



Annual Report FY 2021 -2022: Executive Summary



20 North Main Street, Norwalk



290 Pratt Street, Meriden



4 Midland Road, Waterbury



15 Commerce Drive, Stamford



50 Brookside Road, Waterbury



60 Beaver Brook Road, Danbury



285 Kensington Ave., Meriden

Annual Report: FY 2021 – 2022

Executive Summary

➤ Impact Summary:

- ✓ **5,318 patients served**
- ✓ **Innovative program and training initiatives provided**
- ✓ **Positive patient outcomes for all levels of care**
- ✓ **Involvement in the community: Extensive community collaborations and association/coalition membership**
- ✓ **CCC community leadership roles**
- ✓ **Award of Connecticut Judicial Branch Court Support Services contracts for FY 2023 - 2027**
- ✓ **Over \$600,000 received in grants**
- ✓ **Fiscally sound FY 2021-2022**

Leadership

Board of Directors

Abram Heisler, Esq., Chairman of the Board	Robert C. Lambert, President
Frank Cory, Treasurer	Larry Katz, Secretary
Richard Bilangi, Director	Felicia Russell-Stewart, Director
Catherine Awwad, Director	

Executive Staff

Robert C. Lambert, MA, LADC, Executive Director	Alan Nolan, LCSW, Director of Clinical Operations
Mark Kraus, MD, Chief Medical Officer	Wayne Wamser, BS, Director of Finance
David Schiavo, AS, Director of Human Resources	Jason Bradway, MSA, Director of Information Systems

Program Directors

Stacy Benson, MS, LADC, Danbury Facility	Maureen Biggs, MS, LPC/LADC, Meriden Facility (Pratt St.)
Emily Fiscella, MS, LPC, Waterbury Facility (Midland Rd.)	Paul Gandossy, LMSW, Stamford Facility
Jeffrey Greenblatt, MA, LADC, Norwalk Facility	Joshua Noffsinger, LCSW, Meriden Facility (Kensington Ave.)
Elizabeth Pirola, MS, LPC/LADC, Waterbury Facility (Brookside Rd.)	

Employment Milestones

Employee retention is the hallmark of any good organization and it is a priority at Connecticut Counseling Centers, Inc. The following staff reached employment milestones during the past fiscal year.

35 Years

- Robert C. Lambert, President and Executive Director, Corporate Office

20 Years

- Gloria Cruz, Office Manager, Brookside Clinic
- Julio Mantani, BS, Counselor 1, Brookside Clinic
- Rose Tyson, Medical Claims Specialist, Corporate Office

15 Years

- Michelle Campbell, LPN, Staff Nurse, Norwalk Clinic
- David Schiavo, AS, Director, Human Resources, Corporate Office

10 Years

- Jeff Greenblatt, MA, LADC, Program Director, Norwalk Clinic

5 Years

- Monserrate Acevedo, Admin Support Clerk, Midland Clinic
- Megan Lockshire, RN, Supervising RN, Brookside/Midland/Meriden OTP
- Elizabeth Pirola, LPC, LADC, Program Director, Brookside Clinic
- Dkeya Torres, MS, Counselor 1, Midland Clinic
- Nicole Williams, AS, Office Manager, Midland Clinic

Community Connections

Connecticut Counseling Centers, Inc. has always been involved in the communities it serves, sharing knowledge and experience in treating substance use and mental health disorders and collaborating with other providers to develop community focused solutions to addiction and mental health issues. Throughout the year, the staff represented the organization at a variety of community, state and national collaborations, associations, and boards. Below are highlighted community connection events that Connecticut Counseling Centers, Inc. staff have hosted or participated in.

South Main Street Coalition (Norwalk)

Connecticut Counseling Centers is a proud member of the “South Main Street Coalition.” It is comprised of local leaders from the Open Door Shelter, Norwalk Hospital and Norwalk Police Department, Community Care Team, and the Norwalk Community Health Center. The group addresses homelessness, crime problems, and illicit drug use in the South Main Street area of South Norwalk. CCC is an integral partner in providing mental health and substance abuse treatment for citizens of South Main Street area. In the year since its inception, the Coalition has grown to over 20 different agencies ranging from Bridgeport to Stamford. It was founded by Jeff Greenblatt, Program Director of CCC Norwalk Clinic, and Open Door employees, Frank Concepcion and Sam Williams. On September 17th, 2021 the coalition organized and held a recovery fair. Agencies representing the Coalition joined together for a day of food, music and recovery. Over 15 tables were set up and the citizens of the neighborhood joined the event for information on recovery and treatment. Speakers with lived experiences shared their messages of strength and hope.



