



The year of COVID-19... Challenges, Changes, Opportunity

2020 OUTCOMES REPORT



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

WELCOME



Melanie Gidney, Executive Director

Welcome to Clara Martin Center's annual outcomes report. As 2020 comes to a close, the Clara Martin Center is pleased to share highlights from a year that has been like no other. Included in this book is a review of all services offered by Clara Martin Center along with information on current trends and developing clinical services.

What an incredible year it has been! It has been a year of unique challenges, changes and opportunities. The Agency met this challenging year with a positive attitude, while demonstrating courage, resiliency, and an enduring commitment to the clients we serve.

In July 2019, we were pleased to open our 28 South Main building in Randolph which had been empty for many years due to needing work. This was a large and very successful renovation project that was able to address the urgent housing and mental health needs in Orange County. The ability to address the social determinants of health, like housing, is critical for healthy people and communities.

In January 2020, the Agency's Executive Director retired after 35 years of service. This was a big change for the organization, but was mitigated by the announcement of Melanie Gidney as the new Executive Director who has worked for the organization for over 25 years in various roles. This was seamless as she had been helping to cover Linda's role while she was out on an extended medical leave. With this change, it also initiated a ripple effect of additional staff changes in the organization as we continue with our mission to provide leadership opportunities for employees at the agency who are ready and qualified to take on stronger roles.

At this same time, the entire world was on the cusp of a once-in-a-century pandemic. In March, our country was significantly impacted by COVID-19 and we had to immediately transition to remote services. Clara Martin Center was deemed as "essential workers" by the State of Vermont. The agency was able to quickly and successfully transition to providing remote services to best support and treat our clients. This was a heroic effort by all staff to achieve this enormous change. We were successful in meeting the needs of our clients and communities in this acute phase, with details of the creative steps taken by the agency described on page 6.

Parallel to this pandemic, our society has also been going through a period of significant racial and social unrest. New incidents of police violence have led to outrage within our communities. This has led many organizations, including our own, to reflect on our role in society, our role as advocates for our clients and evaluating racism in our workplace and community. As a result, we implemented a Racial and Social Justice Committee to help us evaluate our agency, challenge us to be better, and to be anti-racist.

This has been an unprecedented year and there was never a more important time to demonstrate our motto of "People Helping People." Clara Martin Center rose to this challenge and met the needs of our clients and staff with courage, conviction and bravery. The mental health and substance use needs of our communities have significantly increased as we have moved from the acute phase of the pandemic to the on-going, almost more challenging, chronic phase of COVID-19. We are committed to continuing our mission to support our communities through the pandemic. The services and expertise of our staff are needed now more than ever and the Agency remains committed to meeting these needs, while also balancing the needs of our staff. Through these times of social unrest and world health concerns, the purpose of the work we do has never been more clear: we are caretakers of our communities and an open door for those that are struggling.

People Helping People

“ **THANK YOU SO MUCH
CLARA MARTIN CENTER!!!**
We are so grateful :) ”
-Client



Board of Trustees

BOARD OF TRUSTEES

ARNOLD SPAHN (ARMY)

Board President

44 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, Board Personnel Committee, Board Facilities Committee, Chairman

DENNIS BROWN

Board Vice President

19 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

10 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

15 Years of Service

Representative from Randolph Center, joined board in 2005

Serves on: Board Advisory and Local Standing Committee

PRISCILLA SPAHN

Board Member

13 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

RACHEL WESTBROOK

Board Member

11 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
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.

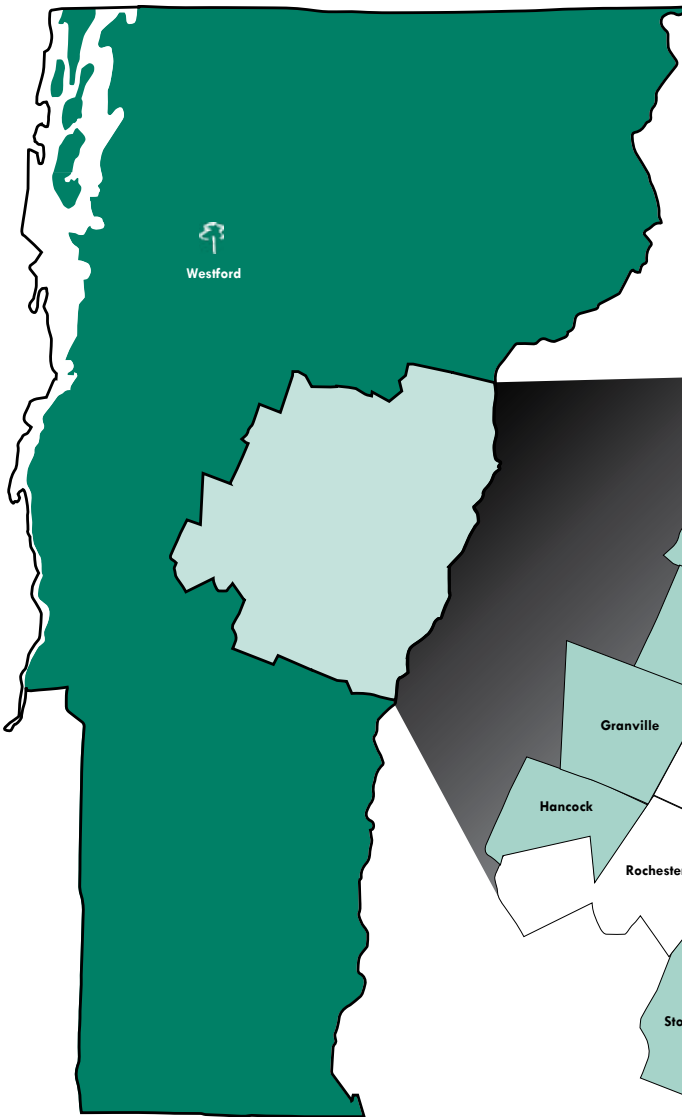
Employee	Title	Years with CMC
Jena Trombly	Director of Human Resources and Compliance	29
Melanie Gidney	Executive Director	28
Amanda Higgins	Administrative and Operations Manager	21
Gretchen Pembroke	Director of Adult Services and Primary Care Integration	21
Dawn Littlepage	Clinical Director	20
Dr. Kevin Buchanan	Medical Director	18
Tammy Austin	Director of Child and Family Services	17
Demetra Hazatonos	Regional Director	14
Christie Everett	Director of Operations	8
Kristen Briggs	Director of Acute Care & Access Services	7
Mark Hamilton	Chief Financial Officer	5
Danielle Cayton	Director of Substance Abuse and Criminal Justice Services	3
Gayle Plumb	Public Relations Manager	2



