residents to be approximately \$381,379 for the fiscal year ending June 30, 2023. UCFS' commitment to the Waterford community is further evidenced in the two new school-based health centers we opened at Clark Lane Middle School and Waterford High School in 2021.

On average, the amount of uncompensated care provided to our clients is 10% of our total costs to provide these services. Annually we request the cities and towns we serve to assist us in paying for uncompensated care provided to their residents. For the fiscal year ending June 30, 2023, Waterford residents' amount is projected to be \$38,138. Based on prior conversations with members of the Board, **we are limiting our request to \$8,000**. This amount will be used to support our programs in the following ways:

- ❑ \$2,000 for Dental Services
- ❑ \$2,000 for Primary Care Medical Services
- ❑ \$1,000 for Women's Health Services
- ❑ \$3,000 for Behavioral Health Services

Many of the people that UCFS serves have nowhere else to turn for the essential professional care they need and deserve. UCFS provides services regardless of ability to pay, accepts all insurance types, including Medicaid and Medicare, and provides an income-based sliding fee scale for low-



income uninsured and underinsured clients. UCFS was awarded \$334,058 from the United Way for FY 2022, which represents 1% of the total agency budget.

UCFS employs **400 staff** for a total preliminary FY2023 budget amount of **\$31,806,016** inclusive of benefits.

To support our request, you will find the following:

- List of municipalities who support UCFS and the amount of funding they provide
- FY23 and FY22 Budget
- FY22 Year to date Actual as compared to budget
- FY20 Audit Report
- FY21 Annual Report

Please note that our proposed FY23 budget is only a rough estimate at this stage since the budget will not be completed until June 2023.

Waterford's continued support is critical to ensuring that care is available to Waterford residents who would otherwise be unable to afford its full cost. With Waterford as an ongoing partner, UCFS will continue to make a positive impact on the lives of your residents in need.

If you require any additional information, please feel free to contact me at (860) 822-4143. Thank you for your past support and your consideration of this request.

Sincerely,



Jennifer Granger
President & CEO



Services Provided to Waterford Residents During FY 2021
Detail of FY23 Funding Request

Dental Program:

64 patient visits
Subsidy Requested: \$2,000

This funding will be used to provide 15 dental visits during FY 2023 to 11 Waterford clients who do not have the ability to pay for these services.

Medical Program:

172 patient visits
Subsidy Requested: \$2,000

This funding will be used to provide 14 medical visits during FY 2023 to Waterford clients who do not have the ability to pay for these services.

Women's Health Program:

15 patient visits
Subsidy Requested: \$1,000

This funding will be used to provide 7 women's health visits during FY 2023 to Waterford clients who do not have the ability to pay for these services.

Behavioral Health Services:

1,772 sessions of direct professional care
Subsidy Requested: \$3,000

This funding will be used to provide 24 behavioral health visits during FY 2023 to Waterford clients who do not have the ability to pay for these services.



UCFS
Cities and Towns Funding Requests
Fiscal Year 2022

Town Name	FY2022 Request	FY2022 Received
Bozrah (incl. Gilman)	\$ 22,232.00	\$0.00
Canterbury	\$ 34,094.00	
Colchester	\$ 111,659.00	\$0.00
E. Lyme (incl. Niantic)	\$ 21,835.00	\$6,301.00
Franklin (incl. N. Franklin)	\$ 10,230.00	\$3,500.00
Griswold (incl. Jewett City)	\$ 298,654.00	\$5,000.00
Groton (incl. Groton Long Pt., Noank)	\$ 4,000.00	\$4,000.00
Lebanon	\$ 21,211.00	\$5,116.00
Ledyard (incl. Gales Ferry)	\$ 56,697.00	\$0.00
Lisbon	\$ 30,479.00	\$20,000.00
Lyme (incl. Hadlyme, Old Lyme, S. Lyme)	\$ 4,555.00	\$4,555.00
Montville (incl. Uncasville, Oakdale)	\$ 119,642.00	\$1,500.00
New London	\$ 121,325.00	\$0.00
North Stonington	\$ 6,849.00	\$1,050.00
Norwich (incl. Taftville, Yiantic, Occum)	\$ 150,000.00	\$50,000.00
Plainfield (incl. Ctr. Village, Moosup, Wauregan)	\$ 197,570.00	\$0.00
Preston	\$ 37,570.00	\$27,621.00
Salem	\$ 17,007.00	\$0.00
Sprague (incl. Baltic, Hanover, Versailles)	\$ 42,389.00	\$0.00
Voluntown	\$ 28,203.00	\$0.00
Waterford (incl. Quaker Hill)	\$ 8,000.00	\$7,200.00
TOTAL	\$ 1,344,201.00	\$135,843.00