Overdose Awareness Day at Hubbard Park

The Meriden Opioid Treatment Program (OTP) Clinic had the opportunity to attend this event on August 28, 2021 to celebrate recovery and promote overdose awareness. The event was organized by Hartford Healthcare and the Meriden Health Department. Our full time nurse, Susan Perry, and Clinical Team Leader, Josh Noffsinger operated the agency's informational table, allowing for the opportunity to engage both the public and other healthcare providers in discussion, provide education, and hear from family members who have experienced overdose deaths in their family, as well as how to help family members who are currently battling their own addiction issues. Overall, they spoke with about 50 individuals from the community.

Many of those whom Susan and Josh spoke with were not aware that a new Opioid Treatment Program that provides access to methadone had opened in Meriden, allowing them to provide contact information and promote word-of-mouth exposure to the community about their presence. All of those whom they informed about the clinic's services expressed that they felt encouraged that the clinic had opened and felt it was long overdue for a community that had been battling opiate addiction for a long time.



Susan and Josh were also able to make some crucial connections with the PROUD Program, Wheeler Clinic, ALANON, Rushford, Meriden Women & Families Center (WFC), and the Department of Health and Human Services in Meriden, among others.

Meriden Evangelistic and Community Event

The Meriden OTP Clinic was invited by the Meriden Women & Families Center (WFC) to participate in their co-sponsored Evangelistic and Community Networking Event on June 25, 2022 for providers and the community to promote local health and human services, as well as allow providers to connect with one another. WFC staff made a connection with Program Director Josh Noffsinger at the Overdose Awareness Event previously, resulting in an invitation to participate. A local church (Iglesia de Dios Pentecostal M.I. de Meriden) hosted the event along with the WFC, where there was live music, free food, COVID-19 vaccines provided by Griffin Hospital, and multiple health and human service vendors. Joining Josh were our counselors Karen Graham and Aurelia Mushrall.

Approximately 40 people spoke with our staff and received business cards, informational pamphlets, and CCC pens and hand sanitizer. CCC Staff made connections and gathered resource information for our patients from Hartford Healthcare Bright Start program, American Job Center, Chrysalis Domestic Violence Services, and strengthened connection to the WFC, who provides a number of important services that could assist our population. WFC plans on making this an annual event and invited CCC to attend next year.

In September of 2021 the Midland Road (Waterbury) facility hosted an overdose awareness event. During the event, educational materials and information regarding opioid misuse and overdose were provided to CCC patients and the community.



CCC Hosts a Connecticut Department of Public Health Covid-19 Vaccination Clinic (Waterbury)

The Brookside Clinic partnered with the Connecticut Department of Public Health to facilitate a three day Covid-19 Vaccination Clinic at the Brookside clinic on September 8, 9, 10, 2021. A total of 29 vaccinations were administered to Connecticut Counseling Centers, Inc. patients.

Coalition and Association Membership

An important aspect of staying connected with the community as well as the broader healthcare field is membership and participation in impactful community associations and coalitions. Below is a list of these memberships.

1. American Association for the Treatment of Opioid Dependence
2. American Society of Addiction Medicine
3. Opioid Treatment Providers of Connecticut
4. Waterbury Mayor's Opioid Task Force
5. Connecticut Community Nonprofit Alliance
6. Department of Mental Health and Addiction Services (DMHAS) Methadone Roundtable
7. Waterbury United Way
8. Midstate, Norwalk, and Waterbury Chambers of Commerce
9. Western Connecticut Coalition against Substance Use, Opioid Workgroup
10. Waterbury Community Care Team
11. Greater Waterbury Re-Entry Community Council
12. Western Connecticut Health Network Community Care Team
13. Danbury Hospital Steering Committee
14. Community Health Improvement Committee of Greater Danbury
15. Regional Behavioral Health Action Organization (The Hub)
16. Meriden Alternative to Incarceration Advisory Board

Employee Leadership Roles in Associations and Coalitions

- Opioid Treatment Providers of Connecticut (OTPC): Robert Lambert, President
- American Association for the Treatment of Opioid Dependence (AATOD): Robert Lambert, Board Member/CT Delegate
- American Association for the Treatment of Opioid Dependence, AATOD Conference Planning Committee and Chair of the Conference Workshop Committee: Robert Lambert
- Consortium of Physician Education on Substance Abuse (COPE): Mark Kraus, Founder, Treasurer, and Board Member