Management Team



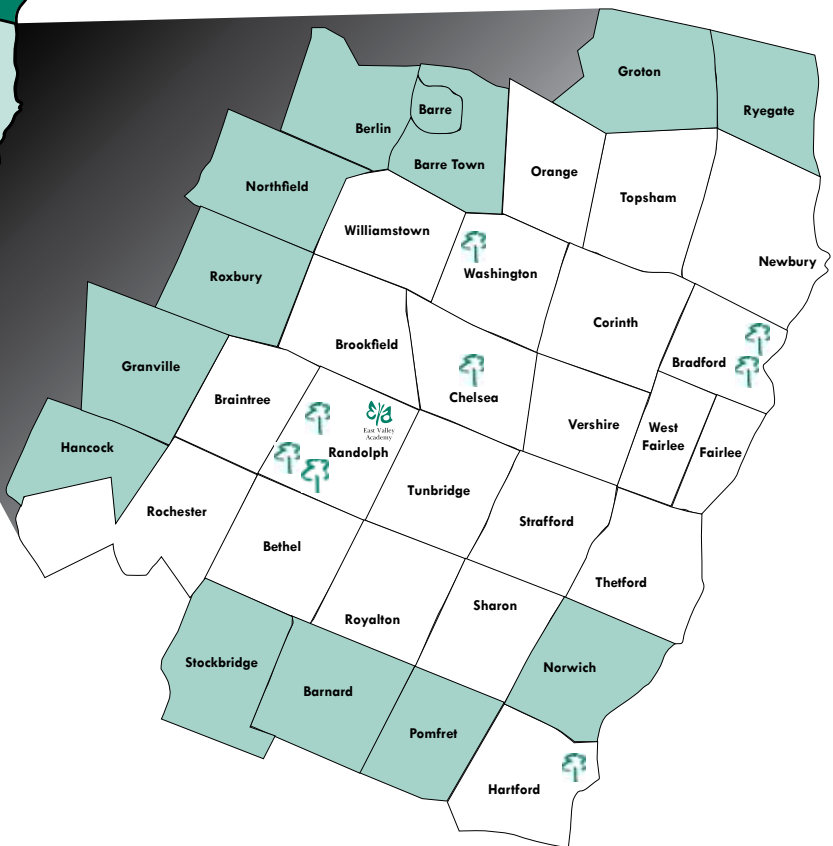
Business Office and Help Desk Staff



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.



Administrative Support Staff

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

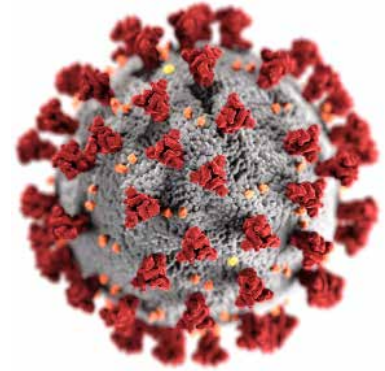
3) A Sense of Meaning & Purpose

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

COVID-19 Pandemic & Clara Martin Center

March 18, 2020 the response begins

2020 has been a rollercoaster of a year in so many ways, and any review of this past year needs to recognize the enormity of the situation we all find ourselves working through and living in during the COVID pandemic. From day one and continuing through today, Clara Martin Center has remained strongly committed to our role in the community as an essential service provider, making the decision to continue to provide services in some capacity, through new innovations such as telemedicine, greater phone support, and remote learning for students served at East Valley Academy. We wanted to take a moment and highlight the amazing and creative work all the staff at the Clara Martin Center did over this past year to show up for our community and the individuals we serve. Highlights that need to be shared are listed below.



Programming:

- Case managers providing outreach services that included grocery shopping for high risk clients and medication delivery so individuals could “stay safe and stay home” per statewide order
- Acquiring and providing personal protective equipment (PPE) for clients in need
- Participating at National Guard food distribution events to acquire food for needy clients, as well as provide on-site mental health support to any community member in need
- Establishment of remote treatment capacity through Zoom for both individual and group supports and services to continue
- Acquiring needed technology for clients to be able to connect with services from home
- Intensive Outpatient Services referenced on pages 32-33 of this book never experienced any interruption in the delivery of care since day one
- Remote education provide to students at East Valley Academy and the Hartford Regional Alternative Program since the time of statewide school closures to finish out the school year, and prepare for return to school in September

Staffing:

- 85% of staff transitioned to working remotely from home requiring a herculean effort from our Health Information staff, and primarily our Network Administrator, to both develop and transition staff to a new remote server in record time
- Staff survey completed to identify staff able and willing to be redeployed to other programs as needs changed
- Daily management team meetings to plan for needed clinical services, staffing challenges, review any changes in regulations, etc.
- All leadership staff provided with emergency resources and clinical orientation if staffing challenges were to require them to respond to a request for emergency services

Community:

- Worked with Gifford Medical Center on ways to respond to requests for services at the Emergency Department to reduce the need for CMC staff to present on-site to help limit exposure
- Outreach to all Law Enforcement agencies in the area to plan around any needed mental health responses
- Participation at weekly statewide meetings with the Department of Mental Health to stay abreast of rapidly shifting dynamics across the state
- Town mutual aid discussions and development with other community partners
- Continued Public Relations focus to provide community education around maintaining mental health and sobriety during this time

The Clara Martin Center will continue to rise to the challenge of adapting programs and business functions as needed to support our community and staff through the end of this pandemic and beyond. If there is a need, we remain only a phone call away.

