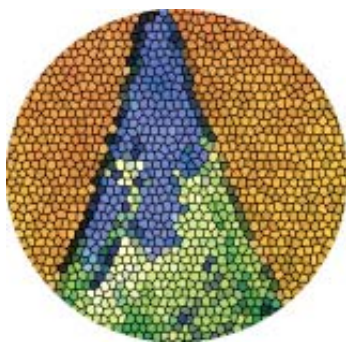


2009



COMMUNITY BENEFITS REPORT



RUSHFORD2009

Jeff Walter, President & CEO



At Rushford, we aspire to be the model of high quality behavioral healthcare. In 2009, we made significant strides toward this aspiration. As a member of the Hartford Healthcare network, we expanded our efforts to create a continuum of services to best address the mental health and addiction needs of Connecticut residents.

We conducted outreach to primary care providers designed to improve diagnosis and treatment of addiction disorders. We hosted educational series in collaboration with the Institute of Living to inform communities about adolescent depression and suicide and to educate residents about the services available to those who need help. With support from the Department of Mental Health and Addiction Services, we launched a statewide media campaign featuring radio spots, billboards and bus ads aimed at preventing underage drinking – the leading cause of death among teens.

Although the economic downturn created challenges for Rushford in 2009, aggressive continuous process improvement initiatives allowed us to reduce costs and maximize efficiencies. By doing so, we were able to increase the total number of clients who accessed our services. In 2009, we provided treatment to 7,761 children, adolescents and adults, and more than 5,000 individuals and families benefitted from our prevention and wellness programs.

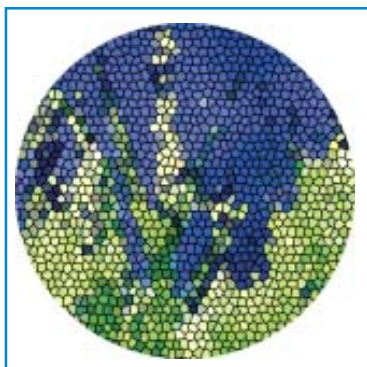
To demonstrate our commitment to healthcare excellence, in 2009 we began an organization-wide implementation of the Hazelden Co-Occurring Disorders Program, the first evidence-based program to offer a truly integrated approach to address the non-severe mental disorders that often co-occur with addiction.

Rushford also continued our partnership with the Institute of Living in providing the addiction component of the Institute's nationally acclaimed Psychiatric Residency Program. We also streamlined our Quality Management Program to provide a cohesive and consistent approach to improving quality of care and launched a new Customer Satisfaction Survey to gather vital client feedback on our admissions and treatment processes. I am proud to report that 90 percent of individuals who completed the survey in the 2009 were "very satisfied" with our services.

Understanding that advocacy is critical to ensuring access and availability of affordable behavioral healthcare services, throughout the year, we met with local, state and national legislators to increase understanding of the needs of people with mental health and addiction disorders. We also served on statewide committees, testified at public hearings and volunteered at community events on behalf of those we serve.

Since opening our doors in 1975, Rushford has been committed to giving back. In 2009, we provided \$1.5 million in free or subsidized care as well as numerous free educational and prevention programs for the communities we serve. In 2009, our employees continued to demonstrate an unwavering commitment to our organization, our clients and their families. We are proud to employ such talented, hard-working, compassionate and dedicated individuals.

Although we do not anticipate financial challenges will diminish in 2010, we remain dedicated to enhancing and expanding the services we provide. Initiatives on the horizon include Mental Health First Aid training for law enforcement, schools and others; expanded outreach to primary care physicians; and facilities improvements designed to enrich our environment of care. None of these initiatives would be possible without the long-standing support of our generous donors. Concerned community members are the catalyst to Rushford fulfilling our mission, and we are tremendously grateful for their ongoing support.



FASTFACTS

Administration

Rushford is a private, not-for-profit behavioral healthcare provider. Our Board of Directors, comprised of community volunteers from business, healthcare, education and other community organizations, works closely with Administration to oversee procedures and standards for high quality, accountable care.

Charity Care

In 2009, Rushford provided more than \$1.5 million in free and/or subsidized care to uninsured and underinsured individuals.

Clients Served

In 2009, Rushford provided residential and outpatient services to 7,761 individuals (unduplicated). Our prevention and wellness initiatives served more than 5,000 children, adults and families as well as educators and law enforcement. Below is a breakdown of the number of individuals served by Rushford programs from Jan. 1, 2009 to Dec. 31, 2009.