Meriden OTP Open House: 285 Kensington Avenue: 10/14/2021



Facility Improvements: Norwalk Clinic

During the past year, the Norwalk facility has been renovated to update and brighten the environment. Improvements include a new aesthetically pleasing color pallet throughout the facility and the installation of 5,000 sf of LVT flooring which was generously donated by Harlan Stone, the CEO of HMTX, a global flooring company located in Norwalk. The lobby, hallways, and group/meeting rooms are now modernized with the wood-inspired linoleum flooring, while the rest of the clinic has new carpeting. The IOP and MARS room, as well as some of our staff offices have also received makeovers with new office furniture. Patients, visitors, and staff have remarked that the atmosphere is now much more appealing and pleasant.





Court Support Services Division (CSSD)

We completed the 15th contract year with the State of Connecticut Judicial Branch Court Support Services Division (CSSD). CSSD contracts with CCC to provide adult behavioral health services. Connecticut Counseling Centers has continually met or exceeded benchmark outcome measures which has resulted in the continual expansion of patient services.

CCC is contracted to provide Adult Probation, Bail Services, and Family Services with the following services: Integrated Mental Health and Substance Abuse Assessments, Supervised Diversionary Program Evaluations and Reporting, Substance Abuse Group Services, Mental Health Group Services, Gender Specific Services, Intensive Outpatient Treatment Services, Individual Sessions, and Medication Evaluation and Management. These services are provided at five of our facilities located in Norwalk, Meriden, Stamford and Waterbury. The current three year contract with two one year extensions ended June 30, 2022.

CCC applied for and was awarded the CSSD contracts for FY 2023 – FY 2027 for all clinic locations; Danbury, Meriden, Norwalk, Stamford, and Waterbury. These contract awards were based in part on exemplary past performance. Congratulations to CCC staff involved with the delivery of CSSD services for a job well done!

CSSD Services Division Statistics

During the past fiscal year, CCC received 1052 CSSD referrals for assessment and treatment of mental health and substance use disorders. This represents a 5.7% increase compared to the previous fiscal year.

CSSD PATIENTS SERVED FY 2022				
Danbury (no contract)	Meriden	Norwalk	Waterbury (Midland Rd. & Brookside Rd.)	Stamford
N/A	289	193	270	300

Since the inception of CCC's contracts with the State of Connecticut Judicial Branch Court Support Services Division, 13,143 patients were referred for Behavioral Healthcare Services from Probation Departments, Bail Services, and Family Services in Danbury, Meriden, Norwalk, Stamford, and Waterbury.

Total CSSD PATIENTS SERVED AS OF 6/30/22				
Danbury	Meriden	Norwalk	Waterbury (Midland Rd. & Brookside Rd.)	Stamford
2048	1301	3260	5341	1193

CSSD Performance Goals

Connecticut Counseling Centers, Inc. met or exceeded all CSSD/CDCS performance goals once again this year. During the past year all Court Support Service Division (CSSD) contracted CCC clinics were designated as “level one” rated facilities which is the highest rating given by CSSD!

Effective treatment for substance use disorders and mental health disorders reduces relapse and associated criminal activity. The State of Connecticut Judicial Branch tracks recidivism rates (return to criminal activity) for those referred to treatment by CSSD. For those referred by CSSD who successfully complete treatment, the average state-wide rate of recidivism is 23% (compared to over 70% for those who do not complete treatment). During the same time period, the recidivism rate for those completing treatment at Connecticut Counseling Centers was:

- **13% at the Norwalk facility**
- **16% at our Stamford facility**
- **22% at our Meriden facility**
- **23% at the Waterbury facilities**

Offenders who receive proper treatment services at CCC are significantly less likely to be re-arrested!

Innovative CCC Programs

CCC has always provided state of the art evidence based treatment services. CCC has also been recognized as a leader and innovator in the field of Behavioral Healthcare. The following initiatives have received state and national recognition.

