



Clara Martin Center

Over 50 years of *People Helping People*

deep roots ♦ strong future



2019 OUTCOMES REPORT

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This symbol denotes a Vermont Care Partners Center of Excellence standard.

WELCOME



Clara Martin Center is pleased to present our 2019 Outcomes Report. In this book, you will find information on the programs that the agency offers to clients, as well as measures on how impactful the services provided were to the people we care for.

At Clara Martin Center, we believe that strong communities make for a strong Vermont. We are proud that the work we do directly contributes to the overall Population Health Goals of the State of Vermont, focusing on the social determinants of health and the outcomes of every individual that lives in one of the 26 unique towns that make up our service area.

In order to be a thriving state where people want to live, raise families, contribute to the greater good, and build sustainability for a path forward, the State of Vermont has established Health Outcomes to strive for as part of the Vermont State Health Improvement Plan into the year 2023. This plan lists the following five goals as what is needed for all people in Vermont to have a fair and just opportunity to be healthy and to live in healthy communities:

- Children achieve their optimal development
- Communities support healthy living and healthy aging
- Vermonters have lifelong opportunities for oral health
- Vermonters demonstrate resilience and mental wellness
- Vermont creates the social conditions that promote health

Through the information included in this report, you will find ways in which we are actively addressing these goals, and how we have woven them into the fabric of our various programs. We are proud to live and work in the communities we serve, and to walk alongside our clients and other community members to show how a small state can have a big impact.

CENTER OF EXCELLENCE



This past year, the Clara Martin Center went through the rigorous process of being certified as a Center of Excellence (COE) by the Vermont Care Partners. The Center of Excellence certification is based on a National Council for Behavioral Health framework to

identify organizations that are “a great place to get care and a great place to work. It is an organization, that is an integral part of the health neighborhood, providing rapid access, high value, comprehensive, whole person care that supports resiliency and recovery. This results in excellent outcomes and high client satisfaction”. The tenets of becoming a Center of Excellence focus on five key areas of agency operations and care delivery: Easy Access, World Class Customer Service, Comprehensive Care, Excellent Outcomes and Excellent Value. Through the process of being considered for a Center of Excellence designation, all agency functions related to how care is delivered to clients and how staff are supported to do their work were thoroughly reviewed by an independent team of clinicians from across the community mental health system in Vermont, as well as an independent reviewer from the Jeffords Institute. In recognition of attaining a 3 year certification as a Center of Excellence, the report stated “It is clear that you all work well together and truly hold the values of the Clara Martin Center at the center of your efforts to promote the health and wellbeing of those you serve” as well as highlighting innovative programs offered, including wellness programs for clients and staff, and mental health collaboration with the Vermont Law School. We are proud to contribute to the health of the communities we serve, and know that any success the Clara Martin Center has as an agency is directly due to staff that give their time, effort, and caring to the individuals and programs they serve each and every day.



Clara Martin has brought me full circle.

- CMC Client

BOARD OF TRUSTEES

ARNOLD SPAHN (ARMY)

Board President

43 Years of Service

Representative from Randolph Center, joined board in 1976

Serves on: Board Planning Committee, Board Finance Committee, Board Advisory and Local Standing Committee, (Chairman), Board Personnel Committee, Board Facilities Committee, (Chairman)

DENNIS BROWN

Board Vice President

18 Years of Service

Representative from Randolph, joined board in 2001

Serves on: Board Planning Committee, (Chairman), Board Personnel Committee, (Chairman), Nominating Committee

MARIE ROBBINS

Board Treasurer

9 Years of Service

Representative from Randolph, joined board in 2010

Serves on: Board Planning Committee, Board Finance Committee, (Chairman), Nominating Committee

RON SCHOOLCRAFT

Board Secretary

14 Years of Service

Representative from Randolph Center, joined board in 2005

Serves on: Board Advisory and Local Standing Committee

PRISCILLA SPAHN

Board Member

12 Years of Service

Representative from Randolph Center, joined board in 2007

Serves on: Board Planning Committee, Board Advisory and Local Standing Committee, Board Personnel Committee



Board of Trustees

RACHEL WESTBROOK

Board Member

10 Years of Service

Representative from Randolph, joined board in 2009

Serves on: Board Planning Committee, Board Finance Committee, Board Personnel Committee

LORETTA STALNAKER

Board Member

<1 Year of Service

Representative from Royalton, joined board in 2019

BOARD ADVISORY AND LOCAL PROGRAM STANDING COMMITTEE

Arnold Spahn
Priscilla Spahn
Ron Schoolcraft
Marla Simpson
Barbara Dorn
Margaret Bennett

Robert Turner
Linda Chambers (staff)
Gretchen Pembroke (staff)
Melanie Gidney (staff)
Tammy Austin (staff)
Christie Everett (staff)



CHIEF OPERATING TEAM

The strength of the leadership team comes from the longevity, the clinical foundation and the varied experiences of its members. Each leader brings expertise, balance and perspective to the overall operations of the agency. Many of these leaders began at Clara Martin Center in entry level, clinical positions and were promoted over time.

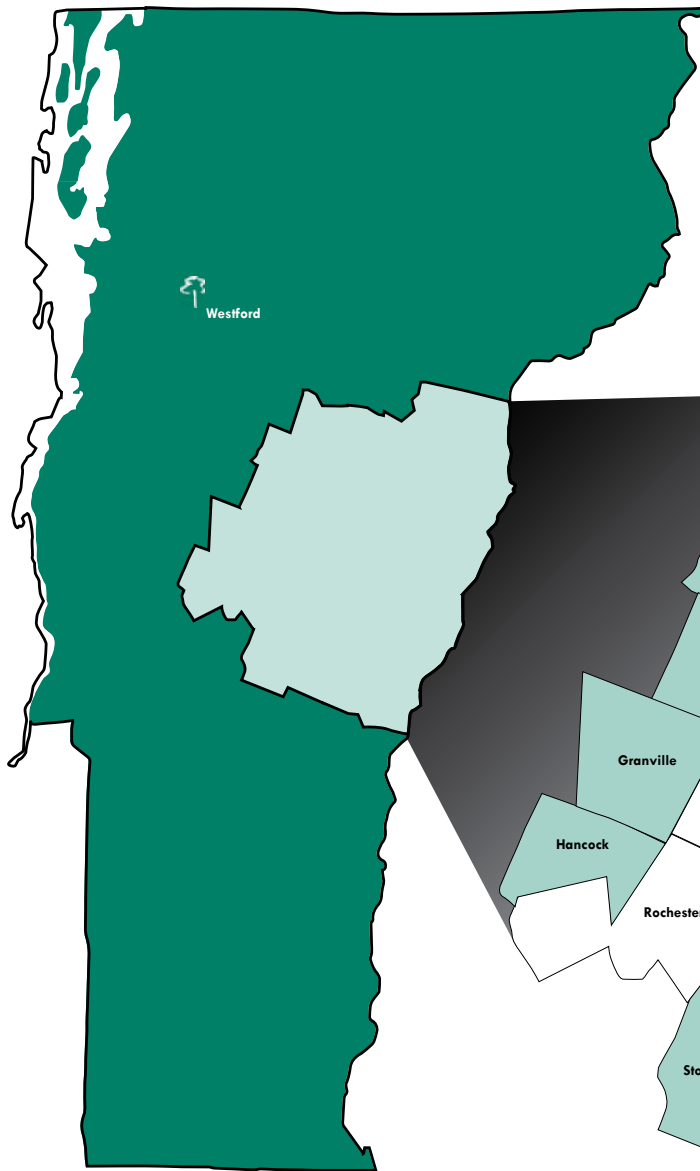
| Employee | Title | Years with CMC |
|--------------------|---|-----------------------|
| Linda Chambers | Executive Director | 35 |
| Jena Trombly | Director of Human Resources and Compliance | 28 |
| Melanie Gidney | Director of Quality Assurance and Systems Improvement | 27 |
| Amanda Higgins | Administrative and Operations Manager | 20 |
| Gretchen Pembroke | Director of Adult Services and Primary Care Integration | 20 |
| Dawn Littlepage | Clinical Director | 19 |
| Dr. Kevin Buchanan | Medical Director | 17 |
| Tammy Austin | Director of Child and Family Services | 16 |
| Demetra Hazatonos | Regional Director | 13 |
| Christie Everett | Director of Acute Care Services and Program Development | 7 |
| Mark Hamilton | Chief Financial Officer | 4 |
| Danielle Cayton | Director of Substance Abuse and Criminal Justice Services | 1.5 |
| Gayle Plumb | Public Relations Manager | 1 |



Management and Chief Operating Team



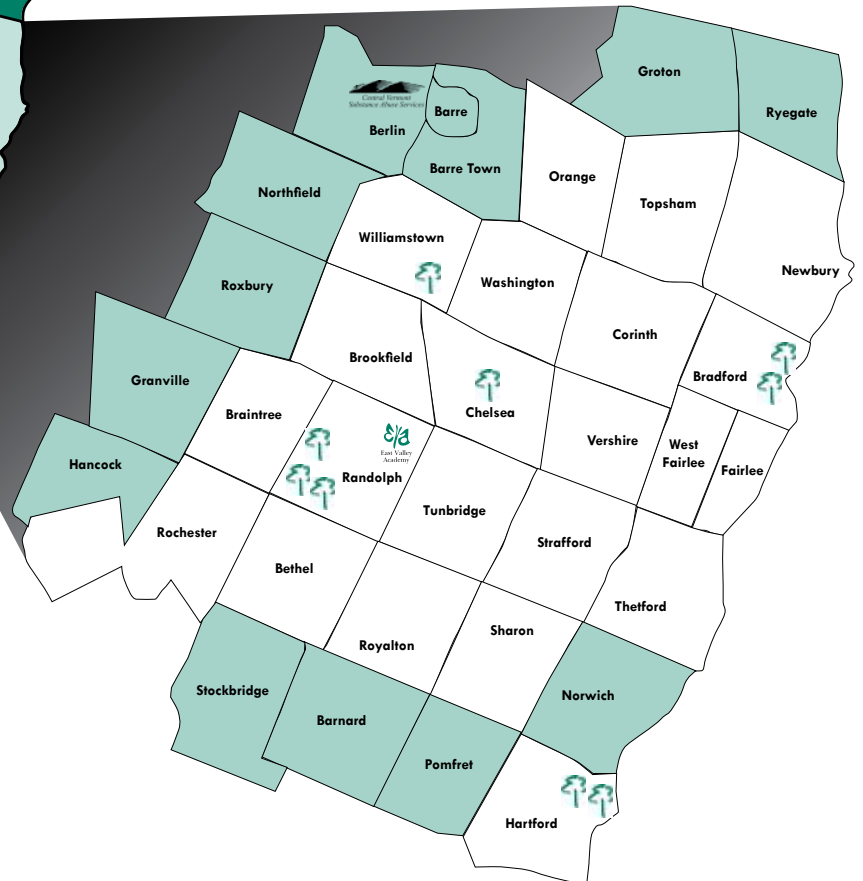
Business Office and Help Desk Staff



SERVICE AREA

Clara Martin Center is designated by the State of Vermont to serve Orange County and the greater Upper Valley area. This area is comprised of 20+ small towns separated by hills and valleys.

Catchment Area
 Shared Catchment Area



OUR MISSION

Clara Martin Center is a community based, non-profit organization that provides acute and long-term behavioral health care services. We strive to be client-sensitive, cost-effective, and outcome based.

OUR GOALS

- To provide behavioral health care that responds to client needs, treats individuals with dignity, and is recognized as effective by clients and purchasers.
- To maintain ongoing fiscal viability of the agency through careful financial management and planning.
- To integrate a commitment to ongoing quality improvement throughout the organization.
- To strategically position the agency for the future behavioral and physical health care environment.
- To provide leadership in the efforts to reform the health care system so that the needs of Clara Martin Center clients are adequately addressed.



The memorial garden at 24 South Main Street in Randolph, began many years ago as a way to remember clients and friends that are no longer with us. Every year a ceremony is held to remember those that have passed and commemorate their lasting impact on lives in the community. The ceremony is an open space for all clients, family, staff and community members who wish to join.

ABOUT US

Philosophy and Practice

The Clara Martin Center adopted a philosophy of Resiliency and Recovery in 2006 and trained all staff and leadership in these principles. We adopted these principles as a basis for all agency operations including business office functions, management and administrative functions and within all of the clinical programming and services we offer. It is important to understand the protective factors at the base of our resiliency and recovery models.

Protective factors are those environmental conditions that support the growth of resiliency, the ability to bounce back from adversity and the ability to achieve success in spite of setbacks.

The factors we strive to embrace in every aspect of our environment and culture are:

1) Social Competency

- Caring relationships
- Unconditional positive regard
- Belonging to a positive peer culture

2) Problem Solving Skills

- High expectations
- Building from strengths
- Determining interest & desire
- Setting clearly defined individualized goals and benchmarks
- Structuring plans for success
- Developing commitment
- Rewards and incentives

3) A Sense of Meaning & Purpose

- Opportunities for meaningful participation
- Voice & decision making
- Choice
- Problem solving
- Networking and making connections
- Planning ahead
- Experiential
- Community service
- Self-expression
- Cooperative learning

CMC INITIATIVES

WELLNESS PROGRAM AND INTEGRATED CARE

At the Clara Martin Center, good physical health is considered a critical factor in obtaining/sustaining good mental and overall health. Unfortunately, people who suffer from severe mental health illnesses often have poor physical health for a variety of reasons such as poor diet, lack of exercise, smoking, poor access to medical care as well as long-term adverse effects of psychotropic medications. Over time, many develop obesity, diabetes, heart disease, COPD, and cancer, and die on average 20-30 years younger than the general population.

Clara Martin Center has focused its attention on the importance of physical health by offering specific wellness programming to individuals enrolled in the Community Support Program at the agency. The program provides support on an individual level, with one on one support by the Wellness Program Nurse, on a group level, by providing health and wellness groups, teaching proper nutrition and taking groups to our local CURVES fitness center, the local gym, and pool several times each week. Thirdly, on the program level, working with the clients' case managers so that they too can support the clients in shopping for healthy food at the grocery store, being more active, and getting to their doctor(s) appointments. And, on a community level, by communicating and coordinating with the clients Primary Care Providers (PCP) and other medical providers to help more effectively treat their medical issues.

Clara Martin Center participates in monthly Care Coordination meetings with area PCP to ensure that individuals are receiving the services they need and that they are connected to the necessary resources to support their overall health and wellbeing. Clara Martin Center is also an active member of the Vermont Blueprint for Health as well as Support and Services at Home (SASH). As the population in Vermont ages, which is faster than the nation as a whole, it is essential that structures are in place to make sure that people have what they need to age well. This



The Bradford Child and Family Program receives a donation of pumpkins from Newmont Farm in Bradford, VT.



Dr. Kevin Buchanan runs through the finish line at the CMC Color Splash fun run on May 5, 2019 at the Thefford Academy trails.

includes activities and support to limit social isolation, having safe and accessible housing, access to nutritional food, in home housing supports, and transportation to appointments. Having a strong, supportive community of people working together allows us all to have the opportunity to be healthy, well cared for and to thrive.

LGBTQ+

In line with Clara Martin Center's cultural competency plan, a LGBTQ+ committee was formed, whose mission is to make the experiences of LGBTQ+ individuals, both clients and staff, friendly, comfortable and affirming. We are working to review LGBTQ+ best practices and explore barriers to implementation in order to enhance clinical care to meet the unique needs of the LGBTQ+ population. This committee is comprised of both clinical and administrative staff, and meets weekly to explore areas of growth to provide safe and informed care, starting from the first time a client calls. We focus on all layers of client contact, from the first appointment to discharge, as well as the behind the scenes work of the billing and administrative departments. This includes updating forms to affirm client gender identities and to allow clients to accurately represent these identities, working with the help desk team to incorporate new fields into the electronic health record, and exploring potential barriers to providing letters for gender affirmation surgery or hormone treatment as can be required by medical providers. In addition, this committee hopes to explore ways staff/HR forms and language can be updated to accurately represent the inclusive spirit CMC already embodies. We are vetting trainings, and consulting with outside agencies and practitioners around best practices and education, in order to ensure that LGBTQ+ clients receive the best, most appropriate and up to date care, and that staff are well-informed and confident in their provision of care to this population.



Family members pay tribute to their loved one at the annual Memorial Garden gathering. In their brother's memory they donated a bench to the garden area.