Residential Detox (Adult): 1,651

Residential Addiction Treatment (Adult): 1,252

Residential Addiction Treatment (Adolescent): 38

Partial Hospital Addiction/Dual Treatment (Adult): 289

Partial Hospital Mental Health Treatment (Adult): 198

Intensive Outpatient Addiction Treatment (Adult): 2,014

Intensive Outpatient Addiction Treatment (Adolescent): 238

Outpatient Addiction Treatment (Adult): 2,770

Outpatient Addiction Treatment (Adolescent): 157

Mental Health Intensive Outpatient Treatment (Adult): 218

Mental Health Outpatient Treatment (Adult): 1,390

Friendship Club (Social Rehabilitation): 114

Supportive Employment Services (Kunh): 122

Case Management: 963

Latino Program: 382

MISSION Rushford is dedicated to meeting the substance abuse and mental health needs of children, adults and families. Working cooperatively with our Hartford Healthcare network partners and others who share our goals, Rushford strives to provide affordable, accessible services of proven effectiveness and high quality that embrace the most current research in prevention, treatment and recovery.

Services

Rushford provides a continuum of care to meet the behavioral healthcare needs of Connecticut residents. Our services include:

- Prevention & Wellness
- Intervention
- Assessment
- Acute Care & Evaluation (detox)
- Residential Addiction Treatment
- Partial Hospital Programs
- Intensive Outpatient Programs
- Psychiatric Evaluation
- Medication Management
- Individual, Group and Family Therapy
- Crisis Evaluation and Stabilization
- Community Support

MIDDLETOWN - GLASTONBURY - MERIDEN - PORTLAND - DURHAM

Rushford is a private, not-for-profit organization supported by client fees, third-party payers, United Way, private contributions and state agencies including the Department of Mental Health and Addiction Services, Department of Children and Families, Children's Trust Fund, Judicial Branch Court Support Services Division and the Department of Social Services. Rushford is licensed by the State of Connecticut and accredited by the Joint Commission.



QUALITY IMPROVEMENTS

Rushford is dedicated to providing clients and families with the highest-quality behavioral healthcare available. Quality comprises many elements, including excellent and efficient clinical care and outstanding customer service. Rushford is committed to creating a culture of safety, where clients can trust they will receive the best care available. In 2009 we demonstrated this commitment through numerous initiatives, include those highlighted below.

Implementation of Evidence-Based Practices

Rushford is committed to using evidence-based treatment methods in the delivery of care. In 2009, we were honored by the Department of Mental Health and Addiction Services for our leadership in implementing a best practice treatment approach for individuals with co-occurring mental health and addiction disorders. The Integrated Dual Diagnosis Treatment (IDDT) approach helps people recover by offering both mental health and substance abuse services at the same time and in one setting. For people with co-occurring disorders, IDDT helps to reduce relapse of substance abuse and mental illness, hospitalization, arrest, incarceration, duplication of services, costs associated with treatment and utilization of high-cost services. The approach increases continuity of care and improves the overall quality of life of those we serve.

Participation in Reknowned Psychiatric Residency Program

Rushford continued our partnership with the Institute of Living, named one of the nation's top psychiatric hospitals by U.S. News & World Report in 2009, in providing the addiction training component of the Institute's highly acclaimed Psychiatric Residency Program. We also collaborated with top universities such as Dartmouth and UCONN on research studies for the advancement of behavioral health treatment.

Reduced Wait Times for Client

Our Central Access Center implemented several initiatives this year to reduce the amount of time clients wait between when they first call to make an appointment and when they are seen for an assessment. The implementation of a new electronic tracking system, combined with the development of standardized level-of-care criteria and improved communication with clinical staff, resulted in wait times being reduced from an average of two weeks in 2008 to just three days in 2009.

Improved Client Outcomes in Detox

In 2009, Rushford achieved a 10 percent reduction in the number of clients who leave our Detox program against medical advice (AMA). The decrease was a result of a focused effort on providing new medication-assisted therapies as well as individualized interventions designed to engage clients in treatment.

Increase in Number of Calls Answered "Live"

Process improvements resulted in a 45 percent increase in the number of calls answered live by representatives in our Central Access Center. The access center offers a toll-free number for individuals who would like to schedule appointments. The center is staffed Mondays through Fridays from 8 a.m. to 5 p.m. In 2009, representatives "live-answered" 16,949 calls.