- Peer/Recovery Support Programs
 - ✓ DMHAS Funded Recovery Coach
 - ✓ Bridge to Recovery (BTR)
 - ✓ Medication Assisted Recovery Supports (MARS)
- CT Certified Alcohol and Drug Abuse Counselor Training Program (CT CADAC Training Program)
- Addiction Medicine Clinical Rotations
- Born in Recovery Through Healthcare (BIRTH Program)

Peer Recovery Support Programs

Connecticut Counseling Centers, Inc. is proud of its cutting edge work in developing and implementing innovative peer support services. These include the following:

- ✓ Recovery Coach for Waterbury Opioid Treatment Programs: A DMHAS funded Recovery Coach who has lived experiences with both opioid dependence and recovery with Medication Assisted Treatment provides recovery supports for patients in our two Waterbury Opioid Treatment Programs (OTP).
- ✓ Bridge to Recovery (BTR) program:
This program offers any OTP patient who is in need of extra support a Peer Mentor, who is an OTP patient in long-term recovery and trained as an addiction specialist, to work with them offering individual peer counseling and support services. BTR services were suspended due to the Covid-19 pandemic. Additional Peer mentors are currently in training and we are hoping to restart the program in 2023.
- ✓ M.A.R.S., (Medication Assisted Recovery Support) program: The Norwalk Clinic also offers the M.A.R.S. program. The M.A.R.S. program offers OTP patients peer led informational and spiritual groups, social groups that support recovery, and other peer activities that encourage and promote living a healthy lifestyle.

BIRTH Program

CCC's "Born in Recovery through Healthcare (BIRTH) Program" is a specialized treatment track for pregnant women in one of the five Opioid Treatment Programs. This year was another successful one for our BIRTH Program as evidenced by 22 healthy births. The primary goal of the BIRTH program is healthy birth outcomes. This is accomplished by providing the pregnant patient with wraparound clinical, case management, and support services. The staff at CCC recognizes and understands the complex needs of our pregnant clients, and has employed evidenced based treatment models that address their multiple issues. Research has also identified that healthy support systems are vital to promote better outcomes for mother and infant and this has been an area of focus for CCC Staff as well.

The primary goal of the BIRTH program is to produce healthy birth outcomes. This includes decreasing the incidence of substance abuse during pregnancy, increasing the gestational age of the pregnancy to full term or near full term, and decreasing the incidence of low birth weight babies. These goals are reached through the provision of intensive and specialized counseling and case management services in collaboration with the patient's primary healthcare providers and local hospitals. The key to the success of the program is the individualized case management services provided at CCC during both prenatal and postpartum care.



CT CADAC Training Program

Established in January 1995, the Connecticut Certified Alcohol and Drug Abuse Counselor Training Program (CT CADAC Training Program) is a comprehensive addiction counselor training program. The training program is designed to prepare both the professional counselor as well as the non-professional for a career in treating substance use disorders. The program provides the student with the knowledge and skills necessary to provide treatment services and prepares them for certification and licensure. The CT CADAC Training Program curriculum satisfies the Connecticut Department of Public Health and the Connecticut Certification Board training requirements for certification or licensure as an Alcohol and Drug Abuse Counselor.

The training program transitioned to a hybrid model utilizing the Zoom platform for the majority of classes. During the past fiscal year the training program provided 39 Zoom classes serving 22 students. The training program has direct billing contracts with Liberation Programs, Inc. and Recovery Network of Programs, Inc. to provide training for their counselors and peer support staff. During the past year six students from these two organizations received training.

Addiction Medicine Clinical Rotations

Dr. Kraus, Chief Medical Officer of CCC, has been working with Yale University Medical School to resume an elective rotation in Addiction Medicine for Yale Medical School students, Interns and Residents in the General Internal Medicine Residency Program. The Addiction Medicine Rotation, which was on hold during the pandemic, will resume in the fall of 2022.

Dr. Kraus has continued to work with COPE to support Medical School faculties in their efforts to develop the knowledge and skills students need to address and to treat alcohol, tobacco, opiate, and other drug disorders. This endeavor will strengthen CCC's efforts to participate in the training of medical students in substance use disorders.

Dr. Kraus is a lecturer for the Providers Clinical Support System (PCSS) which is a national virtual training and clinical mentoring project developed and implemented by SAMHSA. During the past fiscal year Dr. Kraus presented "Faced with a raging opioid epidemic, why has organized medicine not been more successful in educating colleagues and students to better diagnose opiate use disorder."

Santa Brings Cheer to Norwalk Children



Unfortunately the annual tradition of a children's Christmas party for the children of our Norwalk facility patients was again postponed due to the Covid-19 pandemic. That did not stop Santa from delivering presents to the kids in need! The Holiday gifts were once again provided by Inspirica of Stamford. The Program Director, Jeffrey Greenblatt was responsible for picking up the gifts and making sure the children still received gifts in spite of the pandemic.