RECOVERY-ORIENTED COGNITIVE THERAPY

In December 2017, the National Association of State Mental Health Program Directors (NASMHPD) chose Vermont as one of six states to receive a one-year grant to strengthen the promotion of recovery by disseminating, implementing, and sustaining Recovery-Oriented Cognitive Therapy (CT-R). The Clara Martin Center applied to participate and was one of only four agencies selected to receive training and consultation directly by the Aaron Beck Center and in consultation with Vermont Cooperative for Practice Improvement and Innovation.

CT-R is an evidenced based treatment that provides a framework to understand and facilitate recovery for individuals experiencing low energy, lack of motivation, disorganization, self-injurious behaviors, grandiose beliefs, hallucinations and aggression. The approach integrates humanistic, strengths based, resiliency and mindfulness modalities. The Community Support Program (CSP) has eleven staff that participated in the 3 day intensive training by the Beck Center staff. In addition, a core group of staff participated in monthly phone consultation meetings with Beck Center staff during the grant.

The program has been embraced by staff and has become a widely utilized framework for supporting clients in case management, individual therapy, group therapy and vocational services. The CT-R team meets each month as a consultation group. In September of this year, they had an in person meeting with Beck Center staff to discuss and review the fidelity of the program. As well, leaders from other programs at the agency participated in a 1 hour webinar to learn more about CT-R and how it might apply to their programs.

TRANSITION AGE YOUTH (TAY) (AGES 16-22)

The Transition Age Youth Program focuses on providing high quality, therapeutic services that meet the client where they are at, whether it means providing the service in the schools, community or in their homes, or with treatment services that clients find engaging and interesting. We have experienced a great deal of success in meeting the needs of our clients, when we have approached our services with creativity and focusing on meeting the client through these various methods.

An innovative approach that has been embraced by this population has been the incorporation of a gaming “guild” (group). A primary piece of this is to teach self-regulation/ mindfulness meditation and problem solving skills. A popular activity has been utilizing LARP-ing (live action role play) with this group of teens. While engaging in the LARP activities, individuals are able to practice and incorporate self-regulation skills. The idea is to excite the limbic system (putting the brain into a mild state of fight, flight, or freeze) then work in the moment to have the participants use breathing skills to calm themselves down. You can practice skills like these in the office with clients, but our clients self-report that it is much better practice to put their brains in a state closer to where it will be when they are escalated and need to control themselves.

Our gaming guild also utilizes board games, role playing games and even video games. Many young adults are gamers and do not realize the actual strengths that they develop playing these games. To be successful in gaming people must use problem solving strategies such as; utilizing past experience, trial and error, patience, persistence, future orientation, communication, and critical thinking skills among others. After identifying these skills and strengths we work on how the group members can apply them to areas of their lives that they struggle in.

Developing the opportunity for our young adults to be successful in their skill development and utilization instills greater confidence and a willingness to utilize those skills in everyday life. Through the exciting work that young adults achieve in this program, we are supporting them in their successful transition into adulthood.



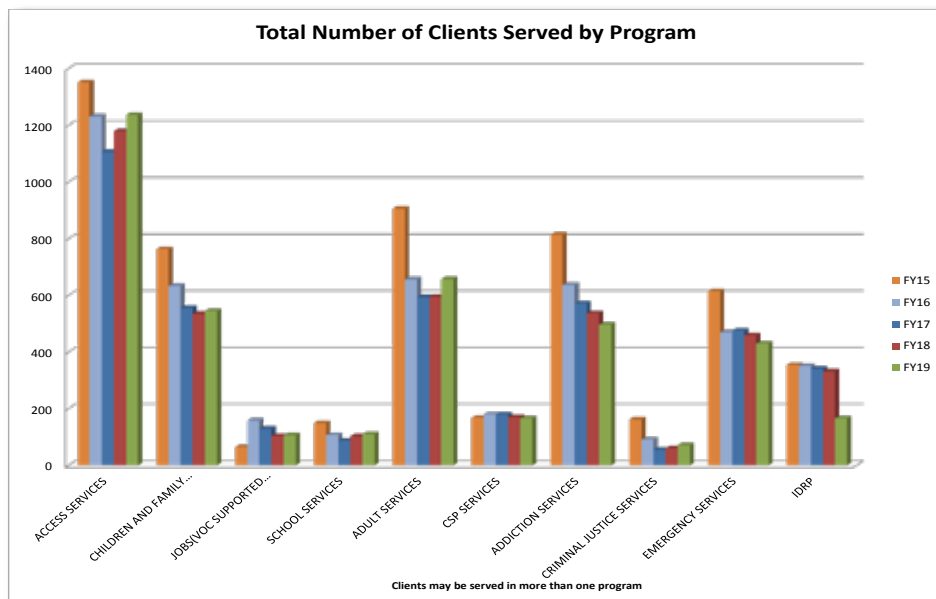
Access Program Team

ACCESS PROGRAM

The Access Program continues to be the entry point for the majority of services offered at the Clara Martin Center. The program focus is first and foremost on making the process of accessing care an easy and supportive one for the individual seeking to begin services. Access staff members work to assist individuals in addressing any barriers to care, that may include financial or transportation difficulties, streamlining entry into services in a timely manner, and supporting them through the completion of the intake process. At time of call, individuals are given an appointment to meet with an Access Specialist that will provide information and orientation to the agency, determine preliminary treatment needs or desires, and connect them with an identified clinician the same day as their initial appointment with Access.

Services can include:

- Linking clients with area resources both internally and externally as appropriate
- Assistance with overcoming payment and insurance barriers to treatment, and provides a safety net for those with limited ability to pay for services, evaluating immediate, intermediate and long-term care needs
- Ensure availability of services at multiple sites, on multiple days and at times that are convenient for clients
- Provide immediate consultation with brief treatment and referral sources
- Provide same day access services out of the Wilder office for substance abuse assessments

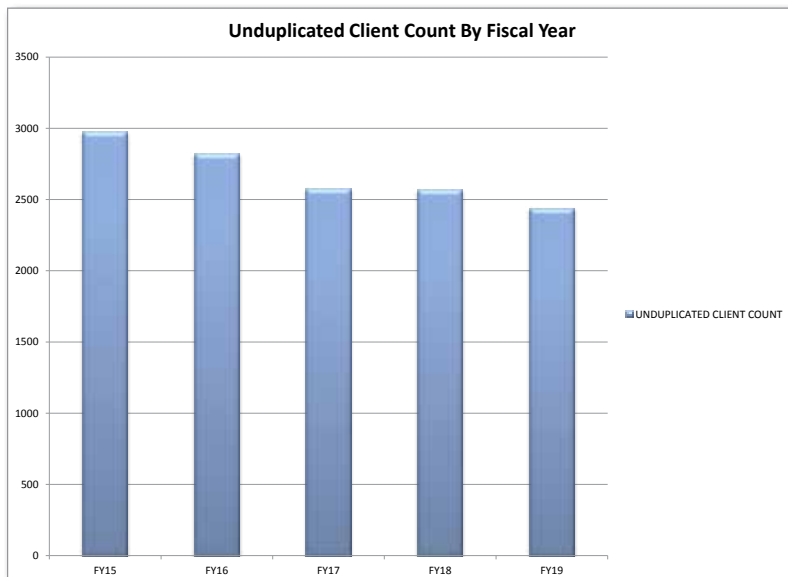
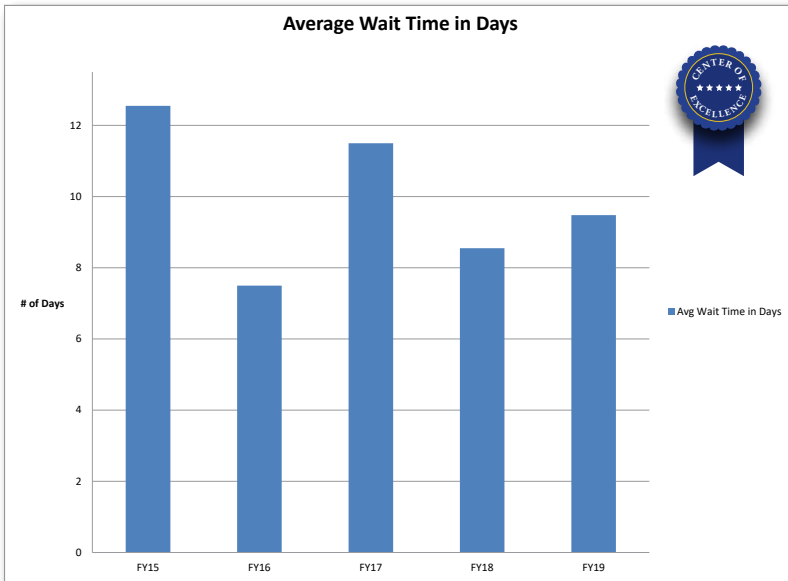
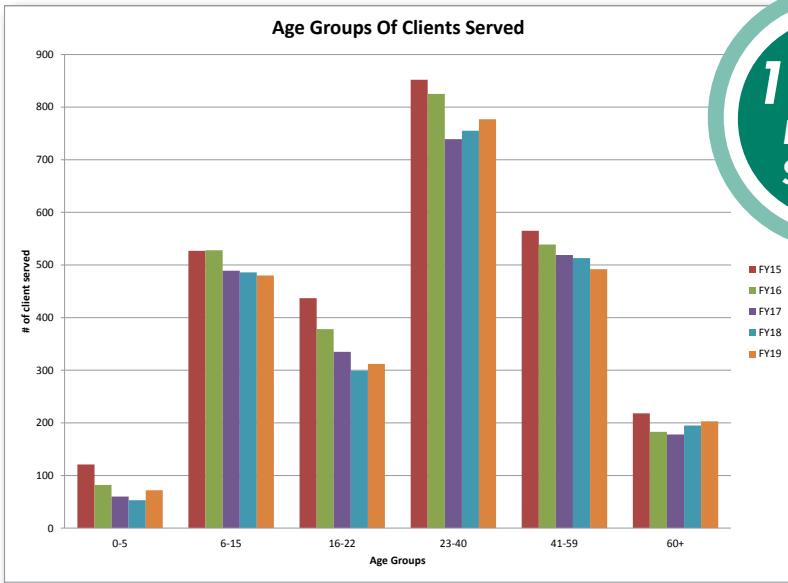


1,236
People
Served

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

The Access Program of Clara Martin Center continues to evaluate and shape the delivery of care for individuals entering services. With efforts started through the launch of Centralized Scheduling in 2015, to the roll out of Phase 2 last year that focused on the client experience through the intake, and better aligned both clinical and business functions to the proper staff role, the Access Program continues to seek out ways to improve the delivery of care. This past year saw an increase in the number of individuals entering the majority of programs that are offered at the agency, making the focus on the client experience even more important. As can be expected with an increase in the number of clients served, focus remains on the wait times that individuals experience, and ongoing work continues to identify added clinical availability in each program to meet the demands.



“
I feel
extremely lucky
to have this center as
a resource, particularly
in the current health care
climate where access to
mental health care
is challenging at best.
”

– CMC Client



Acute Care Program Team

ACUTE CARE PROGRAM

In our aim to help Vermonters in demonstrating resilience and mental wellness as a state goal, the Clara Martin Center Acute Care Program is available to help individuals through trying times in their lives, to recover quickly from difficulties, and help foster that resilience. The Acute Care Program at Clara Martin Center continues to be focused on providing immediate access to emergency support through a number of different avenues. The Acute Care system aims to be responsive to any community member that is experiencing a period of crisis in a caring and empathetic manner, providing support and assistance to address immediate treatment needs and assist clients in seeking appropriate services both at the Clara Martin Center, as well as services available through community partners. The Clara Martin Center strives to provide community based emergency care whenever clinically appropriate, supporting individuals through crisis periods to remain in their communities. If a higher level of care is indicated, Acute Care staff will support the client through that process, helping to facilitate admissions to local crisis beds, or inpatient hospitals as needed. Services include:

EMERGENCY SERVICES

- Available to all ages 24 hours a day, 365 days a year either through in person emergency screenings or by telephone support based on need
- Designed to be intensive, time limited, and are intended to resolve or stabilize the immediate crisis through direct treatment, supportive services to significant others, or arrangement of other more appropriate resources

I have been grateful since beginning Clara Martin on my own over 2 years ago before a relapse.

– CMC Client

- Can be provided in the office, in the local hospital/ emergency department, at home or other places within the CMC service area
- Provide proactive training opportunities to the communities we serve that include Youth/Adult Mental Health First Aid, CPR, Team Two Law Enforcement/Mental Health collaboration, and Assessing for Lethality as part of Zero Suicide efforts

HOSPITAL DIVERSION CASE MANAGEMENT

- Short term case management available to adults, 18 years or older, who are either already engaged in outpatient services or those in the process of connecting with outpatient services who are not traditionally eligible for case management services through other programs

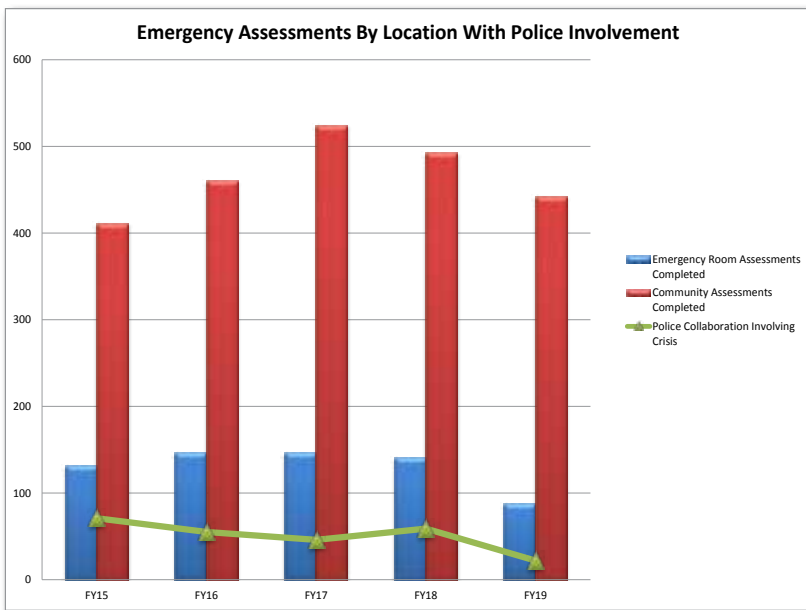
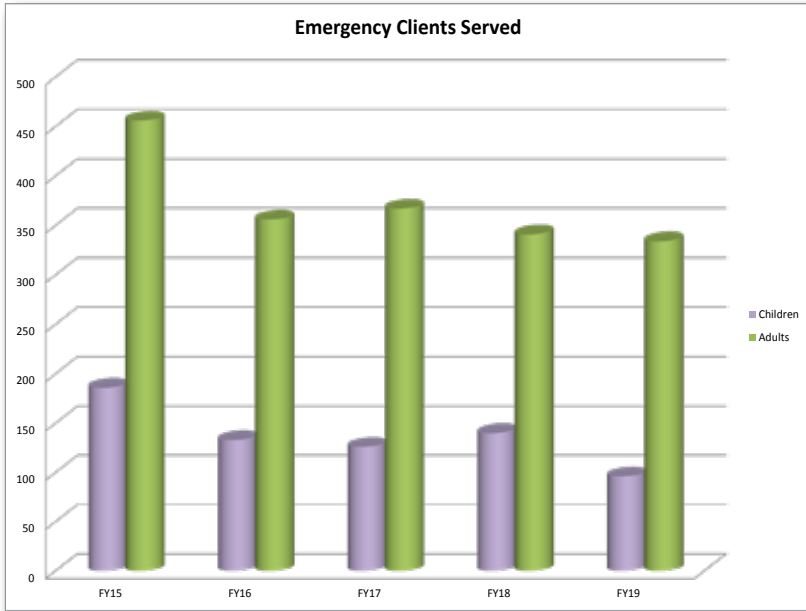
430
People
Served

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

As part of the agency's ongoing efforts to improve care through a Zero Suicide lens, Clara Martin Center has focused time and energy over the last two years in developing and training all clinical staff in assessing for lethality issues, and supporting their clients through treatment if issues such as these present. The Emergency Team remains prepared to consult or provide assistance in safety planning and assessing need throughout the client's treatment. These efforts have shown an increase in the number of clients being supported as part of routine outpatient care, than being referred to Emergency Services for possible assessment for a higher level of care. As staff are able to provide more upstream and supportive services, the number of emergency services provided will decrease, as we have seen this past year.