Meriden Facility Entrance Redesign

Rushford completed a major renovation of the entrance and lobby of our Meriden facility in early 2009. The new waiting area resulted in an improved client registration process as well as a warm and inviting sitting area for those waiting for appointments.

Suboxone Partnership

In April 2009, Rushford began collaborating with Hansa H. Shah, M.D., a Suboxone-certified private provider, at our Glastonbury site to provide outpatient treatment for individuals ages 16 and older with opioid dependence (heroin, oxycodone, codeine, etc.). Studies have shown that regular involvement in counseling during Suboxone treatment dramatically improves outcomes for opioid-dependent individuals. Rushford works with Dr. Shah on providing counseling that helps clients develop coping skills to avoid relapse. Counseling has been shown to improve the likelihood of long-term treatment success with Suboxone by up to 75 percent.

COMMUNITY OUTREACH

Rushford developed and sponsored numerous community outreach events and activities in 2009 aimed at raising awareness of behavioral health issues and providing educational resources to youth, parents, educators, law enforcement, concerned community members and others. Below are highlights of our community outreach efforts.

January

Youth Violence Prevention Forum - Lincoln Middle School, Meriden
Mother & Daughter Evenings Out - Glastonbury; Meriden & Wallingford (monthly, school-year program)
"No Name Calling Week" promotion - Woodrow Wilson Middle School and Keigwin Middle School, Middletown
Presentation on Underage Drinking Prevention - Middletown Substance Abuse Prevention Council
Statewide Presentation on "Best Practice in Prevention" - Cromwell

February

Merchant Education on Alcohol Sales - Clinton

March

"Prescription Drug Abuse Prevention" forum featuring Tony Wolf - Lincoln Middle School, Meriden
"Health & Healthy Body Image" forum for Middle School Girls - Hunter's Ambulance, Meriden
"Adolescent Depression and Suicide Prevention" forum - Platt High School, Meriden

April

Underage Drinking Prevention presentation to Middlesex County Youth Service Bureaus
Underage Drinking Prevention Campaign - Destinta Theatres, Middletown
"Little Miss Daffodil" Sponsor - Meriden Daffodil Festival
"Youth Assets-Building" presentation to Middlesex County - Middletown Community Organization Technical Assistance - Durham and Middlefield
"Hard Truth" Underage Drinking Forum - Platt High School, Meriden
Meriden Chamber of Commerce Annual Dinner - Wallingford
Teen Drinking & Driving Prevention (!MPACT) - Middletown High School

May

Collaboration with Wesleyan University to Prevent Underage Drinking - Middletown
"Project Graduation" promotion to Prevent Underage Drinking - Meriden
"Safe Prom Promise" promotion - Platt High School, Maloney High School and Middletown High School
Family Nurturing Program - McDonough Elementary School, Middletown
National Alliance on Mental Illness (NAMI) Walk - Hartford
Presentation on Underage Drinking Prevention - Middletown Substance Abuse Prevention Council

June

Presentation to Governor's Prevention Partnership - Rocky Hill
Underage Drinking Prevention Presentation at National Law Enforcement Conference - Dallas, Texas
"Kickin' It on the Green" Family Health & Wellness Fair - Middletown

July

"Shout Out" Radio Campaign to Prevent Underage Drinking - CBS Radio/Statewide
Outdoor Advertising Campaign to prevent underage drinking - Meriden and Middletown (through October)

August

Interfaith Golf Tournament to Support Youth Prevention Programs - Portland
National Night Out - City Park, Meriden

September

Connecticut Community for Addiction Recovery (CCAR) Walk
Student Risk Survey roll-out - Meriden
Recovery Walk Across the Brooklyn Bridge - New York City
Students Against Destructive Decisions (SADD) Chapter Launch - Meriden
"No Bully Zone" Program Launch - Woodrow Wilson Middle School and Keigwin Middle School

October

Chamber of Commerce Health Fair - Meriden
Father & Son Evenings Out program launch - Beat the Street, Meriden
"Red Ribbon Week" presentation - Wallingford Town Hall
"Red Ribbon Week" activities - Woodrow Wilson Middle School, Keigwin Middle School
Glastonbury Chamber of Commerce Apple Harvest Festival

November

Student Risk Survey roll-out - Westbrook
Veterans Health Fair - Stratford

December

"Drug & Alcohol Prevention Forum" - Bloomfield High School
Media Campaign to Prevent Drinking & Driving - Meriden
Father & Son Evenings Out - My City Kitchen, Meriden



NEWSWORTHY

Marketing Blitz Aimed At Preventing Underage Drinking

In 2009, Rushford launched a comprehensive marketing campaign to address the problem of underage drinking in Connecticut. Underage drinking is the leading cause of death among teens and costs the state an estimated \$600 million per year.