Inspirica makes sure children infected and affected by HIV/AIDS receive a special Christmas every year. Gifts were provided to the children of patients who are struggling financially. The recipients and the program are very grateful for the love and support they receive every year from agencies and volunteers in the community. We're hoping that its business as usual for next year's Christmas Party!

Summary of Services Provided

Services Provided in FY 2021-2022	
Patients Served	5,318
Admissions	2,963
Discharges	2,897
Psychosocial Evaluations	2,386
Individual Counseling Sessions	22,105
Group Counseling Sessions	13,128
IOP Patient Treatment Days	10,178
Psychiatric Evaluations	151
Psychiatric Medication Management Sessions	725
Physical Exams Completed	1,301

Services Provided by Program Type

Services Provided	Opioid Treatment Programs	Intensive Outpatient Services Treatment Programs	Outpatient Treatment Program: SA (Substance Use Disorders)	Outpatient Treatment Program: MA (Mental Health Disorders)
Patients Served	3,183	862	758	483
Admissions	1,256	729	613	365
Discharges	1,190	729	579	365
Evaluations	1,187	1,257	601	349
Counseling Sessions	22,052	10,318	1,869	994
Medical Exams	1,385	116	N/A	N/A
Psychiatric Evaluations	72	45	N/A	34
Psychiatric/Medication Review Sessions	464	133	N/A	128
Number of Patient Days	332,176	10,318	N/A	N/A

Infectious Disease Services

Type of Service	Total
HIV Education Sessions	844
HIV Risk Reduction Plans	418
HIV Testing with Counseling	616
Support Group and Referrals for Risk Reduction	25
Nutritional Counseling	527
Medical Counseling	447
Hepatitis B Tests	667
Number of Positive Hep B Results	1
Hepatitis C Tests	685
Number of Positive Results	143

Successful Program Completions by Service Type

Program	Danbury	Meriden Pratt Street	Norwalk	Stamford	Waterbury Midland	Waterbury Brookside	Meriden Kensington Avenue	Total by Program Type
Opiate Taper	1 (100%)	N/A	4 (50%)	N/A	N/A	N/A	2 (67%)	7 (54%)
Methadone Maintenance	175 (55%)	N/A	50 (67%)	N/A	166 (48%)	151 (47%)	29 (30%)	571 (50%)
Intensive Outpatient Treatment	44 (58%)	117 (65%)	81 (81%)	83 (73%)	95 (60%)	81 (79%)	N/A	501 (71%)
Mental Health Outpatient Treatment	16 (62%)	61 (77%)	28 (74%)	66 (69%)	87 (64%)	3 (60%)	N/A	261 (98%)
Substance Abuse Outpatient Treatment	32 (41%)	121 (80%)	74 (85%)	73 (85%)	79 (73%)	57 (84%)	N/A	436 (75%)
Total Successful Program Completions	268 (54%)	299 (73%)	237 (77%)	222 (75%)	427 (66%)	292 (57%)	31 (31%)	1,776 (65%)

Opioid Treatment Programs: DMHAS Outcome Measures

	DMHAS Standard	Danbury	Norwalk	Waterbury Midland	Waterbury Brookside
Overall satisfaction with services measured by an annual survey. (Reported by DMHAS as an agency wide average score)	Greater Than 80%	91%	95%	74%	93%
Patients will maintain or increase their level of functioning as measured by the Modified Global Assessment of Functioning Scale.	At Least 75%	100%	89%	99%	85%
Number of patients served annually that had no new arrests.	Greater than 75%	90%	90%	92%	80%
At least 70% of individuals served annually will have reduced or eliminated substance use.	Greater than 50%	51%	64%	59%	64%

CT Department of Mental Health and Addiction Services (DMHAS) Consumer Satisfaction Surveys

- ✓ According to the DMHAS Consumer Satisfaction Survey CCC exceeded the “Overall Satisfaction” Survey goal of 80% by an average of **87%**.
- ✓ CCC exceeded the “Satisfied with Outcomes” survey goal of 80% with an average of **88%**.
- ✓ CCC exceeded the “I Feel Respected by the Treatment Provider” survey goal of 80% with an average of **90%**.
- ✓ CCC exceeded the “Quality and Appropriateness of Treatment Services Provided” survey goal of 80% with an average of **94%**.
- ✓ And the “Satisfied with the Level of Participation in Treatment” survey goal of 80% was exceeded by an average of **86%**.