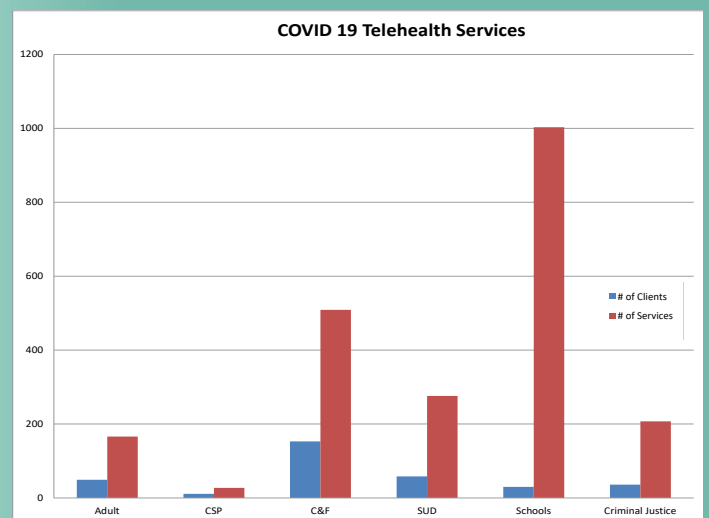
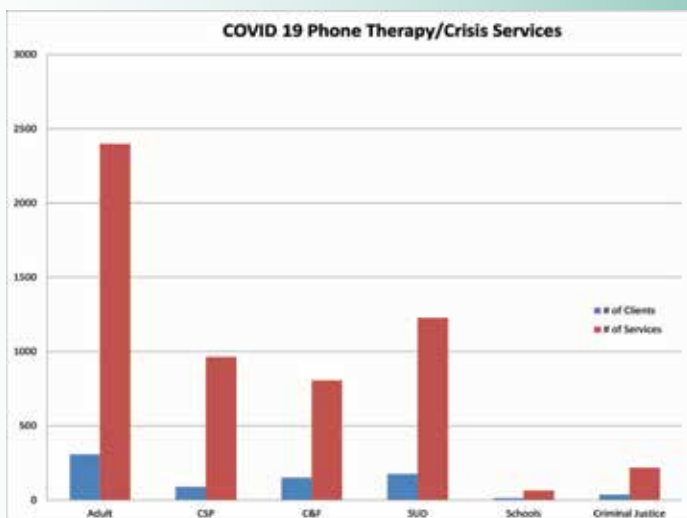
HOW MUCH DID WE DO?

9 Strategies to Help with Worrying

Written by: Demetra Hazatonos, CMC CRT/Adult Coordinator

1. **Take a breath**—slow your breathing down. To help slow your heart rate down, you could allow your outbreath to be slightly longer than your inbreath.
2. **Know yourself.** Are you someone that experiences less worry with more information or more worry? If you experience more worry, consider turning off and/or limiting the news and viewing social media.
3. **Practice acceptance.** Acceptance is a mindset—an intent of leaning into reality even if you don't like reality. Without attaching anxious thoughts, it is allowing your worry rather than denying your worry. By doing so, you may be able to see more clearly what is reality and what is your anxious mind.
4. **Be attentive to your mind.** Notice when your mind starts to run down the hill without you. YIKES—that could hurt! When your mind wants to do that, try to bring it back to an anchor—your breath, sounds around you, a random act of kindness, nature, your higher power. **If it is hard to distract yourself from worrying, consider giving yourself worry time.** We call this “worrying well.” Each day allow yourself 15-30 minutes of this time and MAKE IT COUNT! Be present to your worry and just worry—do nothing else. When your time is up and worry thoughts come back, remind yourself that tomorrow you can worry all you want during your worry session.
5. **Use your faith and/or spirituality.** During times of hardship, this often brings comfort. Perhaps you have a specific meditation practice, mindfulness practice or prayer practice. Consider adding a few more minutes of your practice throughout your day to serve as an anchor.
6. **Surround yourself with the energy you want.** This means surrounding yourself with positive people—people who are comforting, can make you laugh, and bring you joy.
7. **Keep a routine.** Having structure to your day can decrease worry because you know what to expect next. If you are isolated at home, try writing a schedule to follow. Consider adding to that schedule texting, phone and/or face timing to decrease isolation.
8. **Get your MOVE on!** It is a evidenced based fact that exercise can decrease anxious feelings and help you cope better with stress--go out for a walk in the fresh VT air, download a yoga video.
9. **LAUGH!** Laughter is a powerful medicine that can give your brain a healthy jolt and evoke joy. If you are having a hard time with laughing, consider viewing a YouTube video of your favorite comedian or watching a comedy movie.

***If you are experiencing difficult emotions, suicidal or other harmful thoughts
Please contact Us!***



CMC INITIATIVES

MENTAL HEALTH FIRST AID & YOUTH MENTAL HEALTH FIRST AID



Clara Martin Center continues to be dedicated to enhancing resources for the community around mental health and substance use crisis and lethality concerns. We continue to work with other designated agencies in the state to offer Youth/Mental Health First Aid trainings internally and to members of the community.

With the support of grant funds to make trainings more accessible to community partners and members, Clara Martin Center understands that in times of increased isolation, substance use, and financial hardship, it is imperative to support the community in recognizing signs of mental health and substance use crises. Clara Martin Center is working to offer Youth and Adult Mental Health First Aid trainings virtually through the COVID-19 pandemic. The team of Clara Martin Center trainers are committed to creative problem solving in breaking down barriers to training access and enhancing communication around opportunities. This focus will carry on into the next year as the need for training continues and the virtual platform allows for safe delivery of curriculum.

RACIAL AND SOCIAL JUSTICE COMMITTEE

The Racial and Social Justice Committee (RSJC) formed in response to ongoing racial oppression and the murder of George Floyd. The RSJC was formed to meet Clara Martin Center staff's call for anti-racist leadership, action, and change. Clara Martin Center's leadership recognized that the agency could be doing more to address racism and made a commitment to prioritize and invest in developing a more robust anti-racist culture. The RSJC is comprised of staff representing most programs and sites, including management. The mission of the RSJC is to advocate for programmatic and systemic change that promotes anti-racism, social justice, diversity, inclusivity and equitable access to behavioral health and other community resources.

Since June, the committee has worked to include questions in the staff satisfaction survey to gather a variety of perspectives related to racist and anti-racist practices in

the agency. The committee has begun compiling a list of resources for staff and clients. The committee has been and will continue to advise leadership and offer recommendations towards strengthening Clara Martin Center as an anti-racist organization. The committee has also reviewed the client handbook for inclusivity, language, and representation. The committee is also collaborating with Clara Martin Center's LGBTQ committee, Vermont Care Partners, the Vermont Cooperative for Practice Improvement and Innovation, and Centerpoint.