United Community and Family Services
Revenue & Expenses

As of September 30, 2021

	YTD	Budget	Variance	YR Budget
Revenue				
OutPatient Revenue	4,476,013	4,524,649	-48,636	19,675,840
Government Grant Revenue	1,863,086	1,810,922	52,164	7,243,688
HRSA 330 Grant Revenue	445,125	508,018	-62,892	2,032,070
Eldercare Fees	345,765	349,133	-3,368	1,396,531
340B Pharmacy	174,054	175,625	-1,570	702,500
Contract Revenue	168,339	127,001	41,337	508,005
United Way	82,864	83,514	-651	334,058
Foundation Revenue	417	37,500	-37,083	150,000
Contributions	73,743	31,817	41,925	127,270
Cities & Towns Revenue	31,604	28,981	2,624	115,922
Special Events	760	1,875	-1,115	51,500
Rental Income	49,316	48,988	328	222,853
COVID Income	288,171	575,271	-287,100	2,226,401
Miscellaneous Income	613	1,577	-964	6,750
Total Revenue	7,999,868	8,304,870	-305,002	34,793,388
Expenses				
Personnel Expense				
Personnel Expense	5,899,857	6,147,107	247,250	24,313,493
Fringe Benefits	1,362,296	1,578,688	216,392	6,239,132
Total Salary Related Expenses	7,262,154	7,725,795	463,641	30,552,625
Other Expenses				
Contracted Labor/Services/Equipment	611,873	580,426	-31,447	2,325,555
Equipment & Supplies	180,650	223,938	43,289	1,067,202
Occupancy	138,866	137,447	-1,419	549,790
Interest & Debt Service	33,254	34,500	1,246	138,000
Insurance	101,548	101,378	-170	405,511
Telephone/Communications Exps	77,698	80,250	2,552	321,001
Transportation - Client/Staff	51,829	50,602	-1,227	202,408
Staff Training & Meetings	11,588	47,590	36,002	190,361
Marketing & Fundraising	16,836	36,662	19,826	169,650
Advertising-Employment	30,126	7,750	-22,376	31,000
Staff & Volunteer Recognition	1,352	6,050	4,698	24,200
Client Support	15,997	8,664	-7,333	34,654
Miscellaneous Expenses	22,007	43,316	21,310	119,267
Total Other Expense	1,293,625	1,358,575	64,950	5,578,598
Total Labor and Other Expenses	8,555,778	9,084,370	528,592	36,131,224
Operations Surplus/Deficit	-555,910	-779,500	223,590	-1,337,835
Allocated Administration	0	0	0	0
Surplus/Deficit after GA	-555,910	-779,500	223,590	-1,337,835
Non-Allow Allocation	0	0	0	0
Total Surplus/Deficit	-555,910	-779,500	223,590	-1,337,835

United Community and Family Services, Inc
Annual Operating Budget - Preliminary 2023

For the Fiscal Years Ending June 30, 2023 and 2022

	2023	2022
Revenue		
OutPatient Revenue	21,996,820	19,675,840
Government Grant Revenue	7,643,688	7,243,688
HRSA 330 Grant Revenue	1,532,070	2,032,070
Eldercare Fees	1,496,531	1,396,531
340B Pharmacy	702,500	702,500
Contract Revenue	558,005	508,005
United Way	334,058	334,058
Foundation Revenue	150,000	150,000
Contributions	127,270	127,270
Cities & Towns Revenue	115,922	115,922
Special Events	51,500	51,500
Rental Income	222,853	222,853
COVID Income	1,839,277	2,226,401
Miscellaneous Income	6,750	6,750
Total Revenue	36,777,244	34,793,388
Expenses		
Personnel Expense	24,942,971	24,313,493
Fringe Benefits	6,863,045	6,239,132
Total Salary Related Expenses	31,806,016	30,552,625
Contracted Labor/Services/Equipment	2,172,066	2,325,555
Equipment & Supplies	888,546	1,067,202
Occupancy	560,786	549,790
Interest & Debt Service	140,760	138,000
Insurance	413,621	405,511
Telephone/Communications Exps	327,421	321,001
Transportation - Client/Staff	206,456	202,408
Staff Training & Meetings	194,168	190,361
Marketing & Fundraising	173,043	169,650
Advertising-Employment	31,620	31,000
Staff & Volunteer Recognition	24,684	24,200
Client Support	35,347	34,654
Miscellaneous Expenses	121,652	119,267
Total Other Expense	5,290,170	5,578,599
Total Labor and Other Expenses	37,096,186	36,131,224
Operations Surplus/Deficit	-318,942	-1,337,836
Allocated Administration	0	0
Surplus/Deficit after GA	-318,942	-1,337,836
Non-Allow Allocation	0	0
Total Surplus/Deficit	-318,942	-1,337,836

United Community & Family Services, Inc.