Patient Comments from DMHAS Surveys

- ✓ “You are wonderful and helped me through a pivotal time”
- ✓ “My counselor is awesome! She helps me with whatever I need, paperwork, phone calls, etc. She’s always there for me. CCC is lucky to have her”
- ✓ “I really like group. I feel comfortable talking to everyone and the counselor is very helpful”
- ✓ “My Counselor is Amazing. She Rocks!”
- ✓ “My Counselor Taylor is the Best one I’ve ever had here!”
- ✓ “I’ve had to receive treatment at other facilities in Nevada and South Carolina. Compared to others, this is very well run!”
- ✓ “Well Staffed facility- efficient, professional”
- ✓ “First time around I was hesitant. My second time in the same group I reacted with a more open arms approach and that helped in many ways. Ryan Franklin is a great counselor.”
- ✓ “Thank you!”

Cities and Towns Served

Connecticut: 115

Ansonia	Avon	Bantam	Beacon Falls	Berlin	Bethany
Bethel	Bethlehem	Branford	Bridgeport	Bridgewater	Bristol
Brookfield	Burlington	Canaan	Cheshire	Colebrook	Cos Cob
Cromwell	Danbury	Danielson	Darien	Derby	Durham
East Haddam	East Hampton	East Haven	Easton	Ellington	Enfield
Fairfield	Farmington	Gaylordsville	Guilford	Goshen	Greenwich
Groton	Hamden	Hartford	Harwinton	Kent	Lakeside
Lakeville	Litchfield	Manchester	Meriden	Middlebury	Middlefield
Middletown	Milford	Milldale	Moodus	Monroe	Morris
Naugatuck	New Britain	New Fairfield	New Hartford	New Haven	New London
New Milford	New Preston	New Redding	Newtown	North Haven	Norwalk
Norwich	Oakville	Oxford	Pawcatuck	Plainfield	Plainville
Plymouth	Portland	Prospect	Ridgefield	Riverside	Rockville
Rocky Hill	Roxbury	Salisbury	Sandy Hook	Seymour	Sharon
Shelton	Sherman	Somerville	Southbury	Southington	Stamford
Suffield	Terryville	Thomaston	Torrington	Trumbull	Vernon
Wallingford	Washington	Washington Depot	Waterbury	Watertown	Westbrook
West Haven	Weston	Westport	Wethersfield	Willimantic	Wilton
Windsor	Windsor Locks	Wingdale	Winsted	Wolcott	Woodbridge
Woodbury					

Cities and Towns Served

New York: N = 19				
Amawalk	Brewster	Bronx	Brooklyn	Carmel
Dover Plains	Fishkill	Flushing	Mount Vernon	New Rochelle
Patterson	Pawling	Pine Plains	Port Chester	Purdys
Putnam Valley	South Salem	Yonkers	Wassaic	

Grants Received During the Last Fiscal Year:

Grant	Funding
Provider Relief Fund, Phase 4 (HHS)	\$42,457.73
Provider Relief Fund, Phase 4 Rural Grant (HHS)	\$40,670.79
State Opioid Response Grant (DMHAS)	\$57,000.00
United Way of Waterbury	\$12,249.44
DMHAS Grant	\$129,479.00
CSSD Grant	\$318,878.00
Total grant funding received	\$600,734.96

Audited Financial Operation Statement: Fiscal Year End 2021 – 2022

INCOME		EXPENSES	
Patient Fees	\$580,797	Salaries	\$6,732,904
Medicaid Low Income Adult	6,589,445	Fringe & Payroll Taxes	1,789,929
Title XIX	615,019	Contract Services & Security	935,592
Dept of Mental Health & Addiction Services	186,479	Rent, Leases & Facility Maintenance	1,036,203
Managed Care	1,488,102	Other Direct Expense	769,015
Medicare	1,007,582	Laboratory Services & Medical Supplies	120,779
Court Support Services	780,422	Materials, Supplies & Equipment	176,781
United Ways – Waterbury	12,249	Utilities & Telephone	266,887
Commercial Insurance	2,117,057	Insurance	137,954
All Other Income	94,959	Training	31,625
Donations	3,749	Legal & Accounting	62,804
		Bad Debts	706,014
TOTAL INCOME	\$13,475,860	TOTAL EXPENSES	\$12,766,487
SURPLUS	\$709,373		