Over the next year, we plan to continue anti-racist program development through training and learning opportunities, increasing awareness of racism and white supremacy in practice, and collaborative solution building to foster a culture of growth through anti-racist action. We know that addressing racism will contribute to the health of the agency, its staff, and will align with best practices in providing behavioral health care.

VERMONT TREATMENT ENHANCEMENT PROGRAM - VTEP

This year, the Alcohol and Other Drug Program has partnered with the Vermont Treatment Enhancement Program (VTEP), a collaboration initiative with ADAP and Centerpoint. This 2-year initiative focuses on improvement of treatment quality within substance use programs, utilizing the Seven Systems for Change and Improvement model. VTEP summarizes its approach as "a Principles and Practices approach to organizational development, expansion, and enhancement. Principles and Practices approaches have grown from results-based accountability modeling to recognizing that client and patient driven outcomes – including perceptions of their care experience – are an essential metric for evaluating success and effectiveness. This differs from many policy & procedures approaches, which are often rooted in routine, compliance, uniformity, and risk-avoidance as drivers for service development." (V-TEP, an Overview, www.healthvermont.gov).

Among other things, we are working to enhance and expand our services in a range of areas that CMC self-

CMC INITIATIVES

identifies, including issues of access, engagement, and retention; quality of care and innovative practice; business operations and efficiencies; and community partnership. While there are a number of change goals we plan to focus on within the coming year and a half, our first project is to change the community's perspective on what it means to be a client seeking substance use disorder services at Clara Martin Center. Centering our program narrative around health, recovery, and increasing resiliency is also an initial goal for change.

In addition to bi-monthly consultation meetings with Centerpoint leadership, a workgroup has formed of CMC staff to identify stakeholders, assess the agency's readiness for change, and work towards meeting goals for each change project.

TELEMEDICINE



The ability to provide services to individuals in ways that make services accessible has been a focused goal of the Clara Martin Center since its inception. The dynamics of our rural area, make some challenges such as lack of transportation and connectivity even more impactful.

Prior to the pandemic coming to our area, the agency had begun exploring whether the use of telemedicine and teletherapy would be options to begin to address some of these barriers to care. At that time, there were state and federal regulations that would have precluded telemedicine from being a routine part of an individual's care. When

the pandemic began and Governor Scott's "Stay home, stay safe" order went into effect, there was an immediate need to move this development into high gear, as people began isolating in their homes to follow the order and stay safe. Thankfully, the state and federal government recognized the need to support teletherapy and telemedicine as an alternative care delivery option, and enacted changes to the system to allow this type of service to occur. Clara Martin Center moved the majority of staff to work from home where they could provide this type of connection and stay safe themselves, while supporting clients in accessing resources to obtain the appropriate technology to be able to connect with staff.

Now teletherapy is occurring throughout all programs and sites at Clara Martin Center, and we continue to monitor feedback from those served on the use of this mode of service delivery, hearing clearly from some the hope that teletherapy will be able to remain an option in how they access care in the future post-pandemic.