Rushford's prevention and business development departments collaborated to create radio, print and bus advertisements as well as billboards to help raise awareness of the consequences of underage drinking. The initiatives were paid for in part by grants the organization received from the State Department of Mental Health and Addiction Services.



Rushford CEO Celebrates 30th Anniversary



Jeff Walter, Rushford president and CEO, celebrated his 30th anniversary with the organization in November 2009. He was honored with a proclamation from Governor M. Jodi Rell, which praised his commitment and dedication to meeting the healthcare needs of Connecticut residents.

Over the past three decades, Jeff has been integral to Rushford evolving into one of the state's leading behavioral healthcare providers. Under his leadership, Rushford has grown from a small treatment program in Middletown to a comprehensive system of care with facilities and programs that reach people throughout Connecticut. Today, Rushford has nearly 400 employees who serve more than 12,000 children, adults and families each year.

In addition to serving on statewide committees that focus on advancing care for people with mental health and addiction disorders, Jeff has served as the New England representative to the National Council for Community Behavioral Healthcare (NCCBH).

In July 2009, Jeff was named Vice Chair of the NCCBH Board of Directors. He also co-chairs, with State Senator Jonathan Harris, the Connecticut Behavioral Health Partnership Oversight Council, a legislatively-mandated body that oversees the state's mental health services for HUSKY children and families. Jeff is widely respected as a leader and advocate for behavioral health.

Business Leaders Bring Anti-Bullying Program to Schools

The Middlesex County Community Foundation (MCCF) Council of Business Partners partnered with Rushford in 2009 to offer an anti-bullying program for students at Keigwin and Woodrow Wilson middle schools in Middletown. The program teaches students how to identify and report incidents of bullying.

Student volunteers who participate in the program are trained as peer leaders by certified prevention staff and are taught anti-bullying, decision-making and communication skills.

Cynthia Clegg, president and CEO of MCCF, said the mission of the anti-bullying program resonated with members of the Council of Business Partners.

The Council of Business Partners includes: John Sullivan of A&A Office Systems; Arlene Mazzotta and Laura Pedersen of A.R. Mazzotta Employment Specialists; Theodore Rossi, of American Hardwood Industries; William, Susan and Shawn McCann of BEST Cleaners; David Director, of Connecticut Lighting Specialists; James Mahoney, of Mahoney Sabol & Co., LLP; Marc Levin, of Mallove's Jewelers; Colin Burr, of McCutcheon Burr & Sons; David Shulman of Suburban Stationers, Inc., and St. Mary's Church in Portland and Congregation Adath Israel in Middletown, of the Interfaith Golf Open Tournament, Dan Zimmerman, TagTeam Business Partners, Nancy Raczka and David Gilbert, Direct Energy.

To support the program, please contact Cynthia Clegg, President & CEO, Middlesex County Community Foundation at 860-347-0025 or e-mail Cynthia@middlesexcountycf.org



2009 HONOREES

On Sept. 12, 2009, more than 200 people attended Rushford's Red Carpet Event at the Gershon Fox in Hartford to raise support for prevention and treatment programs for at-risk youth. At the event, Rushford honored community members for their contributions to our mission. The honorees were: House Speaker Chris Donovan, Edythe and Arthur Director, Sam Silverman, M.D., and James Ieronimo. Major sponsors of the event were Crest Mechanical Services, Liberty Bank and Tower Laboratories. VIP sponsors were Connecticut Lighting Centers, Connecticut Light & Power, Hartford Hospital, The Langlais Group, Mallove's Jewelers, MidState Medical Center and RC Knox.



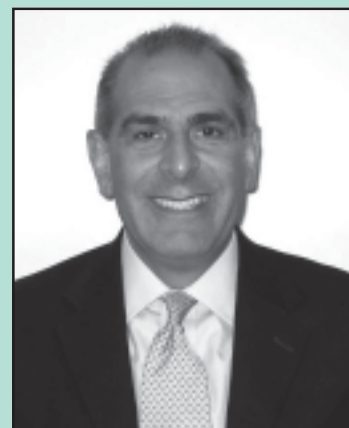
EDYTHE & ARTHUR DIRECTOR
LEADERSHIP IN YOUTH DEVELOPMENT



SAMUEL M. SILVERMAN, M.D.
MEDICAL LEADERSHIP AWARD



HOUSE SPEAKER CHRIS DONOVAN
LEGISLATIVE LEADERSHIP AWARD



JAMES IERONIMO
COMMUNITY LEADERSHIP AWARD



FINANCIALS

One of Rushford's core values is "fiscal strength." In 2009*, the organization focused on aggressive continuous process improvement initiatives that resulted in reduced costs and increased efficiencies in the delivery of care.