**Federal Awards in
Accordance with the Uniform Guidance
and Independent Auditor's Reports**

June 30, 2020

United Community & Family Services, Inc.

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Independent Auditor's Report on Internal Control over Financial Reporting and on
Compliance and Other Matters Based on an Audit of Financial Statements
Performed in Accordance with *Government Auditing Standards*

To the Board of Directors
United Community & Family Services, Inc.

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of United Community & Family Services, Inc. (a nonprofit entity), which comprise the statement of financial position as of June 30, 2020, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated February 18, 2021.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered United Community & Family Services, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of United Community & Family Services, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of United Community & Family Services, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether United Community & Family Services, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

CohnReznick LLP

Hartford, Connecticut
February 18, 2021

Independent Auditor's Report on Compliance for Each Major Federal Program;
Report on Internal Control over Compliance; and Report on the Schedule of
Expenditures of Federal Awards Required by the Uniform Guidance

To the Board of Directors
United Community & Family Services, Inc.

Report on Compliance for Each Major Federal Program

We have audited United Community & Family Services, Inc.'s compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of United Community & Family Services, Inc.'s major federal programs for the year ended June 30, 2020. United Community & Family Services, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of United Community & Family Services, Inc.'s major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about United Community & Family Services, Inc.'s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of United Community & Family Services, Inc.'s compliance.

Opinion on Each Major Federal Program

In our opinion, United Community & Family Services, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2020.

Report on Internal Control over Compliance

Management of United Community & Family Services, Inc. is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered United Community & Family Services, Inc.'s internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of United Community & Family Services, Inc.'s internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Report on the Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the financial statements of United Community & Family Services, Inc. as of and for the year ended June 30, 2020, and have issued our report thereon dated February 18, 2021, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the financial statements as a whole.

CohnReznick LLP

Hartford, Connecticut
February 18, 2021

United Community & Family Services, Inc.

**Schedule of Expenditures of Federal Awards
Year Ended June 30, 2020**

Federal Grantor / Pass-Through Grantor / Program or Cluster Title	Federal CFDA Number	Pass-Through Entity Identifying Number	Passed Through to Subrecipients	Total Federal Expenditures
U.S. Department of Health and Human Services				
Health Center Program Cluster				
Health Center Program	93.224	N/A	\$ -	\$ 163,528
COVID-19 Health Center Program	93.224	N/A	-	63,751
Total CFDA 93.224			-	227,279
Grants for New and Expanded Services Under the Health Center Program	93.527	N/A	-	1,563,873
Total Health Center Program Cluster			-	1,791,152
Passed through the State of Connecticut Department of Public Health				
Maternal and Child Health Services Block Grant to the States	93.994	2019-0206	60,059	99,064
Immunization Cooperative Agreements (Non-cash assistance)	93.268	Not available	-	265,384
Passed through Eastern Connecticut Area Agency on Aging Aging Cluster				
Special Programs for the Aging-Title III, Part B, Grants for Supportive Services and Senior Centers	93.044	Not available	-	39,130
Total Aging Cluster			-	39,130
Passed through the Community Health Center Association of Connecticut, Inc.				
ACA - Transforming Clinical Practice Initiative: Practice Transformation Networks (PTNs)	93.638	1L1CMS331459-04-00	-	33,528
Passed through the Office of Early Childhood Maternal, Infant, and Early Childhood Home Visiting Grant	93.870	19OECMHV01UCF	-	450,563
Passed through the State of Connecticut Department of Children and Families				
Block Grants for Community Mental Health Services	93.958	16DCF0177AA	-	50,000
Substance Abuse and Mental Health Service Projects of Regional and National Significance	93.243	16DCF0177AA	-	87,860
Care Coordination	93.558	16DCF0177AA	-	372,230
Early Childhood Development	93.558	16DCF0177AA	173,340	807,971
EMPS Early Mobile Psychiatric Services	93.558	16DCF0177AA	-	855,640
Multidimensional Family Therapy (MDFT)	93.558	16DCF0177AA	-	402,188
Total Temporary Assistance for Needy Families			173,340	2,438,029
Passed through the Child and Family Agency of Southeastern Connecticut, Inc.				
Temporary Assistance for Needy Families	93.558	Not available	-	540,973
Total CFDA 93.558			173,340	2,979,002
Total U.S. Department of Health and Human Services			233,399	5,795,683
U.S. Department of Agriculture				
Passed through the State of Connecticut Department of Education Child and Adult Care Food Program	10.558	Not available	-	14,099
Total U.S. Department of Agriculture			-	14,099
U.S. Department of Transportation				
Passed through the State of Connecticut Department of Transportation Transit Services Program Cluster				
Enhanced Mobility of Seniors and Individuals with Disabilities	20.513	19DOT049AA	-	46,353
Total Transit Services Program Cluster			-	46,353
Total U.S. Department of Transportation			-	46,353
Total Expenditures of Federal Awards			\$ 233,399	\$ 5,856,135

See Notes to Schedule of Expenditures of Federal Awards.