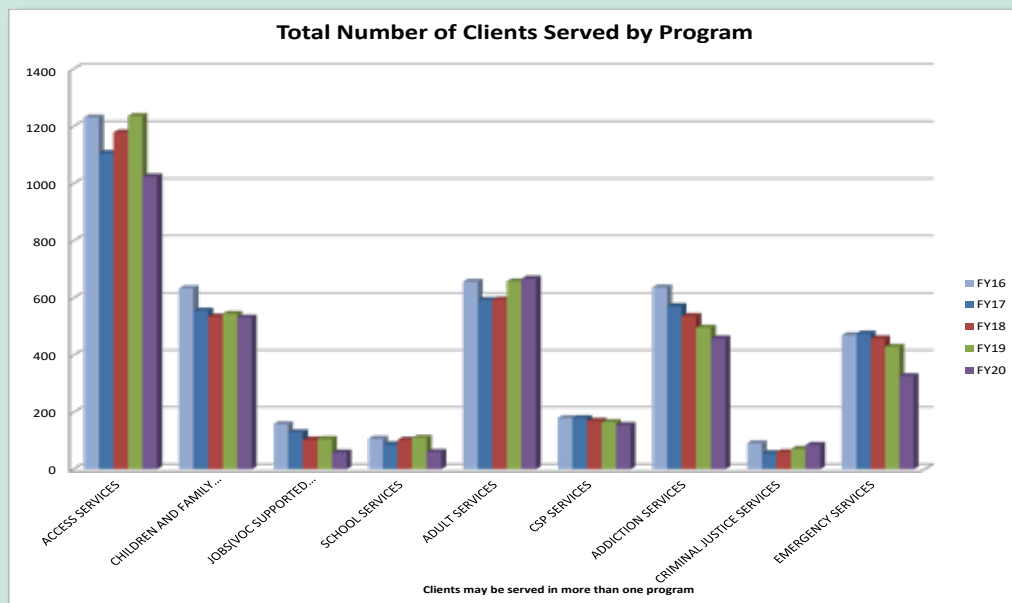
ACCESS PROGRAM

Access Program Team

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 use assessments

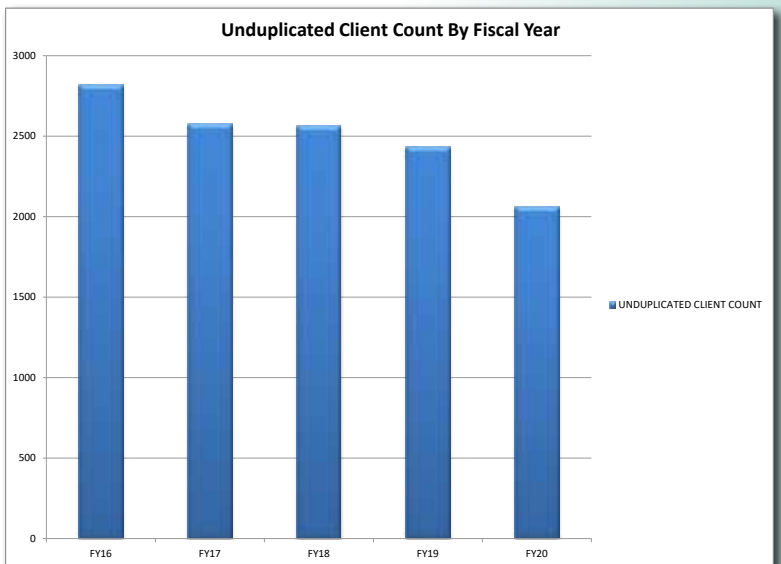
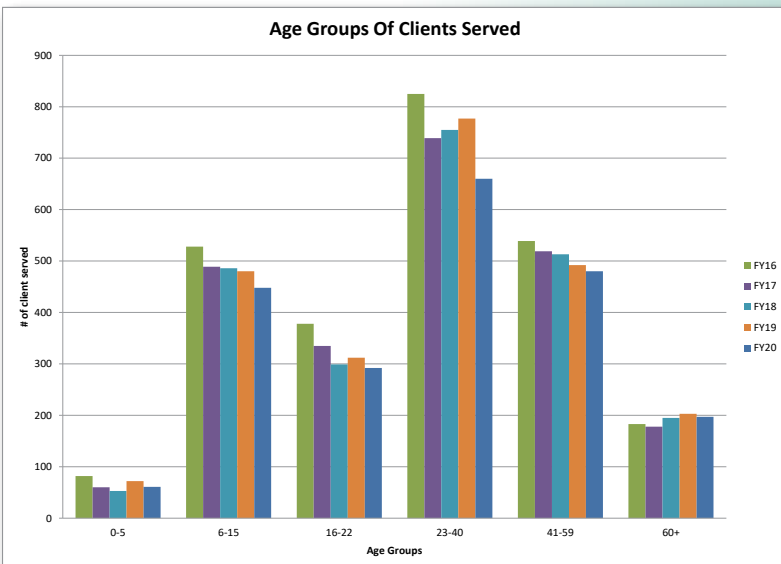
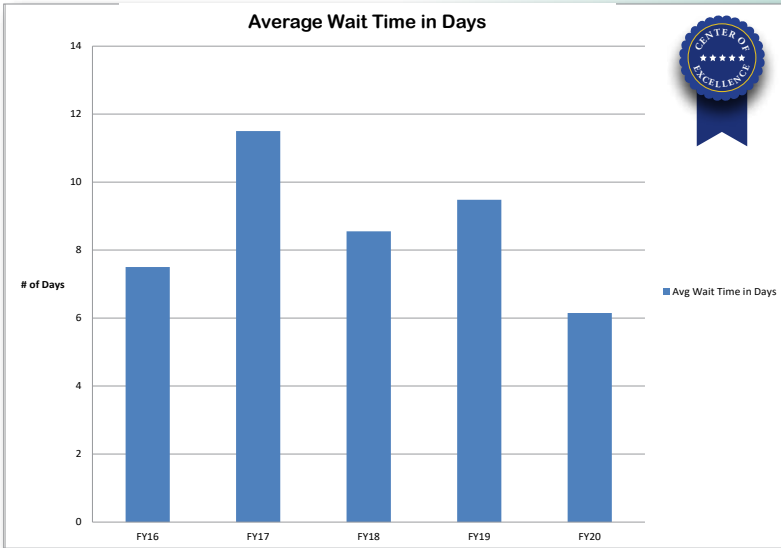


1025
People Served

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. As COVID-19 started, the Access Program began to see a decrease in outside referrals to the agency as less in person services occurred across all systems of care. The Access Program continues to seek out ways to improve delivery of care and has been an integral component, supporting the shift to increased service delivery, virtually and by phone, amid COVID-19. As outside and self-referrals are starting to increase, the Access team remains focused on wait times that individuals experience and continued work to support clinical availability in each program to meet the demands.



“
I will forever be grateful for the service I received at Clara Martin. They made a huge difference in my life. I would like to thank the entire staff at Clara Martin for their professionalism and for treating me with respect and dignity.
”
-Client

ACUTE CARE PROGRAM



Acute Care Program Team

In our aim to help Vermonters in demonstrating resilience and mental wellness as a State of Vermont Population Health 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.

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
- Can be provided in the office, in the local hospital/ emergency department, at home or other places within the CMC service area



Thank you to everyone who takes their time to check in with me several times a week. I never realized how important it is to ME to keep connected to the people who support me the most. I appreciate everything and everyone that has supported me through this time.

-Client



- 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

328
People Served

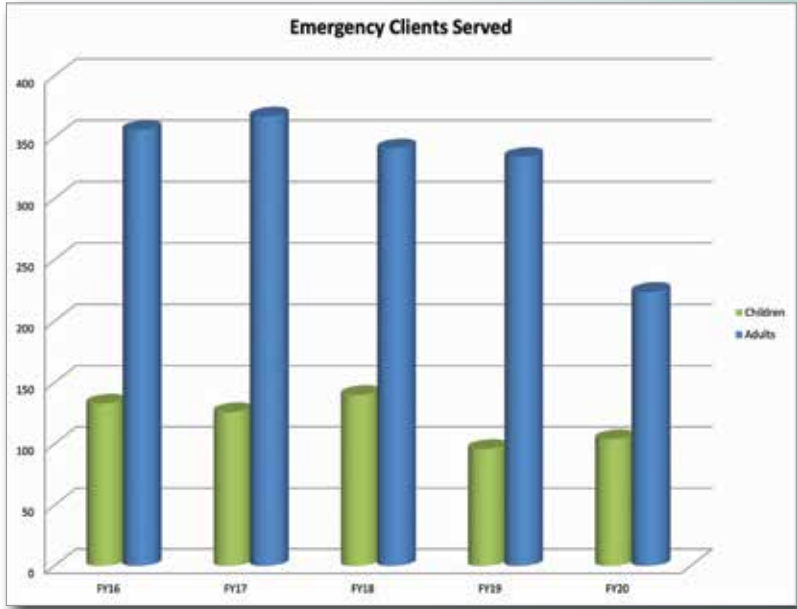
HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