2009 Employees Give Back

The Rushford Employee Fund is used to support employee-recommended initiatives that improve and enhance the quality of life of those we serve. We thank the employees listed below for their support in 2009.

- | | |
|---------------------|-------------------|
| PORFIRIO ALERS, JR. | HEIDI HANSON |
| BERNICE ALLEN | WALLY HARPER |
| JONI ANDERSON | AMY HICKEY |
| DAVID AUDETTE | JERI JANES |
| KELLY BEAULIEU | JAMES JULIAN |
| JAMES BEEBE, JR. | MINDY LINEHAN |
| JANICE BENDALL | ELBA MAGGI |
| DANIEL BERARDY | DANA MARTIN |
| JAMIE BIRCHALL | LISSETTE MCCLARY |
| SUZANNE BOLENBAUGH | GINA MCEWEN |
| MARC BONO | ELIZABETH MCNERNY |
| MARY BOTTI | KELLEY MOORE |
| SUSAN CAMPBELL | MAUREEN MURPHY |
| KEVIN CARSON | KAREN O'CONNOR |
| LAURA CLARK | KENNETH PASSAN |
| STEVEN CLARK | PAUL PETERSON |
| LYN CONNERY | RUTH PHILLIPS |
| MELISSA COTE | JODI PICARD |
| LEE COTRONA | DIANE PUPPPOLO |
| ANDREW CZERNIEWSKI | ROSANN RAFALA |
| DONNA DALY | SANDRA RASCH |
| BRIAN DAVIS | LORRAINE ROVERO |
| KATHY DEMARS | ROBY ROWE |
| JOSEPH DESILVA | WILLIAM SAVINELLI |
| SALLY DESIMONE | ELIZABETH SENECA |
| DOUG DORMAN | LAURA SHIRES |
| DARLENE DUBOWSKY | SHERYL SPRAGUE |
| GAIL EICHINGER | JOHN STEELE |
| KATHLEEN ELLIS | SARAH SYMINGTON |
| TAMBRIA ELNEWIHY | MELISSA TASHJIAN |
| CLARISSA GARNET | KATHY ULM |
| SHEILA GOSSELIN | JEFF WALTER |
| DEVONNA HALL | SUSAN WILLMORE |
| MELISSA HALL | ENZA ZACCHIA |
| SANDRA HANDEL | LAURA ZEPPIERI |

OPERATING SUPPORT AND REVENUE	Total	\$26,841,417
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OVERVIEW OF REVENUE

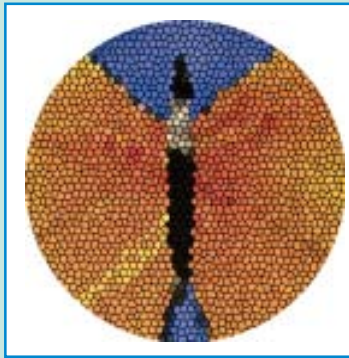
Grants received	12,436,972
Client fees	11,441,873
Contracted services	2,551,991
Contributions & other revenue	183,578
Interest Income	50,140
Gain/(Loss) on disposed assets	(20,885)

OPERATING EXPENSES	Total	\$27,093,921
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OVERVIEW OF EXPENSES

Salaries, benefits & related labor expenses	22,907,558
Occupancy costs	2,380,589
Program services & supplies	1,145,754
Transportation & travel	342,919
Professional fees	234,206
Other expenses	82,895

*July 1, 2008-June 30, 2009



COMMUNITY SUPPORT

Rushford's success is directly linked to caring and concerned community members who give of their time and resources. We thank all of the individuals and organizations listed on the following two pages who contributed to the success of our mission during 2009 through individual and corporate contributions, grants, advocacy and sponsorship of our Annual Rushford Golf Classic in June and Red Carpet Event in November. Together we are building healthier communities.