“
It's
been life
altering in our
family's ability to
communicate.
”
— CMC Client



COMMUNITY PARTNERS

- Gifford Medical Center
- Vermont State Police
- Orange County Sheriff's Department
- Washington County Mental Health Services

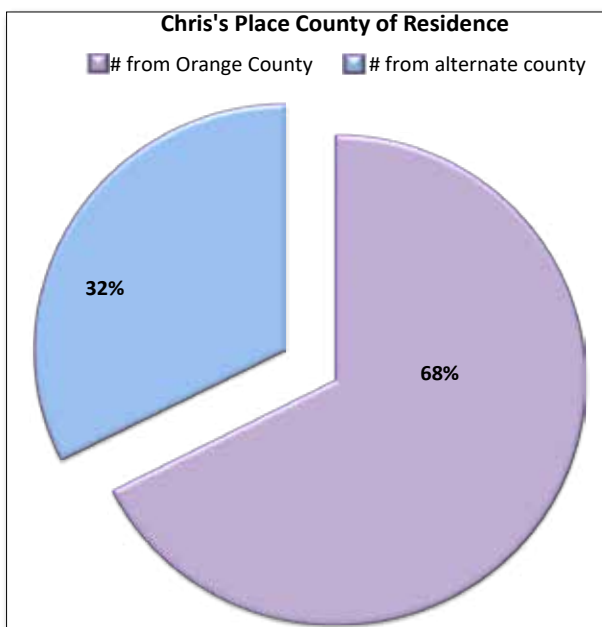


Residential Program Team

RESIDENTIAL PROGRAM

CHRIS'S PLACE

Chris's Place remains a valuable resource in the Clara Martin Center service area as an alternative setting to a hospital admission. For adult community members who are experiencing a period of time in their life when they need additional support, they may arrange a voluntary admission to the Chris's Place program. Chris's Place is staffed 24 hours a day, 7 days a week to provide intensive care and oversight so that clients are able to address current issues they are struggling with surrounded by readily available support. The overwhelming majority of clients admitted to Chris's Place experience a significant improvement in symptoms, and are able to return to their home following a short term admission to the program.



I
feel a part
of the team and
valued for my
contributions.

– CMC Staff

SAFE HAVEN

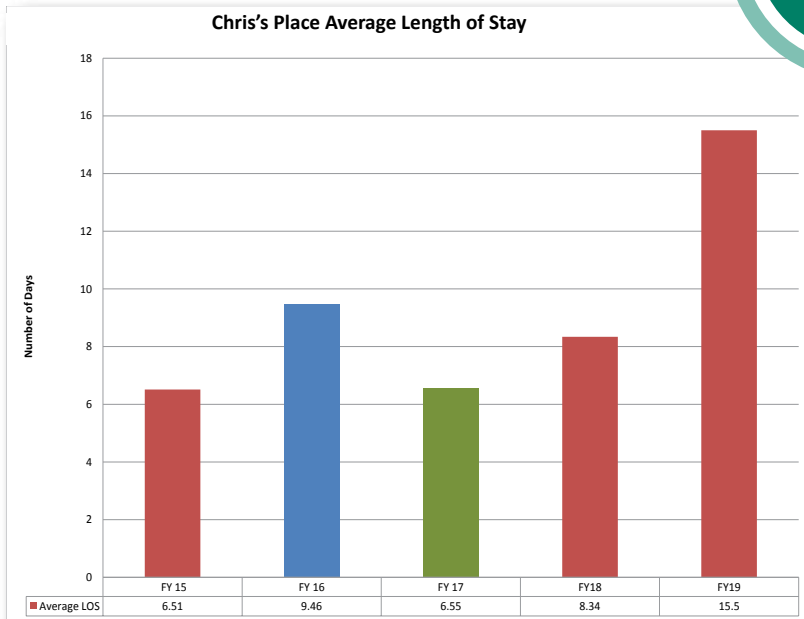
Safe Haven continues to provide a recovery oriented community living environment for homeless individuals that have a mental health diagnosis. Clara Martin Center staff work closely with community partners to help identify individuals that may benefit from admission to the residence. After acceptance into Safe Haven, if an individual is interested in establishing outpatient clinical services at Clara Martin Center, they are connected with the Access Program to begin services and link with appropriate care.

Eligibility criteria:

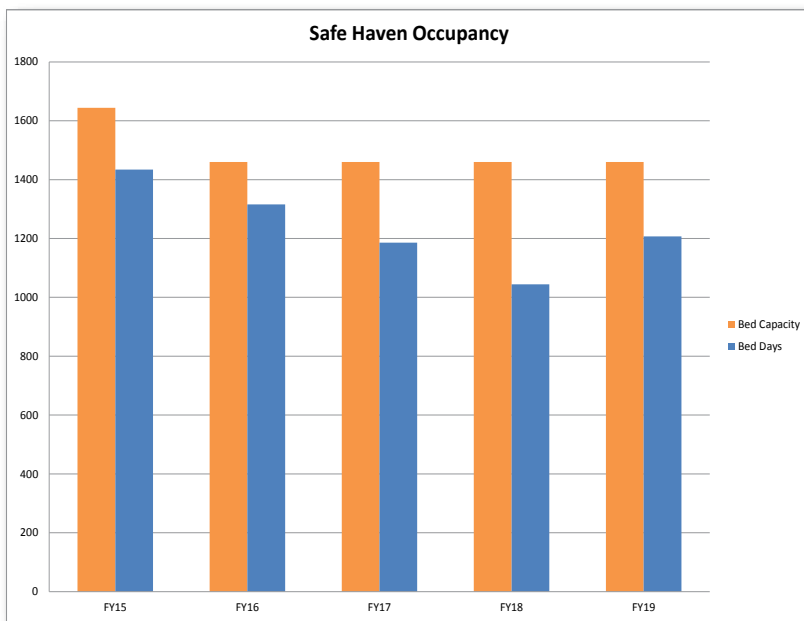
- Must be 18 years of age or older
- Must be an adult with a mental health or substance abuse diagnosis
- If beds available, may admit homeless individuals without a mental health or substance abuse diagnosis
- Meet current HUD definition of homelessness and have documentation of such
- May stay up to two years (average length of stay is 8 months)

26
People
Served

HOW MUCH DID WE DO?



“Feels terrific to work for an organization where my professional opinions and abilities are valued.”
— CMC Staff



STORY BEHIND THE CURVE

Chris's Place

Chris's Place remains a strong community resource for individuals that need a more intensive support on a short term basis, but want to seek an alternative setting for care than admission to a hospital. This past year, the program continues to assist the vast majority of those that are seeking care by providing that alternative, thereby helping to support and resolve the crisis period so they can return home to their community without the need to seek a higher level of care. This year, the program has been impacted more significantly by issues such as homelessness, that have resulted in almost a doubling of the length of stay for individuals. Last year's average was 8.3 days compared to this year's average being 15.5 days.

Safe Haven Occupancy

Homelessness and lack of safe and affordable housing options continue to be an issue that impacts individuals in this region. At Safe Haven, this has resulted in individuals staying for longer periods of time until they can access permanent housing. What has historically been a 3-6 month stay for residents has expanded in recent years to 12-18 months. This is a direct result of the inability to access permanent housing. Clara Martin Center continues to support clients in accessing housing resources external to the agency. We completed a multi-year development project this year to increase the number of housing units in the region.

COMMUNITY PARTNERS

- Vermont Foodbank
- Capstone Community Action
- Vermont State Housing Authority
- Upper Valley Haven
- Good Samaritan Shelter



Randolph Adult Outpatient Program Team

ADULT OUTPATIENT PROGRAM

The Adult Outpatient Program delivers outpatient mental health services to adults and promotes health and wellness by offering individualized supportive services.

Objectives

- Provide outpatient treatment at a variety of sites to meet the needs of individuals in the community
- Assist individuals in increasing functioning and improving the quality of their life through stress and symptom management, development of coping skills and processing of emotions
- Develop individualized plans of care to meet specific needs including treatment for multiple diagnoses or co-occurring substance abuse issues
- Provide services that are gender, culture and trauma sensitive
- Work collaboratively with other providers to ensure continuity of care

Clinical Services

- Assessment
- Individual, Couples or Family Therapy
- Psycho-educational Groups
- Case Management
- Psychiatric Evaluation, Medication Review and

Monitoring

- Psychiatric Consultation to Primary Care Physicians
- Care Coordination

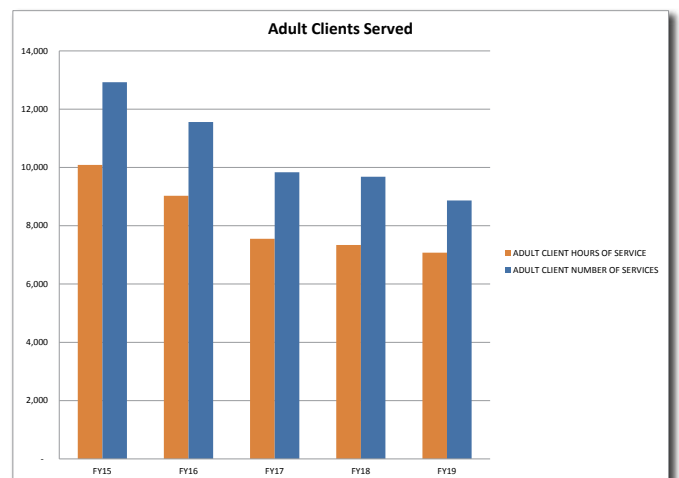
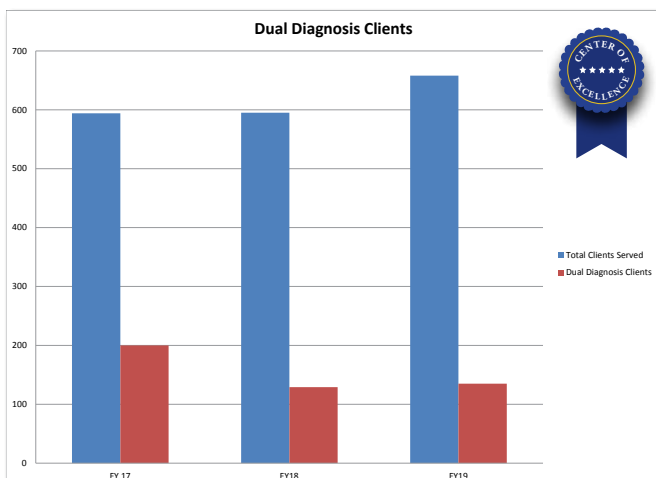
Evidence Based Practice Treatment

- Integrated Dual Diagnosis Treatment: Individual and Group
- Dialectical Behavioral Treatment Programming
- Wellness Recovery Action Plan groups
- Seeking Safety
- Mindfulness

Hospital Diversion Case Management support is available as an augment to the above clinical services for Adult Outpatient clients to address issues that create barriers to care including housing, transportation, health insurance, or other benefits. The goal of these services are to support people to address the social determinants of health issues that negatively impact peoples ability to engage in services, and to address their basic needs.

BLUEPRINT COLLABORATION

The Clara Martin Center continues to be an active participant with the Vermont Blueprint for Health Model within the community. The agency attends monthly





Bradford Adult Outpatient Program Team

658
People
Served

HOW MUCH DID WE DO?

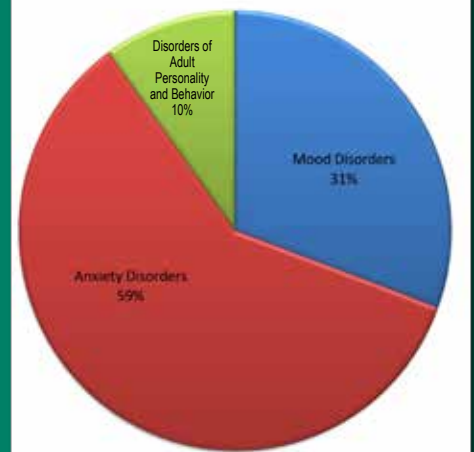
STORY BEHIND THE CURVE

The Adult Outpatient Program experienced a slight decrease in number of services provided for the year, however, the program actually served more individuals in total then it did in the previous year.

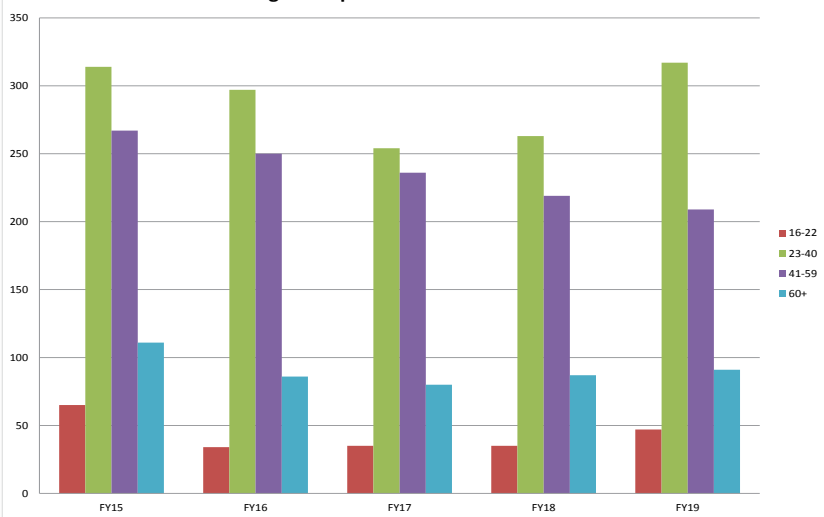
During FY19 the Adult Outpatient Program was able to successfully fill all of its staff vacancies, which has been a huge benefit to the program. Payment Reform, which went into effect January 1st 2019, offered opportunity to focus on group programming and flexibility to offer services in more person centered ways. Clara Martin Center continues to provide co-occurring mental health and substance abuse treatment in both individual and group modalities. As well, the emphasis on integrated care results in more coordination with Primary Care Providers and a holistic approach to overall health and wellness.

Community Health Team meetings in Randolph and Bradford areas as a way to coordinate with other community organizations to maximize resources that aim to support individuals in the community. Clara Martin Center also participates in the Integrated Services meeting in White River Junction as a way to understand and maximize the resources in the Hartford District which Orange County is a part of. There has been a strong focus on improved care coordination for individuals around their physical and mental health care needs. Clara Martin Center is working closely with the Community Health Team Care Coordinators as well as with Support and Services at Home (SASH) providers to better identify needs and connect individuals with available community resources. Clara Martin Center continues to be a part of the Tri-Care Area Eldercare Services program which serves Orange County, Washington County and Lamoille County. The program continues to serve homebound elderly individuals living in the community. The number of individuals served has stayed steady at 23 for FY19 in Orange County and a number of new referrals were received for the new fiscal year.

Most Common Diagnoses



Age Groups Of Adult Clients Served



COMMUNITY PARTNERS

- Stagecoach Transportation Services
- Vermont Law School
- Capstone Community Action
- Washington County Mental Health
- Gifford Health Center
- Little Rivers Health Center
- Newbury Health Clinic
- Vermont Economic Services Division
- White River Family Practice
- Rural Community Transit

PRIMARY CARE INTEGRATION PROGRAM

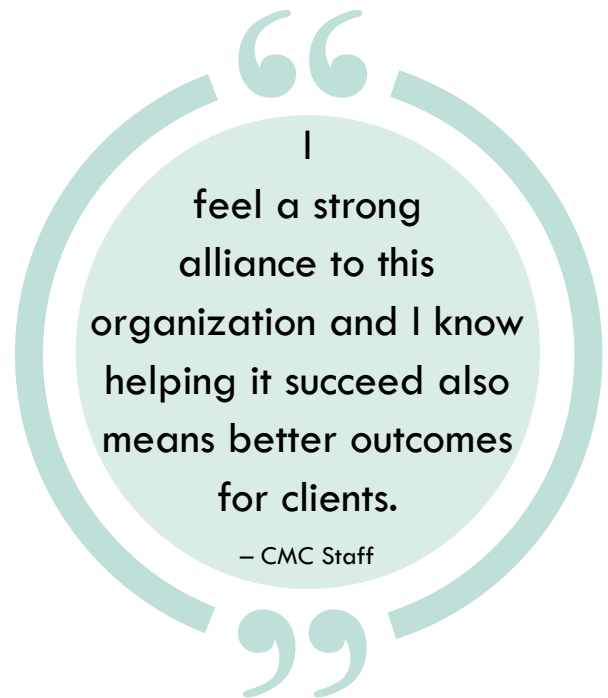
The mission of the Primary Care Integration Program is to ensure access and coordination with primary health care services for those accessing services at the Clara Martin Center. Clara Martin Center has worked to develop strong, collaborative relationships with primary care practices within our service area. Clara Martin Center is co-located with Gifford Health Care in Chelsea at the Chelsea Health Center and works closely with their offices in Randolph, Bethel and Rochester. Clara Martin Center also provides contracted Care Coordination services at the White River Family Practice in White River Junction. Other primary care offices in which there is a strong relationship include Little Rivers Health Care – a federally qualified health center (FQHC) with offices in Bradford, Wells River and East Corinth; Upper Valley Pediatrics in Bradford; Newbury Health Clinic in Newbury; and Ammonoosuc Health Center in Woodsville, New Hampshire.