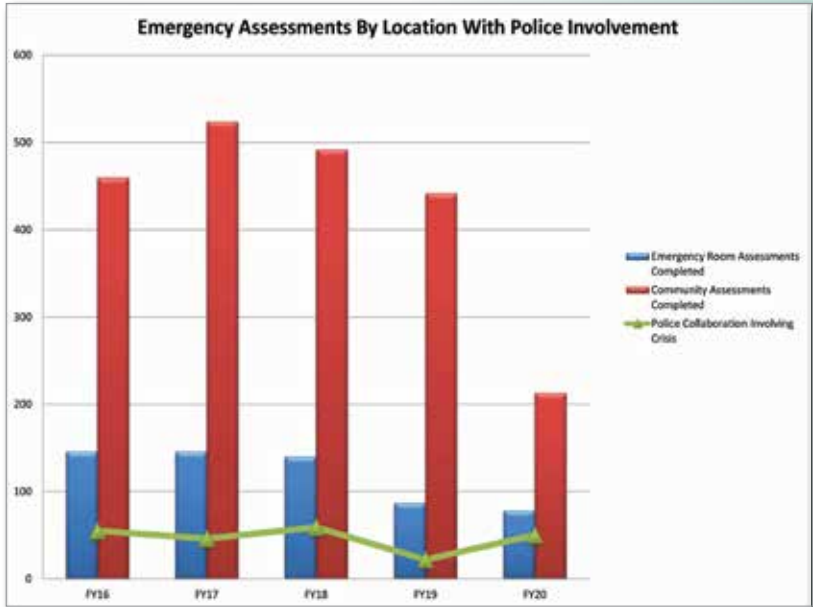
Clara Martin Center continues to focus on best practice of familiar treatment team members supporting clients through times of crisis involving lethality concerns. The Emergency team continues to provide support and consult as needed around safety planning, assessments, and seeking higher levels of care when indicated. Clinical impact and client experience continue to inform the case-by-case involvement of the Emergency team. These continued efforts have shown an increase in the number of clients supported as part of routine outpatient care. As staff shift focus of treatment to lethality concerns when crises arise, the number of emergency services provided continues to decrease. The pandemic of COVID-19 decreased the amount of community requests for emergency services as many systems of care services moved to phone and virtual settings across communities. Emergency Services has worked with community partners to establish protocols and practices for responding to mental health emergencies during the pandemic as well as support in getting the message of available services out for those who are in need.

COMMUNITY PARTNERS

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



I feel during this time of uncertainty Clara Martin did an outstanding job of doing everything they could for all the clients they serve!!!
-Client





Residential Program Team

RESIDENTIAL PROGRAM



I am so thankful that I have Chris's Place to turn to when I am in a crisis, so I can't even thank you enough.

-Client

CHRIS'S PLACE

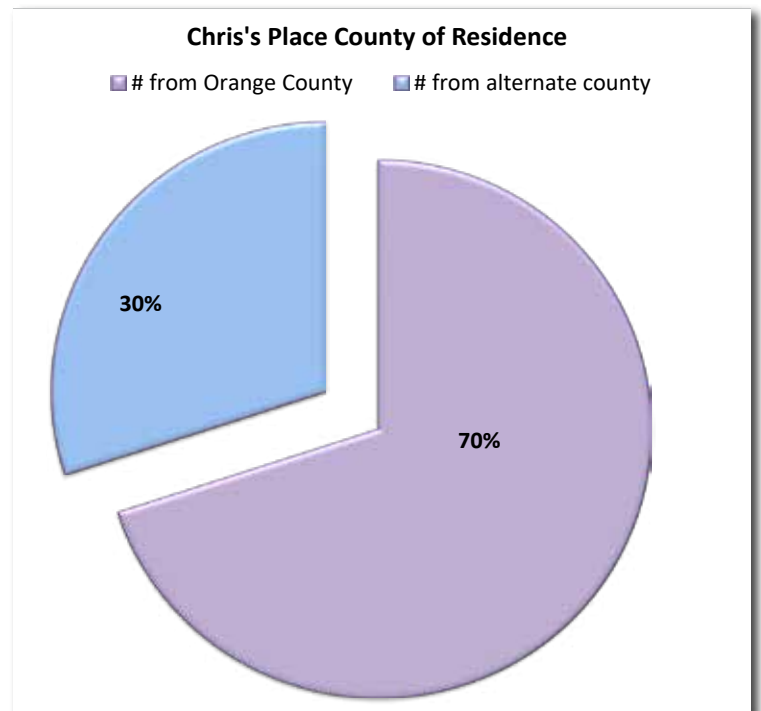
Chris's Place remains a valuable resource in the Clara Martin Center service area as an alternative setting to a hospital admission. For adult community members who are experiencing a period of time in their life when they need additional support, they may arrange a voluntary admission to the Chris's 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.

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)



22
People Served

HOW MUCH DID WE DO?

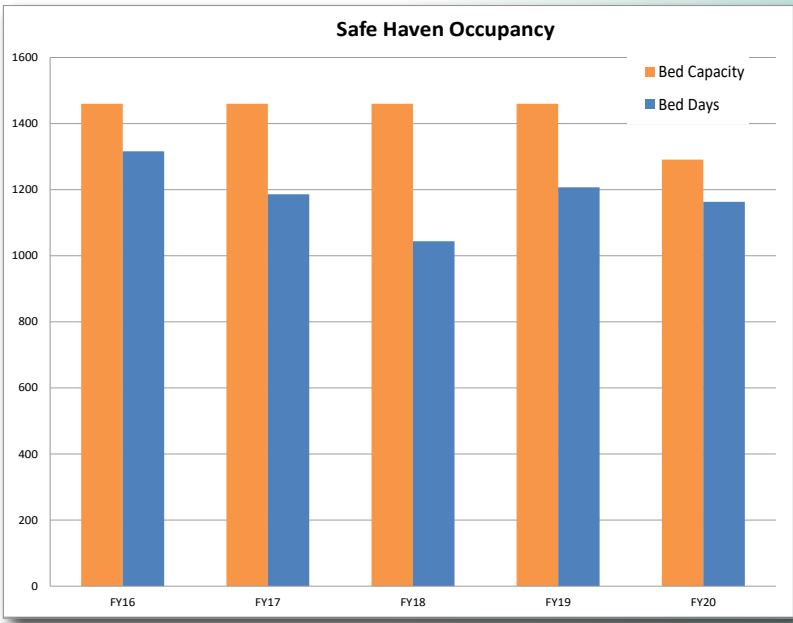
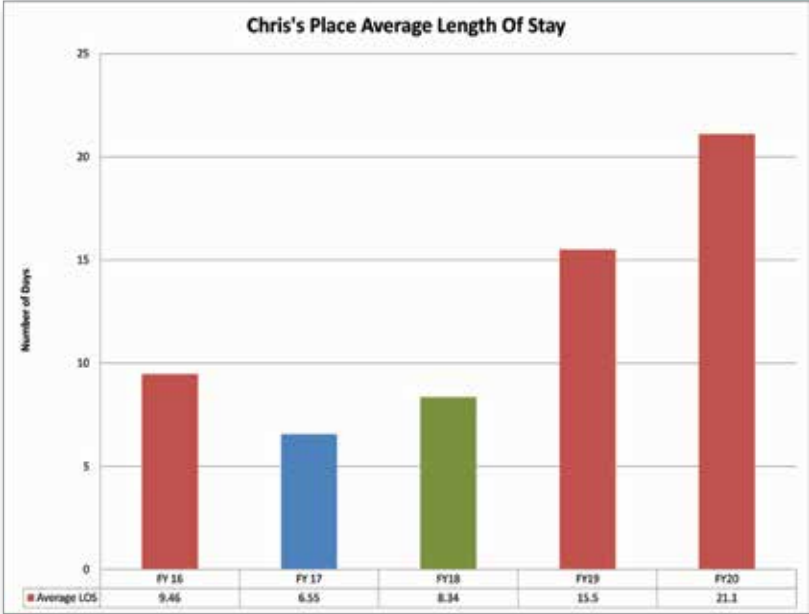
STORY BEHIND THE CURVE