BOARD OF DIRECTORS

Rushford is fortunate to have a board of directors comprised of individuals who are truly concerned about the welfare of the organization and the thousands of individuals we serve each year. We thank the men and women listed below for the significant time and resources they donate in support of Rushford's mission:

Tom Pastorella, Chair
Lucille Janatka, Past Chair
Marc Levin, Vice Chair
Robyn Anderson
Laurence Antosz, PhD
Harry E. Burr
Richard Conway
David Director
Andrea Fassler
Ted Gutierrez, M.D.
Marc Levin
Marlene F. McGann
Kieren Moore, Esq., Secretary
Norman Needleman
Victoria Reed
Mark A. Sheptoff
Linda Worden

FRIENDS OF RUSHFORD

Friends of Rushford are caring community members who support Rushford's mission and contribute to our success.

Laurence Antosz
Christelle Aubé
Janice & David Audette
John Beckert
Donald Bidwell
Krystle Blake
Michelle Bourdeau

Ray Bourret
Robert Briggs
Harry Burr
Lee Campione
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Cynthia & Ted Gutierrez
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Sigrid & Gordon McWilliams
Kelley & Sean Moore
Patrick Muli
Lois Muraro
Jacklyn Muse
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Kendrick Bellows
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Frank Samuels
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Rollin Schuster
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David Shulman
Irwin Sitkin
Evelyn Smiles
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Barbara Weiss
Jane White-Hassler
Vicky & Bill Winterer
Sharon Young
Cindy & Richard Yuris
Nancy Zimmer

CONTRIBUTORS

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Kathleen & Richard Baber
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Eugene Baptiste
Lori & Tom Barton
Joan & Joseph Barry
Joseph Battaglia
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ERA Innovative Realty
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Lynn Faria
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Juana Flagg
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G.H.C. Ensworth Memorial Fund
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Gilbert & Jones
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Mary & John Habif
Jane & Harry Hajedemos
Arlene & James Hamelin
Hartford Healthcare Corporation
Hartford Hospital
Ron Hersh
Mary Ellen & Arthur Hetrick
Jane Higgins
Hunter's Ambulance
Marianne & Michael Hurlburt
The Idea Company
Innovative Realty
The Institute of Living
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Elliot Joseph
Mark Kantrowitz
Dorothy & Harold Kaplan
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MGA Healthcare Staffing
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Marlene McGann
Patty & Larry McHugh
McKesson HBOC Medical Group
Meredith Corporation
Pamela & John Meehan
Nancy & John Meyers
Middlesex Community College
Middlesex County Community
Foundation
Middlesex Fruitery
Middlesex Hospital
Middlesex United Way

Middletown Board of Education
Middletown Coin Club
Middletown Rotary Club
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Barbara O'Reilly & Kendrick Bellows
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Richard Patterson
Andrea & Lee Pelosi
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Helen & Irwin Sitkin
Sitkin Family Foundation
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Spectrum Associates
Steven Spector
St. Paul's Lutheran Church
State of Connecticut DCF
State of Connecticut DMHAS
Ademor Sternbert

Stempien Funeral Home
Betsy Stielau
The Stielau Oil Co., Inc.
Stone Insurance Group
Studio L Hair Techniq
Rose Marie & Ronald Strine
Suburban Stationers, Inc.
Barry Sullivan
John Sullivan
Sunshine Dairy, Inc.
Lucille & Charles Taylor
Maxine Thumim
Thurston Foods, Inc.
Connie & John Tillotta
Richard Tomc & Associates
Judith & Richard Tomlinson
Town of Clinton
Town of Cromwell
Town of East Haddam
Town of Essex
Town of Glastonbury
Town of Middlefield
Town of Portland
Town of Wallingford
Town of Westbrook
Tri-Town Foods
Tuscany Grill
Dom Twohill
Twohill Marketing Associates
Kathleen Whelan Ulm
United Way - The Capital Area
United Way - Middlesex County
United Way - Meriden & Wallingford
University of Georgia
US Food Service
Verizon
Joyce & John Vullo
WFSB-TV Channel 3
WPLR - Cox Radio
Walker Enterprises
Dorothy & Michael Waller
Norah Walsh & Lorraine Sherman
Florence Walter & Edward Kennedy
Judy & Jeff Walter
Sheila & Herb Walter
Jody & David Walton
Watson Group
Carolann Watson
WDJ Construction
Webster Bank
Jane & Thomas White-Hassler
Christine & David Wheeler
Pamela Willis
Barbara & Bruce Wilkins
Victoria & William Winterer
Linda & Charlie Worden
Worden Eldercare Consulting
Workers Compensation Trust
Yankee Gas Services
Young's Printing
Nancy Zimmer

Thank you.