Objectives

- Improve access to primary care services for residents of the area
- Coordinate care and services from community organizations to meet the needs of the individual
- Participate on the Community Health Teams in Randolph and Bradford
- Obtain referrals from the Community Health Teams for our services
- Provide referrals to the Community Health Team for clients needing primary care services
- Support in accessing other services offered by community organizations
- Participate and coordinate with SASH teams in Randolph and Bradford
- Participate in the Unified Community Collaborative for the Randolph Health Service Area and Upper Valley Health Service Area
- Participate with One Care for the Gifford Health Service area including coordination in Care Navigator

Broad Clinical Services

- Care Coordination in Randolph, Bradford and White River Junction
- Psychiatric Consultations
- Screening
- Referrals to internal services and external resources
- Walk-in Clinic
- Emergency Services
- Case Management



Bradford Clinical Services

- Provide monthly psychiatric consultation access to Little Rivers Health Care along with provider consultations
- Attend monthly care coordination meetings with Little Rivers Health Care and Upper Valley Pediatrics

Chelsea Clinical Services

Clara Martin Center is co-located with Gifford Health Care at the Chelsea Health Center. The Chelsea Health Center is owned and overseen by the Chelsea Health Center Board.

- Clinical services available:
 - Clinical Assessment
 - Individual (adults and children), family, and couples counseling
 - Mental health and substance abuse treatment
- Medicare eligible clinical services

Randolph Clinical Services

- Medication Assisted Treatment (MAT) in conjunction with the Blueprint and Gifford Health Care
- Gifford Area Recovery Program (GARP) is a comprehensive and coordinated program to treat opiate addicted pregnant women
- Wellness Program for long term care clients

Wilder Clinical Services

- Clara Martin Center provides co-located care coordination services at the White River Family Practice one day per week which includes short term counseling and referrals

WHITE RIVER FAMILY PRACTICE

The Clara Martin Center has continued its collaborative relationship with the White River Family Practice (WRFP) that began in 2013. The aim of the collaboration is to increase access to mental health services for their patients. This is done by embedding a Clara Martin Center Clinician in the WRFP office to provide assessment, brief intervention and referral services. For FY19 we saw a sharp increase in the number of clients seen and number of services provided. This is the highest volume we've seen since 2013.

515
services
provided

HOW MUCH DID WE DO?

VT BLUEPRINT & ACCOUNTABLE CARE ORGANIZATION

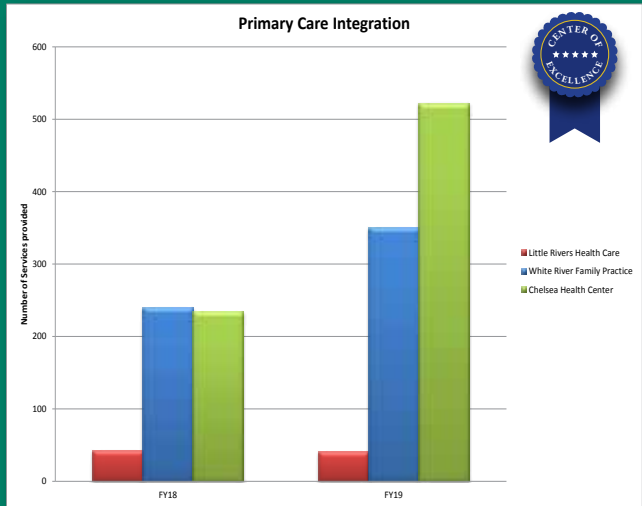
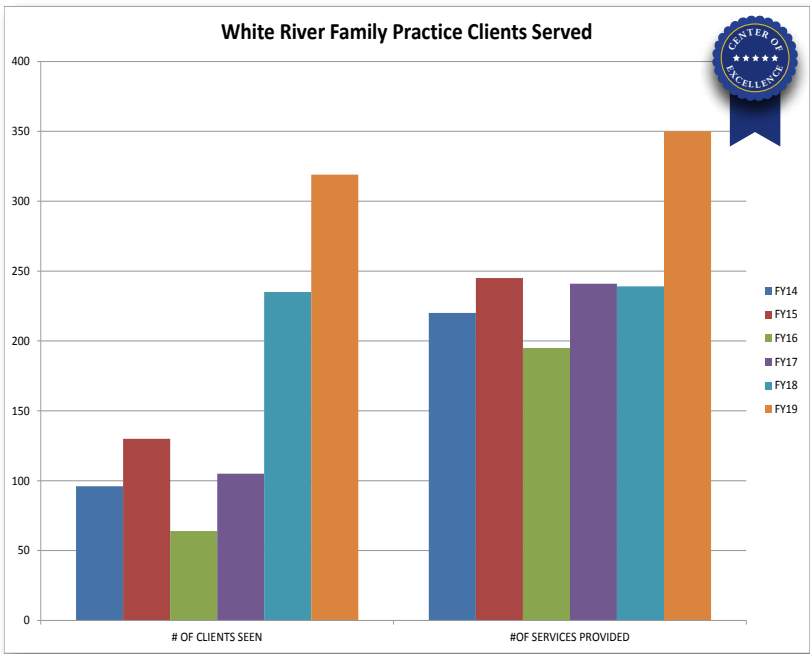
In January 2019, the Clara Martin Center became an active participant in One Care, an accountable care organization, by way of Gifford Health Center signing onto One Care for Medicaid only insurers. Care coordination efforts between Clara Martin Center and Gifford have intensified and required staff to get trained in Care Navigator, the web based platform One Care is requiring for data entry and tracking.

One area of focus for Primary Care Integration, the VT Blueprint and ACO measures is smoking cessation. Clara Martin Center tracks smoking status at initial intake, during reassessments and at discharge. The Clara Martin Center in both Randolph and Bradford have teamed up with the Blueprint Community Health Team to provide smoking cessation classes. As well, smoking cessation is being addressed as part of regular medication evaluations with the CMC medical team and as part of individual counseling and case management.

STORY BEHIND THE CURVE

We have seen a steady increase in demand for services within our Primary Care Integration Program at the White River Family Practice and at the Chelsea Health Center.

The number of services provided at the Chelsea Health Center doubled from FY18 to FY19 and the services provided at the White River Family Practice continues to steadily climb. The ability for individuals to have access to mental health services within their own community, where they are also receiving their medical care, is a vital resource to maintain health and wellness.



COMMUNITY PARTNERS

- Vermont Blueprint for Health
- Gifford Health Care
- Little Rivers Health Care
- White River Family Practice
- Newbury Health Clinic
- Upper Valley Pediatrics
- Ammonoosuc Health Center
- SASH
- Chelsea Health Center Board
- Vermont Chronic Care Initiative (VCCI)



Bradford Community Support Program Team

COMMUNITY SUPPORT PROGRAM

The Community Support Program (CSP) assists individuals with mental health issues in achieving and sustaining the highest quality of life consistent with their abilities, needs, personal ambitions, and available resources. The program strives to instill wellness to individuals living in the community.

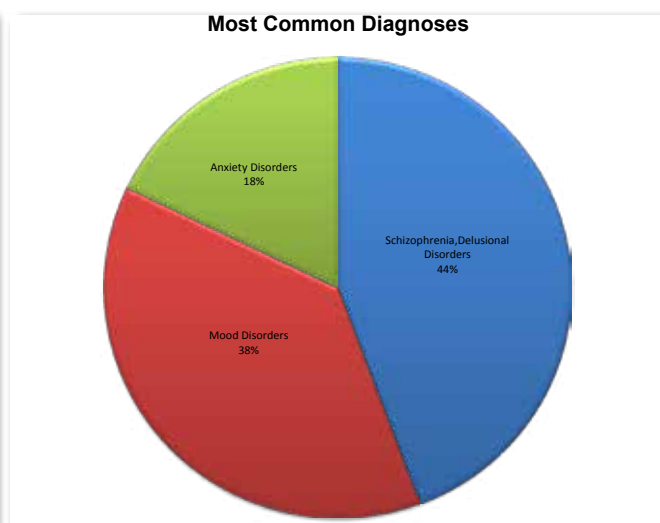
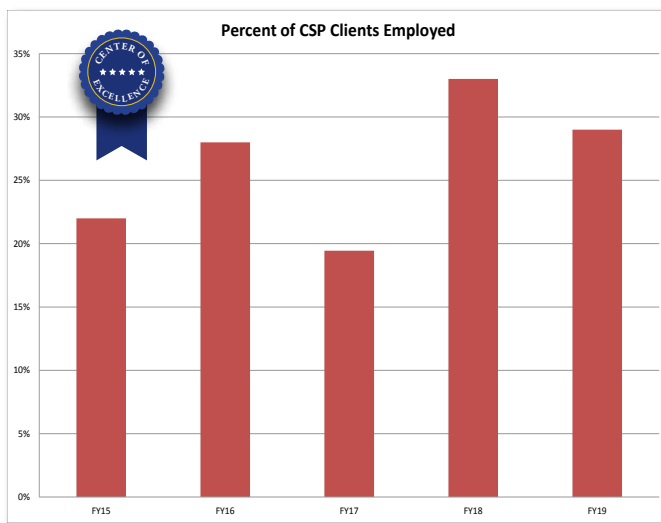
Objectives

- To insure that individuals in CSP are treated with dignity and respect, provided opportunities to work, learn, have recreational opportunities, and live in the community based on their personal choices
- To insure that services provided are individualized and emphasize health, wellness and recovery
- To insure wherever possible, services be used that are based on evidence-based treatment models
- To insure that treatment goals are directed by the individual
- To teach individuals how to handle the stressors they face in life
- To minimize the usage of psychiatric hospitalizations

- To minimize the usage of involuntary treatment, either in inpatient or outpatient settings
- To identify all diagnoses, both mental illness and substance abuse, and to treat both concurrently and within the same treatment team
- To provide an understanding of mental illness, of medications, and of feelings
- To support individuals in gaining self confidence to improve their living situation

Eligibility Criteria

CSP serves adults, 18 years and older, who meet the specific eligibility criteria set forth by the Vermont Department of Mental Health. The criteria must be met in three categories: diagnostic criteria, recent treatment history and level of impaired role functioning. Although persons with a primary diagnosis of Developmental Disability, head injuries, Alzheimer’s disease, or Organic Brain Syndrome frequently have similar treatment needs, they are not included in this definition.



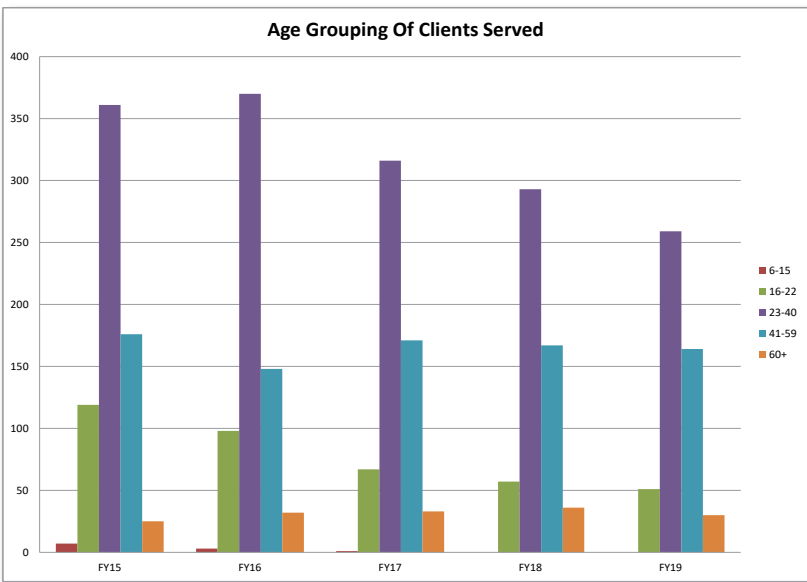
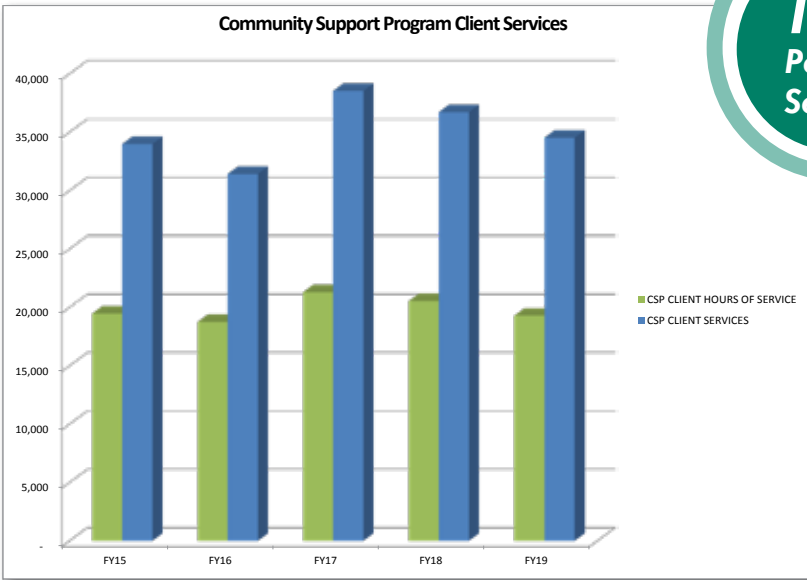
166
People
Served

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

In FY19, the Community Support Program saw a slight decrease in the total number of clients served and total hours of services provided. The number of individuals 60+ receiving services in the program continues to climb. The overall penetration rate of employed CRT clients was 28.5% while nearly half of all clients in CRT received at least one vocational service this year.

The Community Support Program continues to focus the services provided on community engagement connection and support to achieve identified goals. The program offers individuals the opportunity to engage in individual and group programming and uses recovery oriented and evidenced based practices. Social isolation has negative impacts on emotional, mental and physical health of all people and has been identified as one of the key contributors to negative health outcomes. The Community Support Program aims to combat this by supporting people to build a sense of connectedness.



COMMUNITY PARTNERS

- Curves
- Gifford Health Center
- SASH
- Bayada Home Health
- Stagecoach Transportation Services
- Central Vermont Council on Aging
- Capstone Community Action
- Visiting Nurse Association
- Riverbend Residential Care Home
- Division of Vocational Rehabilitation
- Vermont Technical College
- Little Rivers Health Center



Randolph Community Support Program Team

COMMUNITY SUPPORT PROGRAM

Specific Programmatic Criteria:

Clinical services are available to all clients in the CSP if they are clinically indicated by the individualized service plan developed in collaboration between the client and the treatment team. All CSP clients, regardless of need, are assigned to a primary case manager and are seen at least annually by a member of the medical team.