Chris's Place

Chris's Place remains a strong community resource for individuals who 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 continued to assist the vast majority of those that were seeking care by providing that alternative, thereby helping to support and resolve the crisis period so they could return home to their community without the need to seek a higher level of care. This year, the program continues to see the impact of homelessness as well as COVID-19 resulting in a higher length of stay average by over 5 days, a reduction in step-downs from the hospital setting prior to increased ability for COVID testing, and a lower number of admissions to allow for social distancing practices and procedures.

Safe Haven Occupancy

Homelessness and lack of safe and affordable housing options continue to be an area of impact on individuals in this region. At Safe Haven, this has resulted individuals staying for longer periods 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 year, COVID-19 presented challenges to new admissions in the program as reduction in capacity to allow for social distancing practices and difficulty of people transitioning between housing options led to less new admissions into the program. Clara Martin Center continues to support clients in accessing housing resources external to the agency as well as supporting people in securing housing in the new development of 28 S. Main Street, which is now at capacity.



COMMUNITY PARTNERS

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



ADULT OUTPATIENT PROGRAM

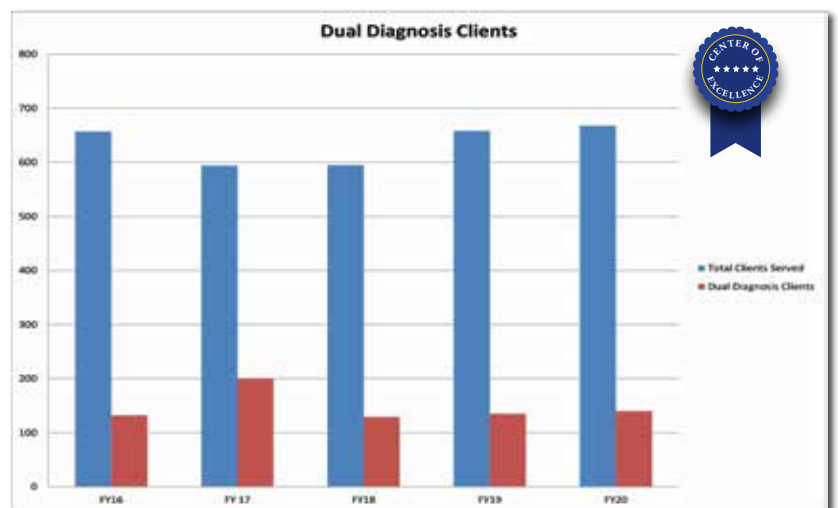
The Adult Outpatient Program delivers outpatient mental health services to adults and promotes health and wellness by offering individualized supportive services.

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 use 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

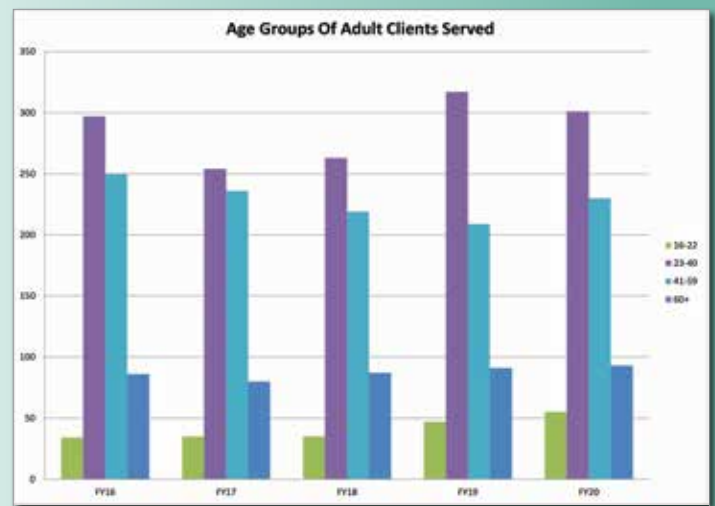
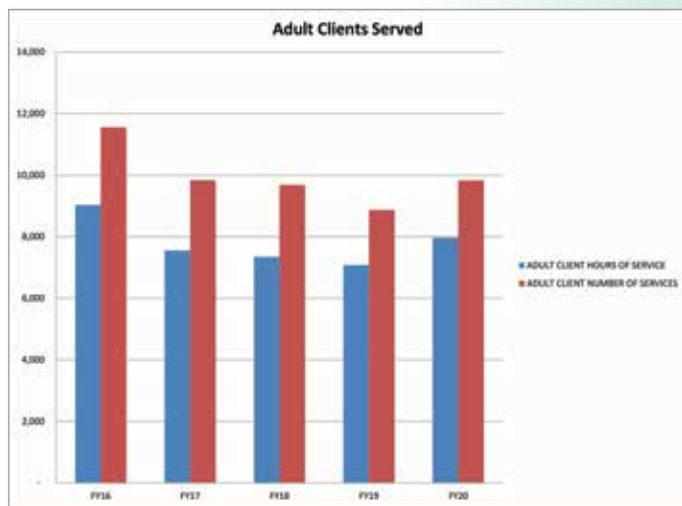
- Integrated Dual Diagnosis Treatment: Individual and Group
- Dialectical Behavioral Treatment Programming
- Wellness Recovery Action Plan groups
- Seeking Safety
- Mindfulness