United Community & Family Services, Inc.

**Notes to Schedule of Expenditures of Federal Awards
June 30, 2020**

Note 1 - Basis of presentation

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal grant activity of United Community & Family Services, Inc. (the "Organization") under programs of the federal government for the year ended June 30, 2020. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"). Because the Schedule presents only a selected portion of the operations of the Organization, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Organization.

Note 2 - Summary of significant accounting policies

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Negative amounts shown on the Schedule represent adjustments or credits made in the normal course of business to amounts reported as expenditures in prior years. The Organization has elected to use the 10-percent de minimis indirect cost rate for certain grants as allowed under the Uniform Guidance. Pass-through entity identifying numbers are presented where available.

Note 3 - Donated personal protective equipment (unaudited)

During the year ended June 30, 2020, the Organization received donated personal protective equipment with a fair market value of \$172,892.

United Community & Family Services, Inc.

Schedule of Findings and Questioned Costs
Year Ended June 30, 2020

I. Summary of Auditor's Results

Financial Statements:

Type of auditor's report issued on whether the financial statements were prepared in accordance with GAAP:

Unmodified opinion

Internal control over financial reporting:

Material weakness(es) identified?

 yes X no

Significant deficiencies(ies) identified?

 yes X none reported

Noncompliance material to financial statements noted?

 yes X no

Federal Awards:

Internal control over major programs:

Material weakness(es) identified?

 yes X no

Significant deficiency(ies) identified?

 yes X none reported

Type of auditor's report issued on compliance for major programs:

Unmodified opinion

Any audit findings disclosed that are required to be reported in accordance with 2 CFR Section 200.516(a)?

 yes X no

Identification of major programs:
CFDA Number(s)

Name of Federal Program or Cluster

93.224

U.S. Department of Health and Human Services
Health Center Program Cluster

93.224

Health Center Program

COVID-19 Health Center Program

93.527

Grants for New and Expanded Services Under the
Health Center Program

Dollar threshold used to distinguish between type A and type B programs

\$750,000

Auditee qualified as low-risk auditee?

 X yes no

II. Findings - Financial Statement Audit

None

III. Findings and Questioned Costs - Major Federal Award Programs Audit

None



Independent Member of Nexia International

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2021 ANNUAL REPORT



The Value of *Time*

 **UCFS Healthcare**
Well-Being Redefined.





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



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.



President/CEO
UCFS Healthcare



Together we stand – for you.



Jennifer Granger

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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
- Better 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.

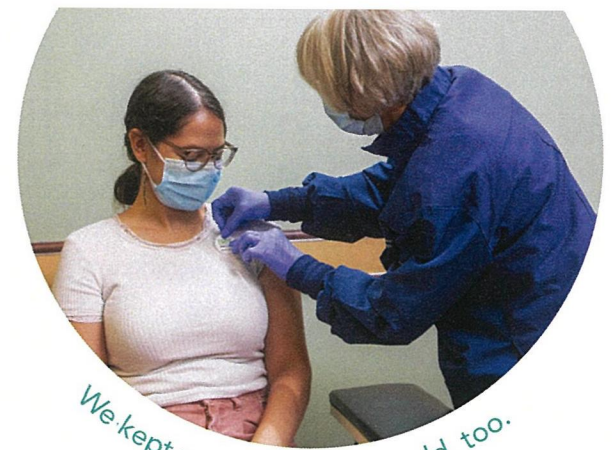
"We were looking at the literature, reading the reports and we realized what we were facing," shares Nancy Holte, RN, Director of Nursing and Infection Control at UCFS. "I remember meeting with a variety of community partners to discuss roles and strategies and thinking, this is the last time we're all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

SUPPORTERS

Foxwoods Resort Casino
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SAVE THE DATE
JUNE 20, 2022
for next year's
Golf Tournament

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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

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



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."



Patrick McCormack,
Uncas Health District
and Pam Kinder, UCFS

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.

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.



"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

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Child and Family Agency of Southeastern CT, Inc.
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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

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United Way of Southeastern Connecticut
Middlesex United Way

CITY AND TOWN CONTRIBUTIONS

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Town of Norwich
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Town of Preston
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Town of East Lyme
Town of Groton
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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



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