Clinical Services

- Case Management, Outreach
 - Community-based supports
 - Social support services/socialization skills
 - Assistance with activities of daily living
 - Community integration
- Service Planning and Coordination
 - Assistance with acquiring benefits and the application process
 - Payeeship services
 - Housing support services
 - Difficulty of Care Program and Wellness Recovery Action Plan support services
 - Assistance with accessing medical and dental services
- Psychiatric Evaluation, Medication Review and Monitoring
- Individual Counseling
- Recovery and Wellness Groups
 - Women’s group, writing group, art group, cooking group, health and nutrition group, fitness groups, gardening group, walking group
- Peer Supports
- Emergency Services

Evidence Based Practice Treatment

- Integrated Dual Diagnosis Treatment: Individual and Group

- Dialectical Behavioral Treatment Programming
- Wellness Recovery Action Plan groups
- Seeking Safety
- Family Psycho-education
- Individual Placement and Supports (IPS) model for Vocational Services

VOCATIONAL SERVICES/OUTREACH

The agency’s Supported Employment program assists adults within the agency’s CSP to identify, achieve and maintain vocational goals, including paid employment, in collaboration with community employers. The program also provides:

- Assistance with preparing for employment
- Assistance with job development
- Assistance with on-going job support

Supporting clients in moving forward with their vocational goals is recognized by Clara Martin Center as an important aspect of recovery, and the agency continues to promote this evidence-based component of treatment.

HEALTH AND WELLNESS PROGRAM

The philosophy of the Health and Wellness Program is that physical health is an important component of overall health. Individuals are encouraged to engage in activities that promote physical as well as mental health. The program has a designated nurse who works to promote physical health on 4 levels.

1. On an individual level:
 - Personalized health coaching
 - Diet and exercise planning
 - Wellness plan development
 - Social integration in the community

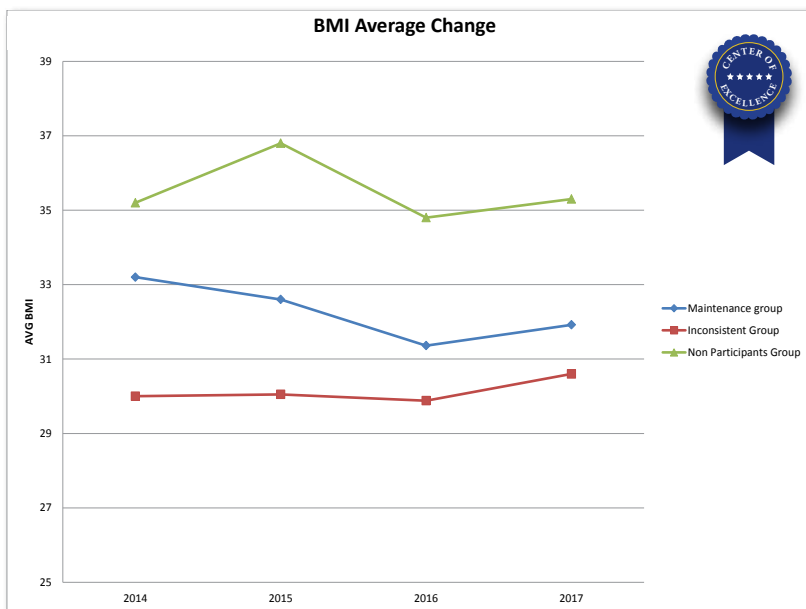
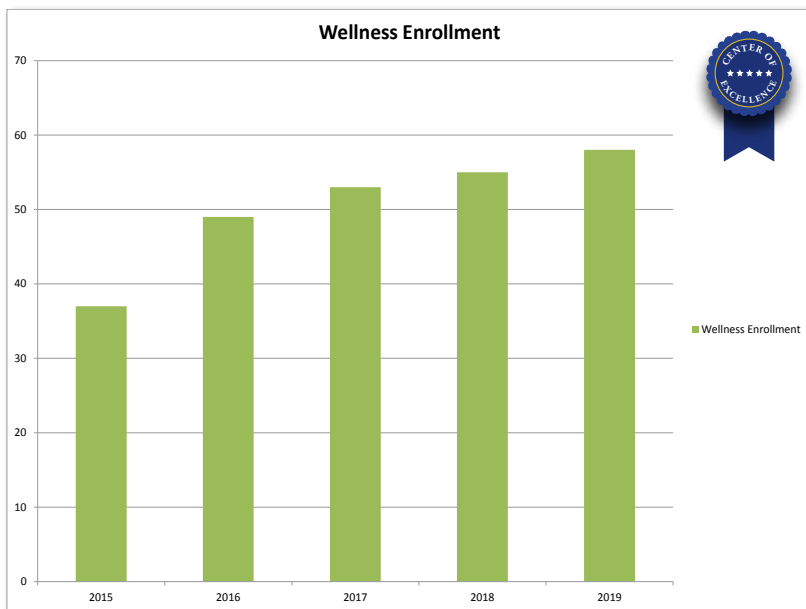
2. On a group level:
 - Social integration fitness groups – Curves, VTC, walking group
 - Health and nutritional support
 - Smoking cessation supports
 - Peer support and encouragement
3. On a program level:
 - Coordination of wellness plan with case managers and support staff
 - Provide education on health issues
 - Assist in coordinating health activities
4. On a community level:
 - Coordination with primary care and other health care providers in the community
 - Advocate for client to promote wellness
 - Communicate regarding health needs of clients
 - Foster an integrated approach to wellness for CSP clients

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

Over the past five years the Wellness Program has seen a steady increase in the number of participants in the program. The program offers one on one support with the Wellness RN, group and individual health and nutritional education and support, as well as individual and group physical activity opportunities offered daily throughout the week. The program emphasizes a collaborative approach with PCP and medical providers as a way to coordinate care. Results from the past five years shows an average decrease in BMI by a little over 1 point for individuals that consistently engaged in the Wellness Program.

The Wellness Program first began in 2009 as a way to address the information that several studies have shown which is that people living with serious mental illness have a life expectancy 10-20 years shorter than those without. There are a number of factors that contribute to this such as poor diet, lack of exercise, smoking, poor access to medical care as well as long-term adverse effects of psychotropic medications. The program provides targeted interventions on an individual level, group level, program level and community level and includes cognitive behavior intervention strategies, life style interventions and social/peer support involvements.



“ I value working at CMC and feel that I am valued as well. ”

– CMC Staff



Bradford Child and Family Program Team

CHILD & FAMILY PROGRAM

The mission of the Child & Family Program at the Clara Martin Center is to provide high quality, comprehensive, and integrated prevention and community based services to children and their families. Our team fosters resilience, inspires change, helps families recover from difficult events and promotes healthy family systems. The Child and Family Program operates with the understanding that children and adolescents live within families and communities. Prevention and treatment is planned in collaboration with families and appropriate community

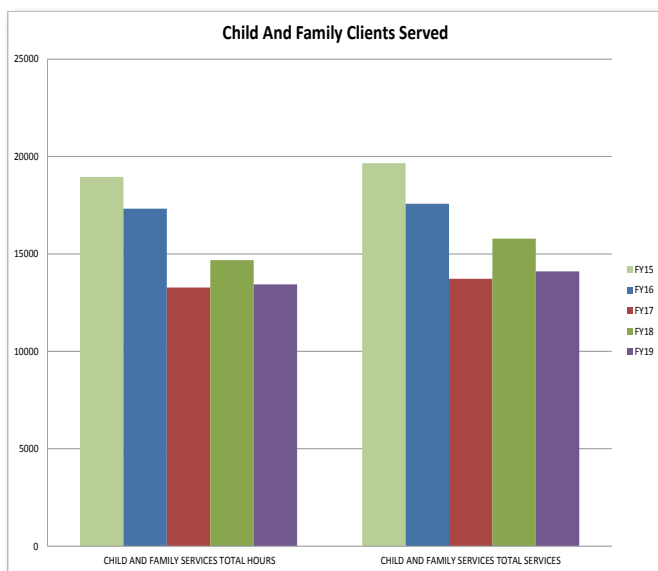
members/professionals. All services are intended to enhance the functioning of the family system. Our services are part of a comprehensive and coordinated array of community resources intended to form a “wrap around” safety net of support for every family in need in our region of Vermont. Each “wrap around” is designed to meet the unique needs of the child and their family.

EARLY CHILDHOOD MENTAL HEALTH (AGES 0-5)

In a regional collaboration with other early childhood providers, the Clara Martin Center provides therapeutic supports to young children, ages 0-6 years old, and their families. These services are specific to developmental, social and emotional needs and tend to be delivered through a more specific prevention based model. Services are provided in the home, community and at the office based upon need and appropriateness.

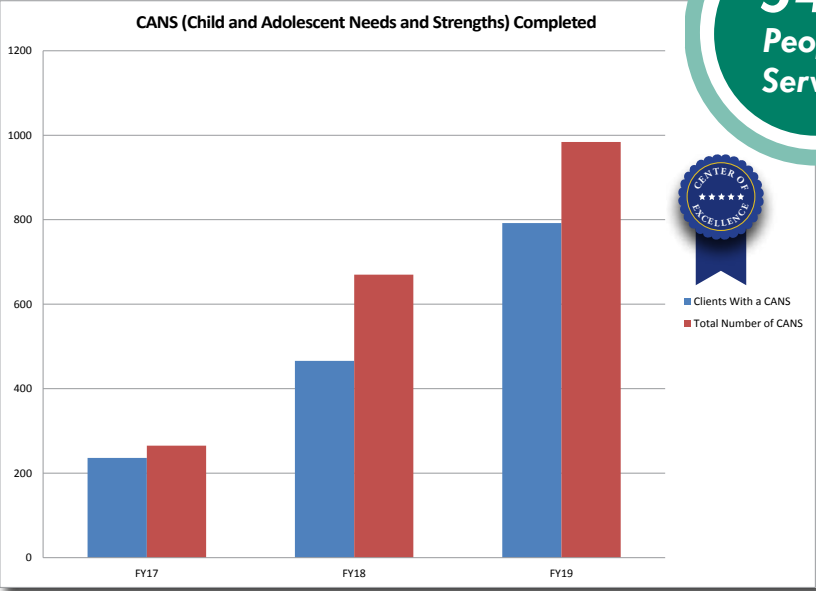
GENERAL OUTPATIENT SERVICES (AGES 6-15)

Within outpatient services, youth and their families receive individual and family therapy, community supports, case management, group programming, summer programming and respite. While general outpatient services are focused on ages 6-15, all of these services are available to any and all children within the larger Child and Family Program.



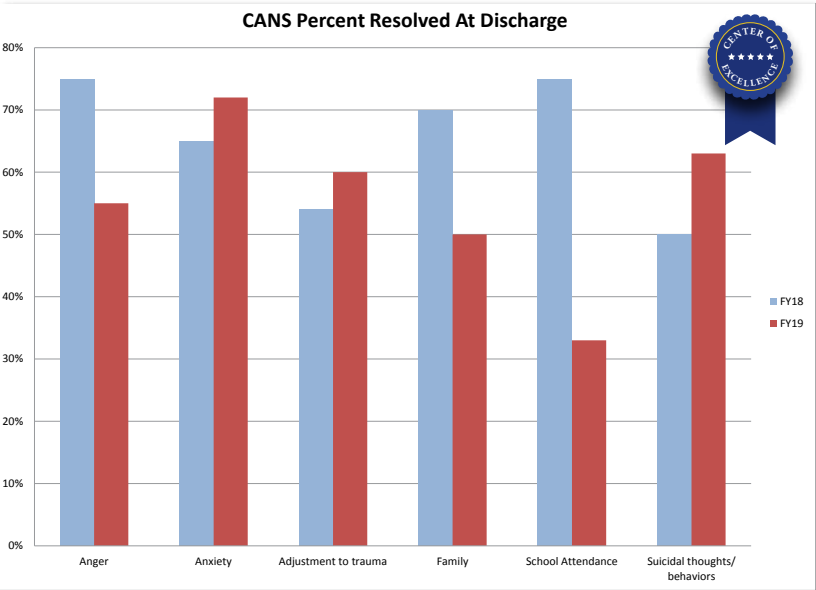
545
People
Served

HOW MUCH DID WE DO?



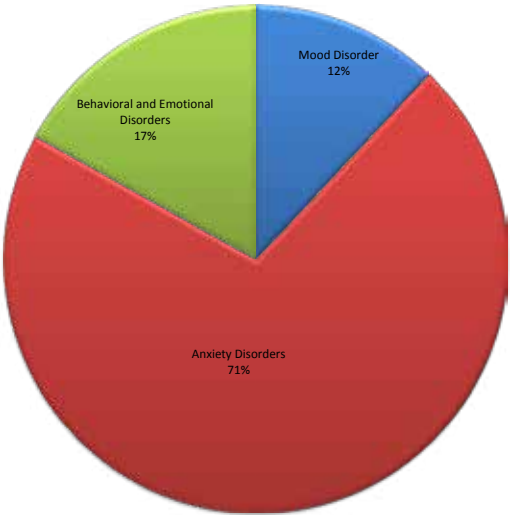
STORY BEHIND THE CURVE

Payment Reform, and Outcome reporting moved to the Child and Family Program during FY19. We began the year preparing for the changes in payment models that would begin effective January 1, 2019. This change in payment structure required some changes to the program, however, there were no negative consequences in the treatment delivery for our clients. We continued to provide high quality care, focusing on evidence based practices, and support services that met the needs of our clients and their families. In FY 19, we served 545 clients, providing 13,438 hours of services. Year over year, we saw a slight increase in the number of clients served, but overall a decrease in the number of hours of services provided. In regards to treatment outcomes, it is evident that the hours provided were successful in creating positive outcomes for our clients.



The positive client outcomes are demonstrated in the results of our CANS (Child and Adolescent Needs and Strengths) tool. As you can see in the FY19 graphs to the left, 792 clients had a CANS completed on them, and of those clients with a CANS completed, we saw a great deal of improvement in their scores at discharge. 55% saw reduced levels of anger, 72% experienced improvement in their anxiety symptoms, 60% saw an improvement in their adjustment to trauma, and 63% experienced improvement and a decrease in their suicidal thoughts and behaviors.

Most Common Diagnoses



COMMUNITY PARTNERS

- Upper Valley Services
- Orange County Parent Child Center
- The Family Place
- Upper Valley Haven
- The Junction Teen Life Skills Center
- Bradford Teen Center
- VT Dept. of Child and Family Services
- White River Craft Center
- Randolph Recreation Department
- Upper Valley Pediatrics



Randolph Child and Family Program Team

CHILD & FAMILY PROGRAM

TRANSITION AGE YOUTH (TAY) (AGES 16-22)

The Transition Age Youth program provides services to youth 16-22 years of age, utilizing the Resiliency Model to meet clients “where they are at”. Providing therapeutic services and supports in the youth’s environment help adolescents and young adults succeed. TAY supports the adolescent or young adult in developing and maintaining caring relationships by being held to high expectations, and giving them opportunities to participate and contribute to their community.

- JOBS (Jump On Board For Success) provides job supports to young adults ages 16-22 who have graduated, are at risk of dropping out, or have dropped out of school, to aid them in preparing, securing and maintaining employment (available only in our Randolph area).
- Adventure Programming – The adventure based programming consists of a dynamic package of services that will engage clients in their treatment through experiential learning and adventure based treatment. We foster resiliency and inspire change for children and adolescents by incorporating their whole self, including strengths and competencies that are brought out through active forms of treatment. The adventure based program is a part of a comprehensive and coordinated array of community resources intended to promote self discovery and meaningful relationships through hands on learning in a group format. Elements of the program include:
 - Monthly day trips (for two age groups 12-15, and 16-18)
 - Week-long wilderness trips

“
I’m
not sure
where I’d be or if
I’d be if it were not
for Clara Martin. The
service and care here is
outstanding!
– CMC Client
”

- Booster weekends
- Challenge group for teens
- Summer group programming
- Leadership Development – Through the state’s Youth In Transition (YIT) initiative, the TAY program focuses on developing the voice of young adults to speak out and share their experiences. This has proven to have tremendous impact and success in engaging local communities in a supportive process of understanding and de-stigmatizing our youth.

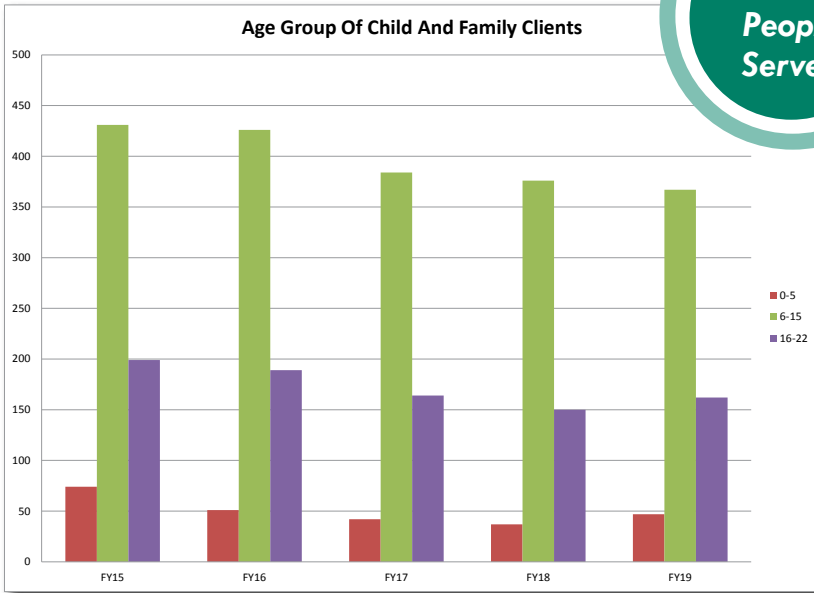
ALCOHOL AND OTHER DRUG SERVICES

Alcohol and other drug treatment, education and skills based services are embedded into our Transition Age Youth service programming. The Clara Martin Center is a co-occurring treatment agency that provides comprehensive treatment to address both substance abuse and mental health together. Services are provided in individual and family therapy, as well as group therapy modalities.

162
People
Served

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE



Our Transition Age Youth Program served 162 young adults (ages 16-22) in FY19. Resiliency, empowerment, and advocacy are the core tenets of TAY programming. Whether our services are provided to the individual/family in a therapy, community support modality, or in a group programming modality, our aim is always to increase the strengths of the young adult and the systems they interact with. We accomplish this by engaging our young adults in high preference, skill building activities that challenge, support, and empower them to be the best they can be.

The TAY program has a subset within the larger program. In our JOBS vocational program, we served 40 young adults in our Randolph Region in learning employment skills, finding and maintaining employment.

While the number served in our TAY program increased slightly from 150 in FY 18 to 162 in FY19, our overall programming continues to focus on providing the services that our clients need the most. The overall curve of the numbers served in previous fiscal years continues to demonstrate decreased numbers served. This is partially due to contractual changes that occurred in Fiscal Year 18, which resulted in the JOBS service contract being limited to the Randolph Region, and VCRHYP programming no longer being provided at the Clara Martin Center. These changes had an overall effect on how referrals were made, and resulted in an overall population base being lower than previous years.

The JOBS program is on track to meet its Rehabilitation/Job placement targets for the grant period ending in September. This program continues to meet and exceed its targeted outcomes, while providing the young adults with superior supports in meeting their holistic needs.

COMMUNITY PARTNERS

- Upper Valley Services
- Orange County Parent Child Center
- The Family Place
- Upper Valley Haven
- VT Dept. of Child and Family Services
- The Junction Teen Life Skills Center
- Bradford Teen Center
- White River Craft Center
- Randolph Recreation Department

Great
people
from top to
bottom.

– CMC Staff



Regional Alternative Program Team



East Valley Academy Team

SCHOOL SERVICES PROGRAM

SCHOOL SERVICES PROGRAM

The mission of the School Services Program is to provide a continuum of student centered supports and interventions that allow students with mental health challenges to be successful student learners. With a focus on prevention and early intervention, the goal of school services is the promotion of wellness for all students in their educational, family and community environments.

School Services include Behavioral Consultation, Behavioral Intervention, School Based Clinicians, and Alternative School Programming.

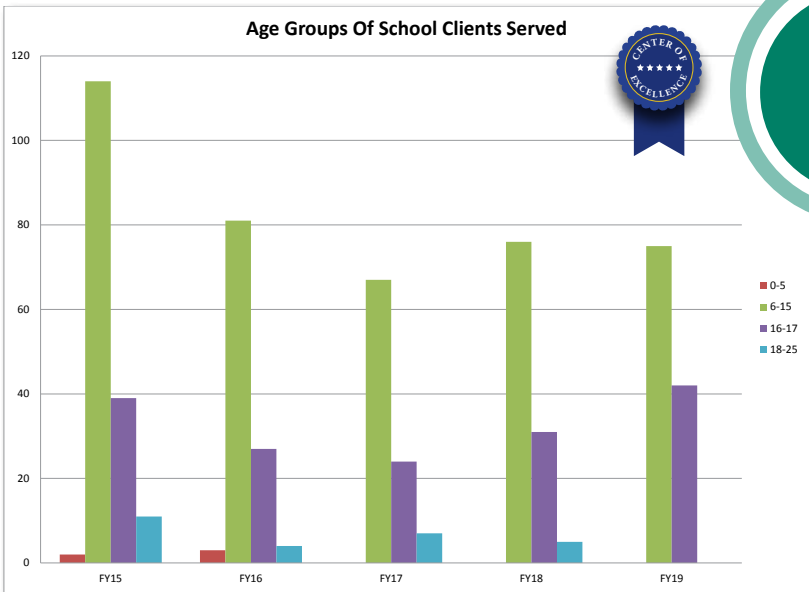
- Behavioral Consultation is a service that is available to schools that may be experiencing a struggle with one or more students. Behavioral Consultation provides individualized functional behavioral assessments and consultation for identified students or classrooms.
- Behavioral Intervention provides highly individualized programs for youth and their families living with significant emotional and behavioral disorders in the school setting. Often youth who receive these services are at risk of hospitalization or of being placed in a residential program. Through the use of Behavioral Consultation, a trained Behavioral Interventionist, Clinical Case Manager in conjunction with a close collaboration with the educational team, the majority of youth are able to maintain their placement in their homes, school and community.
- School Based Clinicians provide mental health treatment to students, as well as education and support to school staff within the schools. School Based Clinicians are integrated into the school team and are able to provide daily supports to youth struggling with emotional and behavioral disorders.



ALTERNATIVE SCHOOL PROGRAMMING

- East Valley Academy (EVA) is a licensed independent school that provides educational and therapeutic services to youth with severe emotional and behavioral challenges in grades 3-12. Youth who attend EVA are referred and tuitioned by their school. Clara Martin Center oversees all therapeutic as well as academic aspects of EVA.
- Wilder School (Regional Alternative Program – Hartford School District) is a licensed independent school made possible by a collaboration with the Hartford Area Regional Collaborative, that provides educational and therapeutic services to youth with severe emotional and behavioral challenges. Clara Martin Center oversees the therapeutic services provided within the Wilder School.

110
People
Served

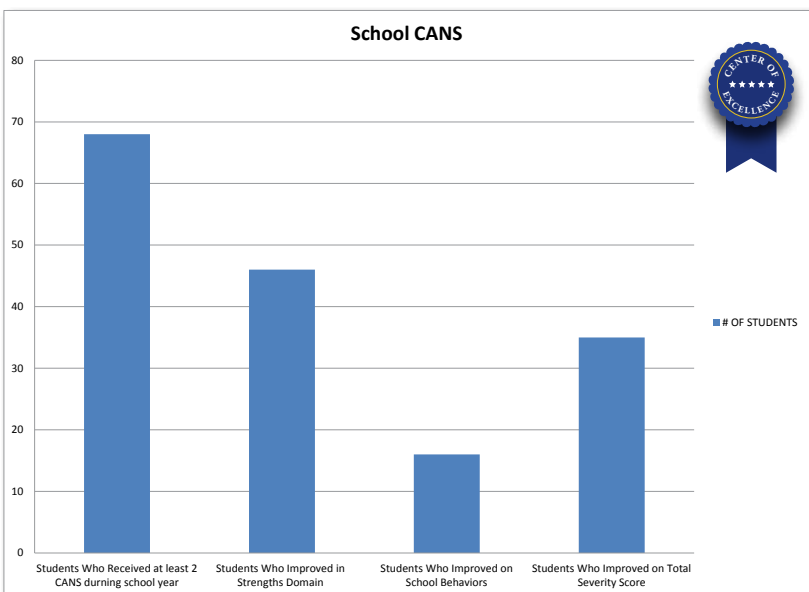
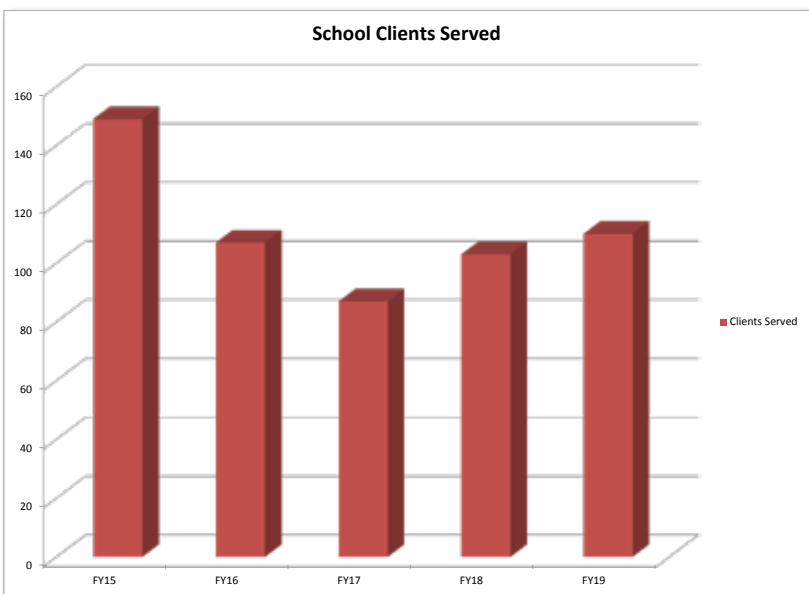


HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

In FY 19, our School Based Services served a total of 110 clients in our school programming. Behavioral Interventionists provided intervention to 5 students in 3 schools, 2 School Based Clinicians served Jr. and Sr. High School students in two schools and our enrollment in East Valley Academy and The Wilder School remain strong, serving 23 and 35 students respectively.

FY19 was the first year that the CANS tool was implemented across all of school services programming, however, we were able to obtain two data points by administering the tool at the beginning of the school year, and again at the end, for 68 students. Of those 68, 46 of those students showed improvements in the strengths domain, 16 demonstrated improvement in their school behaviors, and 35 demonstrated overall improvement on their severity scores.



“ Thank you for taking an interest of our needs and for making this such a great place to grow professionally. ”

– CMC Staff



Alcohol and Other Drug Program Team

ALCOHOL AND OTHER DRUG PROGRAM

The Alcohol and Other Drug Program promotes healthy lifestyles by reducing the harmful effects of alcohol and other drugs on the client, family and community.

Objectives

- Provide comprehensive treatment which addresses the needs of both the person with a substance concern and the people affected by the substance concern
- Identify clients who have co-occurring mental illness and help them develop goals and a treatment plan individualized to meet their needs
- Recognize abuse of alcohol or other drugs as a progressive disease that affects the psychological, emotional, physical, social, and spiritual health of the person. It often impacts any system he/she interacts with including their family, friends, workplace and community
- Provide outpatient treatment in a variety of sites to meet the needs of our clients
- Provide education, consultation services, and support to family and friends of clients and other community organizations

- Work collaboratively with other providers and community organizations to provide continuity of care to our clients

Clinical Services

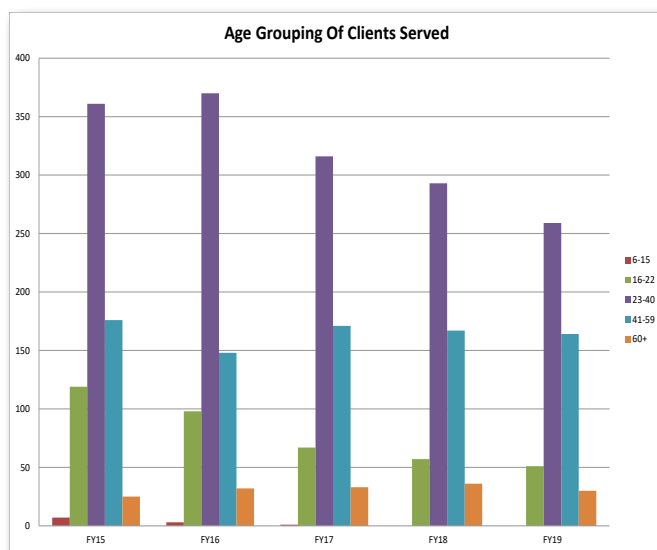
- Assessment and Referral to appropriate level of care
- Outpatient Services: Individual, Group and Family Therapy
- Quitting Time – Intensive Outpatient Program
- Medication Assisted Therapy
- Aftercare Recovery Services
- Psychiatric Evaluation, Medication Review and Monitoring
- Psycho-educational Groups
- Emergency Services
- Moral Reconciliation Therapy
- Case Management

QUITTING TIME INTENSIVE OUTPATIENT PROGRAM

Quitting Time helps clients with substance dependence maintain abstinence from alcohol or drugs and enhance their skills to prevent relapse. The program is offered in the daytime and evening to accommodate the needs of the clients. On average this program meets three times per week for approximately six weeks, however this is assessed and determined on a case-by-case basis to determine the appropriate length of treatment recommendations. Once a participant completes the intensive portion of this program, the recommendation is to continue in the outpatient aftercare group as the maintenance portion of this program.

OUTPATIENT RECOVERY AND AFTER CARE GROUP

Recovery Group enhances relapse prevention skills and broadens client understanding of recovery as a lifestyle change.



497
People
Served

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

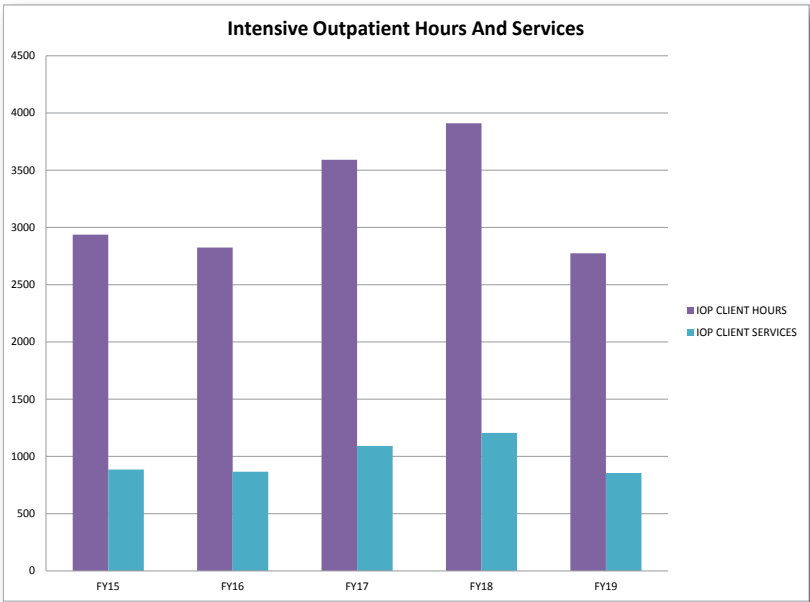
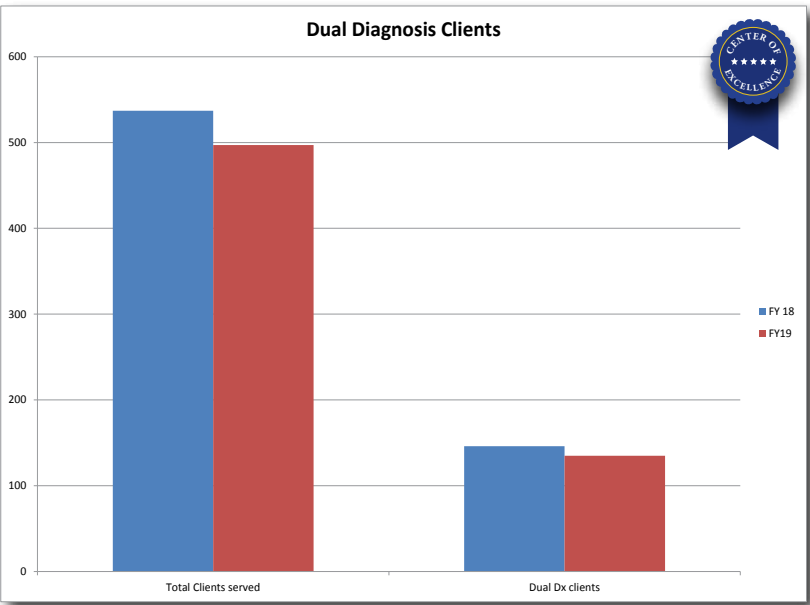
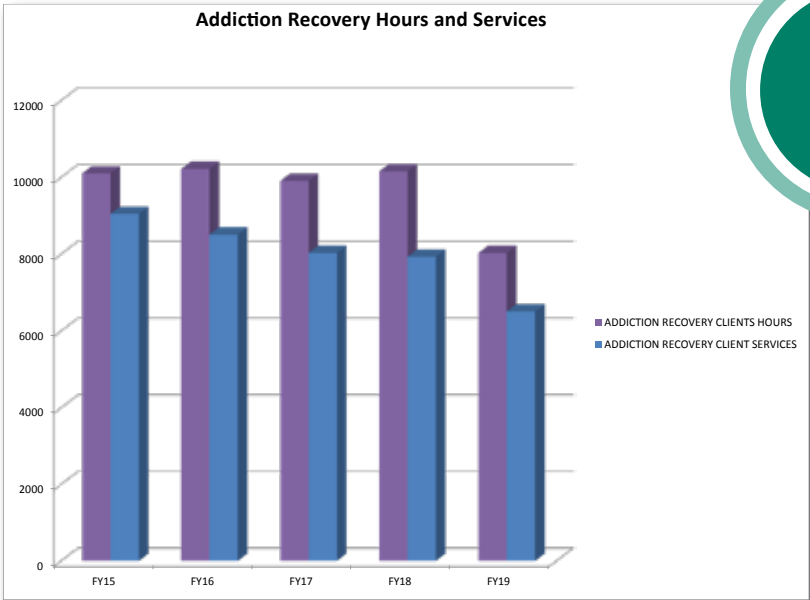
Clara Martin Center’s substance abuse programming is integrated into all programs to support the co-occurring culture that the agency upholds and to meet the intricate needs of the population.

The need for services and complexity of this population has remained steadfast over the past year. The amount of treatment provided in the Alcohol and Other Drug program has seen a decrease over the past year.

Reach Up is a statewide program that provides economic support and case management to parents of young children. Clara Martin Center, through our contract with Reach Up, provides additional support and clinical services to this population, who present with mental health and substance abuse needs.

We have successfully increased the overall number of clients, services and hours in our Reach Up program, with the addition of a new Reach Up case manager and increased collaboration with all sites to support this population in meeting their substance abuse and mental health needs.

The Intensive Outpatient Program continues to provide evening IOP services. The Randolph IOP program has struggled with referrals over the past year, and we continue to look at ways to re-launch this program to ensure this service is available in the Randolph area.



COMMUNITY PARTNERS

- Vermont Department of Corrections
- Department of Child and Family Services
- Southeast Regional DUI Treatment Docket
- Turning Point
- Restorative Justice Centers
- Primary Care Offices

CRIMINAL JUSTICE PROGRAM

MOTIVATIONAL GROUP

Motivational Group helps clients develop increased awareness of the impact that alcohol or drug use has had in their lives. In addition, we hope to help increase the client's level of motivation to make healthier and safer decisions regarding their substance use. The group meets once each week. This group also meets IDRPs recommendations for ongoing counseling towards license reinstatement.

CO-OCCURRING ISSUES GROUP

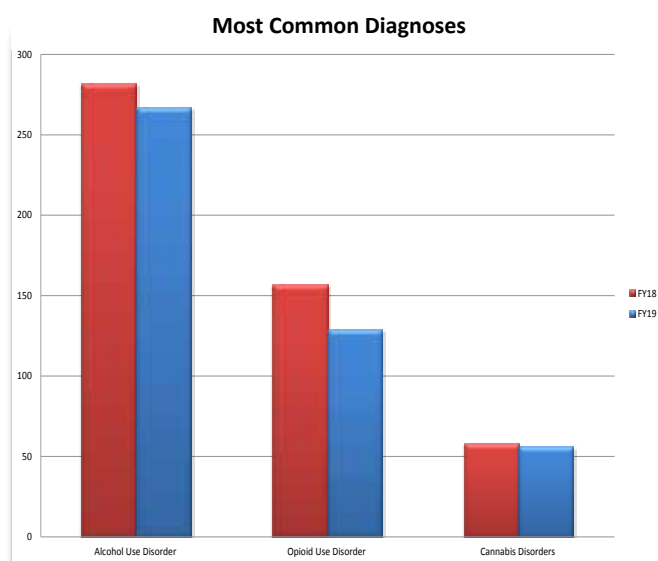
The goal of this group is to improve the health and self-care of clients with co-occurring substance abuse and mental illness. The group meets once per week.

SEEKING SAFETY GROUP

The seeking safety group is a present-focused therapy to help people attain safety from trauma/Post Traumatic Stress Disorder and substance abuse. The group is gender specific and consists of 25 topic areas related to trauma and substance abuse.

MORAL RECONATION THERAPY

Moral Reconciliation Therapy (MRT) is an evidence based CBT approach designed to help increase moral reasoning. In 2019, the Southeast Regional DUI Treatment Docket received funding to train community partners in delivery of this treatment modality. MRT benefits corrections involved individuals with histories of substance misuse and challenges with anti-social behaviors and thinking that contribute to recidivism.



The Criminal Justice Program provides effective assessment and treatment services to people who have been, or are currently involved with the court or corrections system. Our aim is to enhance their ability to function effectively in the community, re-enter the community successfully and reduce the risk of committing additional crimes.

Objectives

- Deliver specialized outpatient services in our Randolph, Bradford and Wilder sites
- Provide psychosocial assessments, individual therapy, specialized group therapy, family education, and support groups consistent with best practices
- Provide programming that is gender, culture and trauma sensitive
- Develop collaborative relationships with clients to help them reach identified treatment goals
- Incorporate interdisciplinary treatment planning to help clients take full responsibility for their crimes and gain the support needed to function successfully in the community
- Collaborate with community resources to ensure clients receive continuity of care and all services needed to function effectively in their communities

Clinical Services

- Screening
- Assessment
- Individual Therapy
- Group Therapy
- Sex Offender Treatment Groups
- Domestic Violence Accountability Programming
- Anger Management
- Victim's Support
- Case Management
- Substance Abuse Reentry Assessments

DOMESTIC VIOLENCE ACCOUNTABILITY PROGRAMMING

The program adheres to the Vermont Standards for Domestic Violence Accountability Programming set forth by the Vermont Coalition for Domestic Abuse. The goal of the program is designed to provide education to domestic violence offenders to motivate them to end their abuse and to ultimately change their behavior.

**71
People
Served**

HOW MUCH DID WE DO?

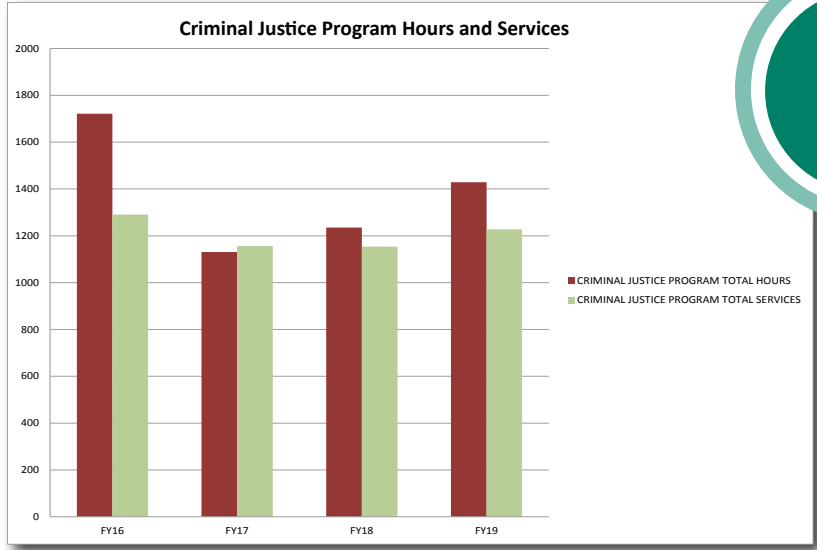
STORY BEHIND THE CURVE

This year, the Criminal Justice program saw an increase in total clients served as well as total hours served per client.

We continue to focus on two programs – domestic violence accountability programming (DVAP) and sex offender programming (SOT). This year, we extended the amount of sessions required for DVAP participants, as we work towards aligning more closely with the EMERGE model. A DVAP group was opened in Randolph to support additional referrals and need in the community.

Criminal Justice staff received training in the Good Lives model for sexual offender treatment, which we have begun facilitating in both our Randolph and Wilder group. We also extended SOT group therapy sessions to 90 minutes in an effort to support risk assessment and risk reduction, and to comprehensively execute clinical service delivery of the Good Lives program.

Both programs have seen growth within the past year, reflecting CMC's strong relationship with area partners, as well as increased awareness by the court systems around effective prevention and ways to stop abuse behaviors.



ANGER MANAGEMENT

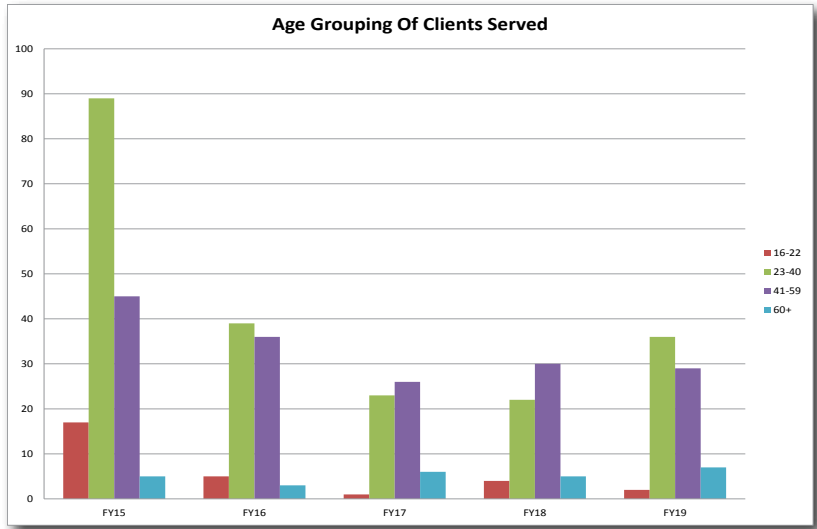
Anger management services can be provided in either a group or individual setting. This service aims to provide clients with skills necessary to identify and effectively manage emotions that may lead them to engage in threatening or assaultive behaviors.

RE-ENTRY CASE MANAGEMENT

Re-entry case management services are for individuals supervised out of the Hartford and Barre probation and parole offices. These services assist individuals to successfully re-enter the community after incarceration or who are already on probation and parole and needing additional supports. Assessment and referrals are made to local agencies and resources to include but not limited to: substance abuse services, mental health services, employment services and health care.

COMMUNITY BASED SEX OFFENDER TREATMENT

The goal of the program is to decrease the risk of re-offense and promote healthy lifestyles through individual and group therapy. The program meets standards set forth by the Vermont Center for the Prevention and Treatment of Sexual Abuse. The Vermont Center for the Prevention and Treatment of Sexual Abuse provides the clinical supervision.



COMMUNITY PARTNERS

- Vermont Department of Corrections
- WISE
- Safeline
- Circle
- Department of Children and Families
- U.S. Probation and Parole

28 SOUTH MAIN STREET DEVELOPMENT

After five years of planning and 8 months of construction, the 28 South Main Street project in Randolph was completed this past summer, bringing new affordable housing capacity in the region and saving a dilapidated building from further deterioration. In years past, 28 South Main Street had housed the billing and record departments, the CRT program, and the Third Branch Clubhouse, an earlier version of the CRT Living Room model. Following a series of fires in the downtown Randolph area in the early 1990's, Clara Martin Center was asked by the town to move its offices down to the current location at 11 N. Main Street, to assist the town in securing needed federal funding to rebuild the Winslow Block. Since vacating the space at 28 South Main Street in 1995, the building sat empty, apart from storage and maintenance needs. As one can imagine over the course of the following 20+ years, the building went through a prolonged period of aging and deterioration, while various development plans were considered and ultimately rejected for various reasons. Then in 2014, due to federal cuts in HUD funding, the Safe Haven program faced a reduction in the number of beds that it was able to offer those that were homeless. Conversations began with the Vermont Department of Mental Health and the Vermont Housing and Conservation Board around that time on options to restore the lost bed capacity to the region. Over the next 5 years, the project developed and grew, securing needed state and federal funding to rehabilitate the building from the ground up, and create four affordable housing units for individuals that have a mental illness, along with a community and office space. With the ribbon cutting occurring on July 25, 2019, the building was officially opened, and the first resident has moved in. We cannot thank our community partners enough for all the time and commitment they gave to this project, and helping to restore a "gem" to Randolph's Main Street.



28 SOUTH MAIN STREET PROJECT PARTNERS

Downstreet Housing and Community Development
Gossens Bachman Architecture and Planning
Naylor & Breen Builders
3E Thermal/Efficiency Vermont
Pride Development
Vermont Department of Mental Health
Vermont Division of Historic Preservation
Vermont Agency of Commerce & Community
Development
Vermont Housing and Conservation Board
Randolph Area Community Development Corporation
Federal Home Loan Bank Of Boston
Northfield Savings Bank

“Housing
is such a key
to health care
and well-being in
general”.

– CMC Staff

PHILIP B. SCOTT
Governor



State of Vermont
OFFICE OF THE GOVERNOR

September 27, 2019

Linda Chambers
Executive Director
Clara Martin Center
P.O. Box G
11 North Main Street
Randolph, VT 05060

Dear Linda:

Congratulations on the grand opening of the Clara Martin Center affordable housing project located at 28 South Main Street in Randolph.

The Clara Martin Center has been an integral part in serving the most vulnerable Vermonters in Orange County for over 20 years. The work you do has created a strong connection between health care and access to housing. Providing transitional housing and helping people with mental illness live independently has benefited many and the opening of this new affordable housing project will continue to build on the Clara Martin Center's legacy for years to come.

Again, congratulations on your grand opening.

Sincerely,

Philip B. Scott
Governor

PBS/jz

109 STATE STREET ♦ THE PAVILION ♦ MONTPELIER, VT 05609-0101 ♦ WWW.VERMONT.GOV
TELEPHONE: 802.828.3333 ♦ FAX: 802.828.3339 ♦ TDD: 802.828.3345



Christie Everett (left), Director of Acute Care & Program Development with Governor Philip B. Scott during the 2019 Mental Health Advocacy Day at the Vermont State House.



(Left-right) Gretchen Pembroke, Christie Everett, Patrick J. Kennedy, and Tammy Austin at the National Council for Behavioral Health's NatCom19.



Marla Simpson (center) receives the 2019 Community Advocate of the Year award on Mental Health Advocacy Day at the Vermont State House. Standing with her are Christie Everett (left), Director of Acute Care & Program Development and Jena Trombly (right), Director of Human Resources & Compliance.

PATRICK J. LEAHY
VERMONT



UNITED STATES SENATE
WASHINGTON, D.C. 20510

July 25, 2019

Dear Ms. E

Congratulations to you and everyone at the Clara Martin Center on the grand opening of the affordable housing program for individuals living with mental illness.

I am continually impressed by the center's dedication to its mission, and was delighted to learn of this new program. Based on the success of the Safe Haven program, I am certain that the new effort will be invaluable in assisting Vermonters who need such help. It is also wonderful to know that the project includes rehabilitation of a formerly vacant Vermont historic property.

Thank you for all you are doing, and best wishes for continued success.

Sincerely,

Ms. Christie Everett
Director, Acute Care Services and Program Development
Clara Martin Center
28 South Main Street
Randolph, Vermont 05060

STAFF ANNIVERSARIES

35 years:

Linda Chambers

30 years:

Gretchen Linton
Nancy Duranleau

25 years:

Chris Titchenal
Deb Hawley

20 years:

Gretchen Pembroke
Amanda Higgins

15 years:

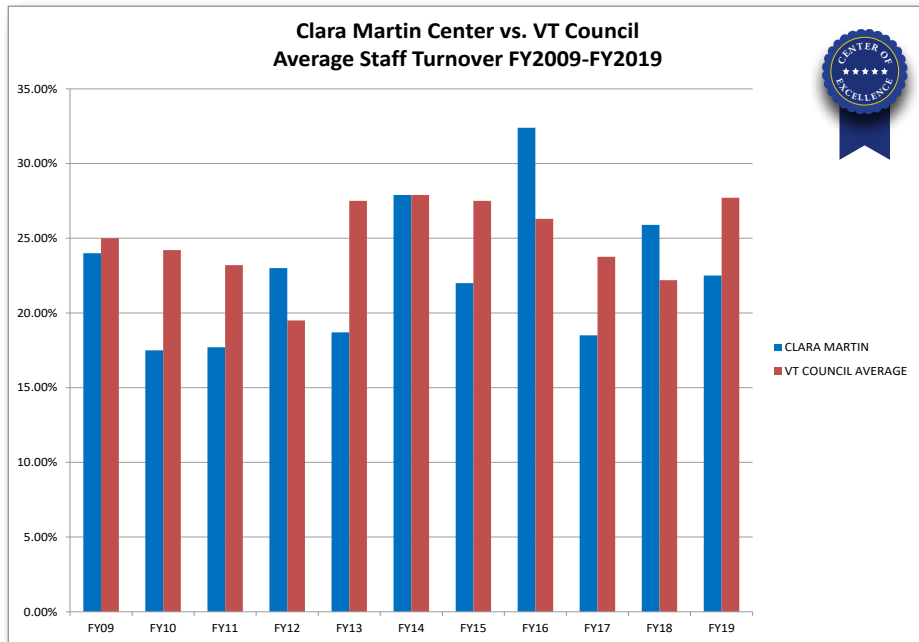
Brock Davis

10 years:

Michele Sargent

5 years:

Rachel Yeager
Wanda Jackson
Justin Wagner
Kate Mayer
Carol Blanchard
Holly Benoir



FY19 STAFF SURVEY

Our annual staff survey provides us with feedback that informs future discussions related to compensation, benefits, supervision, staff wellness and more.

In conducting this survey, we are working with Vermont Care Partners and designated agencies around Vermont to gather comparable staff satisfaction feedback, which will allow us to compare answers with one another.

86.44%

of staff feel driven to help the agency succeed.

80.34%

of staff would recommend this agency to a friend or family member for services

88.03%

of staff would recommend this agency to a friend or family member for employment.

83.06%

of our staff agree that they are supported in their job and can get help when they need it

97.18%

reported that Clara Martin Center treats them with dignity and respect.

90.28%

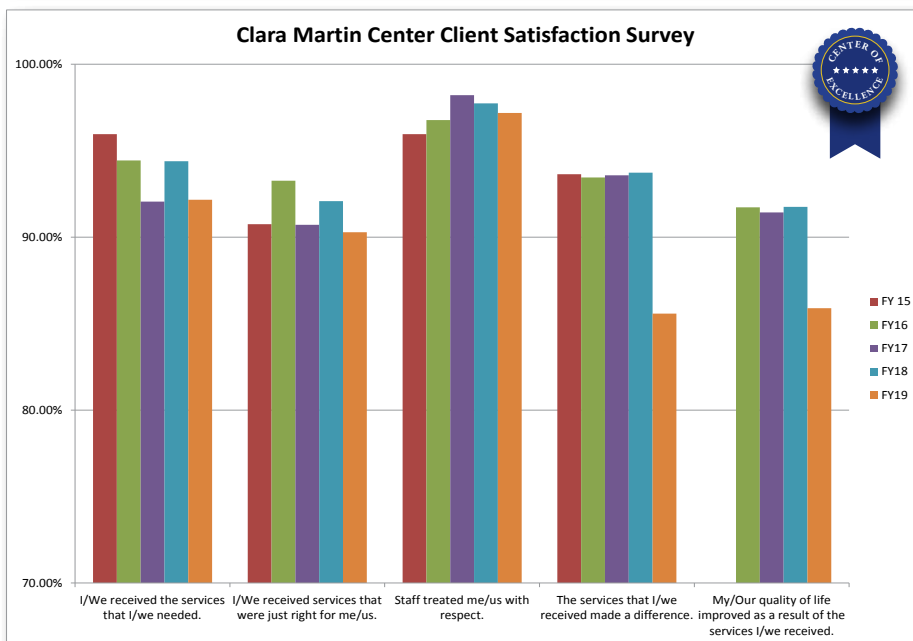
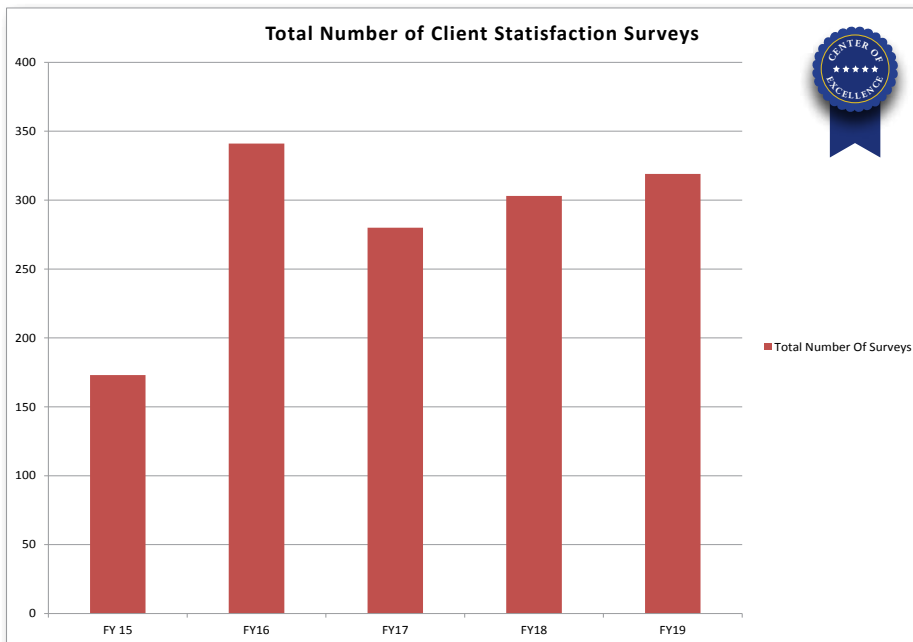
reported that the services they received made a difference.

8.6 out of 10

people said they would refer a family member or friend to Clara Martin Center.

Over the past seven years, 2,009 people have responded to our annual client satisfaction survey.

Results from the 2019 Client Satisfaction Survey



I would never go anywhere else. The best people work here and have helped me out in so many ways.

— CMC Client

“
Always
friendly,
caring and
supportive!
”

– CMC Client



Central Vermont Substance Abuse Services Team

COLLABORATION & PARTNERSHIP

CENTRAL VERMONT SUBSTANCE ABUSE SERVICES (CVSAS)

Central Vermont Substance Abuse Services (CVSAS) is the State of Vermont’s preferred provider of substance abuse services providing outpatient and intensive outpatient alcohol and other drug treatment services for community members of the greater Washington County area. Central Vermont Addiction Medicine (CVAM), a program of CVSAS in collaboration with BAART Behavioral Health Services, is part of the Vermont Care Alliance for Opioid Addiction. CVAM provides medication assisted treatment for residents of Washington, Orange, and Lamoille Counties who are addicted to opiates.

CVSAS provides assessment and referral to the appropriate level of care using clinical guidelines including ASAM criteria. Outpatient services offered include individual/group/family therapy, intensive outpatient programming, psychiatric consultation to primary care physicians, psycho-educational groups, DUI programming through the Impaired Driver Rehabilitation Program (IDRP), Washington County Treatment Court services, clinical services to the Lighthouse public inebriate program, medication assisted induction and stabilization for opiate addiction, case management, and emergency services, which are provided by contract through Washington County Mental Health Services.

CVSAS is a non-profit agency which is a collaboration between Clara Martin Center, Washington County

Mental Health Services and Howard Center. Representatives from each agency plus community members make up the Board of Directors. The staff includes licensed alcohol and drug counselors, licensed clinical mental health counselors, counseling interns, case managers, administrative staff, a practice manager, and a consulting psychiatrist.

COLLABORATIVE SOLUTIONS CORPORATION

In 2007, Clara Martin Center, Howard Center, and Washington County Mental Health Services joined together to establish a new corporation called Collaborative Solutions Corporation. This entity was developed to create Community Recovery Residences (CRR) to assist the State of Vermont with the census at the Vermont State Hospital (VSH) and to meet the step down needs of hospitalized patients.

The first Community Recovery Residence established was Second Spring South, a licensed Level III Care Home located in Williamstown, Vermont. Second Spring North opened in Westford, Vermont in 2013.

CHELSEA HEALTH CENTER

Clara Martin Center collaborates with the Chelsea Health Center Board and Gifford Health Care to provide services in the rural towns of Chelsea, Tunbridge and Washington.



VERMONT CARE PARTNERS

The Vermont Council of Developmental and Mental Health Services and the Vermont Care Network (formerly Behavioral Health Network of Vermont) have come together under the partnership of Vermont Care Partners to provide statewide leadership for an integrated, high quality system of comprehensive services and supports.

The Vermont Council focuses on national and state policy development, lobbying and advocacy to strengthen developmental, mental health and substance abuse services.

The Vermont Care Network works to develop the statewide network that integrates the full continuum of health, wellness and social services. By providing care beyond health care and through enhanced services, collaboration and integration, the network improves value, health outcomes and life satisfaction.

Demonstrating Accountability

The Vermont Care Partners provider network is accountable to the people they serve. They hold themselves accountable through:

- Community governance boards
- Consumer and family advisory committees
- Performance-based contracts with state government
- Quality assurance mechanisms
- Affiliations with Accountable Care Organizations and other partners

They assess and continuously improve the quality of our services by combining two quality models: Results Based Accountability (RBA) and Centers of Excellence (COE).

RBA looks at:

- How much we do
- How well we do it
- Whether anyone is better off

The work on RBA is being coordinated with a larger

“
It is a respectful
work environment
that welcomes
new ideas and
concepts.
”

– CMC Staff

effort conducted by Vermont state government and the passage of Act 186, the Vermont Outcomes Bill.

COE focuses on five elements of quality:

- World class customer service built on a culture of staff and client engagement and wellness
- Excellent outcomes
- Easy access
- Comprehensive care
- Excellent value

MEMBER AGENCIES

Champlain Community Services (CCS)
Clara Martin Center (CMC)
Counseling Service of Addison County (CSAC)
Families First in Southern Vermont (FFSV)
Green Mountain Support Services (GMSS)
Health Care & Rehabilitation Services (HCRS)
Howard Center (HC)
Lamoille County Mental Health Services (LCMHS)
Lincoln Street (LSI)
Northeast Kingdom Human Services (NKHS)
NFI Vermont Inc. (NFI)
Northwestern Counseling & Support Services (NCSS)
Rutland Mental Health Services (RMHS)
United Counseling Service of Bennington County (UCS)
Upper Valley Services (UVS)
Washington County Mental Health Services (WCMHS)

AWARDS & RECOGNITION



Jenni Campbell, Brewster Martin Excellence Award recipient

THE BREWSTER MARTIN EXCELLENCE AWARD

This award is dedicated in the name of a caring country doctor whose support of this center and more importantly the citizens of the greater Orange County area, was strong and will always be remembered.

Dr. Brewster Martin was a man who lived each day and enjoyed his life. Dr. Martin served on our Board of Trustees since the passing of his wife Clara Martin. He was full of humor; telling stories of his love for the stage or a loving story of his family and friends. He always asked “How are you?” and would quickly make you feel the bright light of the day in whatever you presented to him. He was proud of everyone and lived to promote happiness and strength in each person. His demonstrated love for life penetrated the very essence of the community and this organization.

Dr. Brewster Martin believed in the mind – body connection to physical and spiritual health. He lived this philosophy in his practice as a physician and in his support to the agency. Dr. Brewster Martin was one man who contributed to the spirit of the Board of Trustees, all of whom support the mission of a caring and responsive community of providers.

It is the commitment of the Board of Trustees to keep the strength of the organization focused on our future and to hold true to the spirit of those who helped to create this solid foundation on which we all stand today. The commitment of the Board is to the community and the staff who serve our communities with courage and strength, all of which is essential to the success of each citizen.

JENNI CAMPBELL WINS 2018 AWARD

Jenni Campbell joined the agency in 2004 as a case manager on the Child and Family team. She went back to school and obtained her master’s degree and quickly was promoted as team leader and regional director for the

Randolph team. Her level of expertise and knowledge has benefited the agency and helped many staff to solve problems one day at a time. She has been instrumental in aiding other agency teams, such as Bradford and EVA as requested.

- Jenni is a consistent source of support for staff
- Jenni is always willing to jump in at a moments notice
- Jenni is the force of calm in a team
- Jenni is grounded and establishes strong trusting relationships with staff and clients
- Jenni is able to work with the most difficult problems and helps to create solutions with success
- Jenni is respected by all staff and is an excellent listener
- Jenni is honest, dependable, loyal, compassionate and professional
- Jenni is able to translate her skills across multiple groups of people and settings
- Jenni is always positive and her go to answer is “we will figure it out”
- Jenni is always no nonsense in her feedback and does not sugar coat even in the face of difficult situations
- Jenni is respected and has great relationships with many, both in the agency and in our community
- Jenni is able to balance her home and work life
- Jenni is bright, fast thinking and the calm in the storm
- Jenni is able to focus, monitor, and support staff in a caring and non-judgmental manner
- Jenni is a team lead that when sent in to help is felt by others when she leaves
- Jenni is able to learn, develop and help others to be able to take on difficult new learning experiences

Jenni manages all of the duties in her job with professionalism and care. She is an expert in figuring out ways to keep the team moving forward even in the most difficult situations. She embraces the overall agency mission and is willing to help whenever and however she can to best keep the quality and care intact. The agency hit the jackpot with Jenni, we all know this and we hope she knows this as well. Jenni’s creativity, dedication and expertise as well as her ability to take on challenging issues in a supportive manner with her colleagues makes her an excellent choice for the Dr. Brewster Martin Award. The agency child and family service systems have improved over the years and Jenni has helped in many ways to serve our clients and community. Jenni is deserving of the honor and respect this award stands for and she is an excellent model of the Clara Martin Center motto “People Helping People”.

Thank you... *to all who support the Clara Martin Center in so many different ways!*

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The Arts Bus



Halloween in Randolph



*CMC Art Show: "Abundance"
Celebrating Creativity in Mental Health Wellness and Recovery.*



CELEBRATING THOSE WHO MAKE A DIFFERENCE





CLARA MARTIN CENTER
COLOR
4th annual
5.17.2020 *Splash*

A FUN AND COLORFUL 5K FOR EVERYONE!

SUNDAY
MAY 17, 2020

THETFORD ACADEMY
WOODS TRAIL





24-Hour Emergency Service

1-800-639-6360

www.claramartin.org

Walk-In Clinic

| | | |
|----------|----------------|----------|
| Monday | 12:00-2:00 PM | Bradford |
| Tuesday | 2:00-4:00 PM | Randolph |
| Thursday | 1:00-3:00 PM | Randolph |
| Friday | 10:00-12:00 PM | Bradford |

Randolph

11 North Main Street
P.O. Box G (mailing address)
Randolph, VT 05060
(802) 728-4466

Ayers Brook

35 Ayers Brook Road
P.O. Box G (mailing address)
Randolph, VT 05060
(802) 728-4466

Community Support Program

24 South Main Street
P.O. Box G (mailing address)
Randolph, VT 05060
(802) 728-6000

Safe Haven and Chris's Place

4 Highland Ave
Randolph, VT 05060
(802) 728-4466

East Valley Academy

579 VT Route 14 South
P.O. Box 237 (mailing address)
East Randolph, VT 05041
(802) 728-3896

Bradford Farmhouse

1740 Lower Plain Road
P.O. Box 278 (mailing address)
Bradford, VT 05033
(802) 222-4477

Bradford Main Site

1483 Lower Plain Road
P.O. Box 278 (mailing address)
Bradford, VT 05033
(802) 222-4477

Chelsea Health Center

356 VT Route 110
Chelsea, VT 05038
(802) 728-4466

Wilder Office

39 Fogg Farm Rd
P.O. Box 816 (mailing address)
Wilder, VT 05088
(802) 295-1311

Regional Alternative Program (RAP)

Norwich Avenue
Wilder, VT 05088
(802) 295-8628

Central Vermont Substance Abuse Services

100 Hospitality Drive
P.O. Box 1468 (mailing address)
Berlin, VT 05601
(802) 223-4156

Central Vermont Addiction Medicine

617 Comstock Road, Suite 5
Berlin, VT 05602
(802) 223-2003