“A very supportive, positive place to work. Thank you. I’m happy to work for this organization!”
-Staff

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

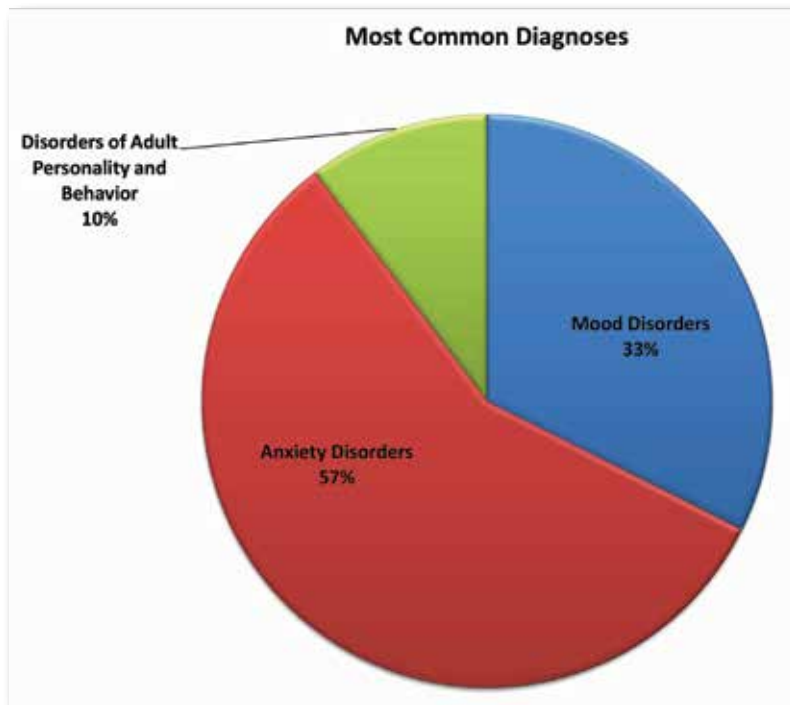
The Clara Martin Center continues to be an active participant with the Vermont Blueprint for Health Model within the community. Agency staff attend monthly Community Health Team meetings in the Randolph and Bradford areas as a way to coordinate with other community organizations to maximize resources 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.





Bradford Adult Outpatient Program Team

ADULT OUTPATIENT PROGRAM... CONTINUED



“
The phone options took away much of the anxiety of being over 65 years old and living alone.
 -Client”

“
My life is COMPLETELY different from the services I have received over the years at Clara Martin. I have come a long way and have greatly decreased my hospital stays in the last 5 years.
 -Client”

668
People Served

HOW MUCH DID WE DO?



AOP Team Social Distance Retreat

STORY BEHIND THE CURVE

The Adult Outpatient Program experienced a slight increase in the number of services provided for the year as well as an increase in the number of individuals served over the previous year.

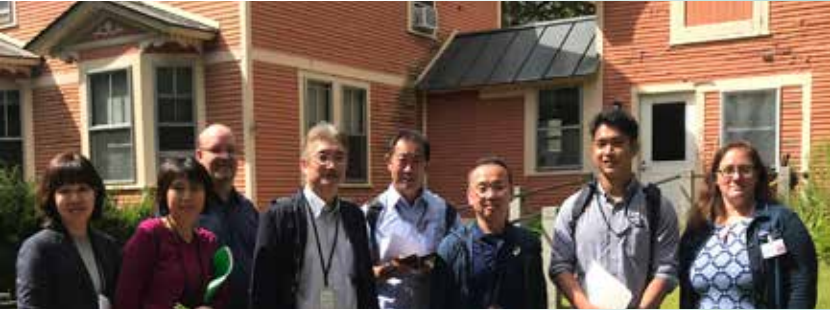
During FY20 the Adult Outpatient Program did experience some turnover, however, it was able to continue to provide services for those seeking support. The program was successful at meeting its case load targets despite the pandemic. The program was able to adapt quickly to providing services remotely including by phone and telehealth and worked hard to accommodate people’s needs and preferences. The Clara Martin Center continues to provide co-occurring mental health and substance use treatment in both individual and group modalities and saw a slight increase in the total co-occurring clients served. The program continued to put an emphasis on integrated and care coordination, working closely with Primary Care Providers to provide a holistic approach to overall health and wellness.



2019 Bradford Parade
“50 Years of Woodstock” – Peace, Love and Mental Health

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



Clara Martin Center staff with representatives from the Seiwakai Nishikawa Hospital in Japan touring the agency and discussing care delivery practices

PRIMARY CARE INTEGRATION PROGRAM

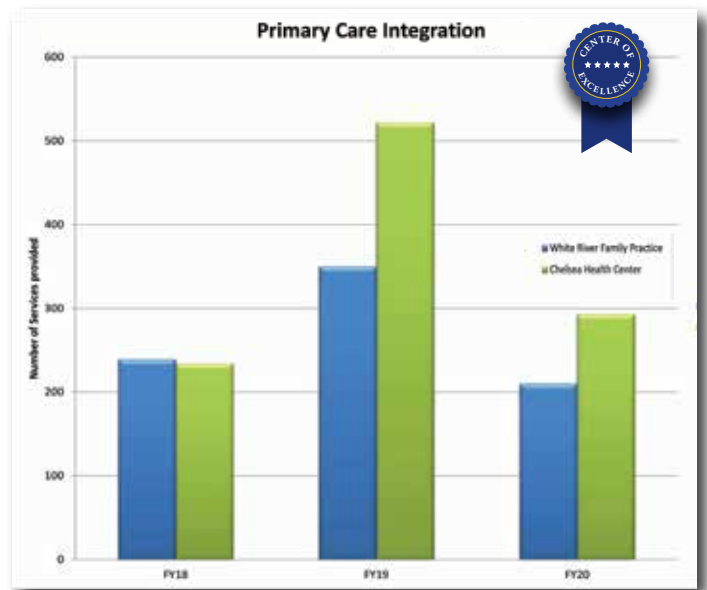
The mission of the Primary Care Integration Program is to ensure access and coordination with primary health care services for those accessing services at the Clara Martin Center. Clara Martin Center has worked to develop strong, collaborative relationships with primary care practices within our service 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
- 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 use treatment
- Medicare eligible clinical services

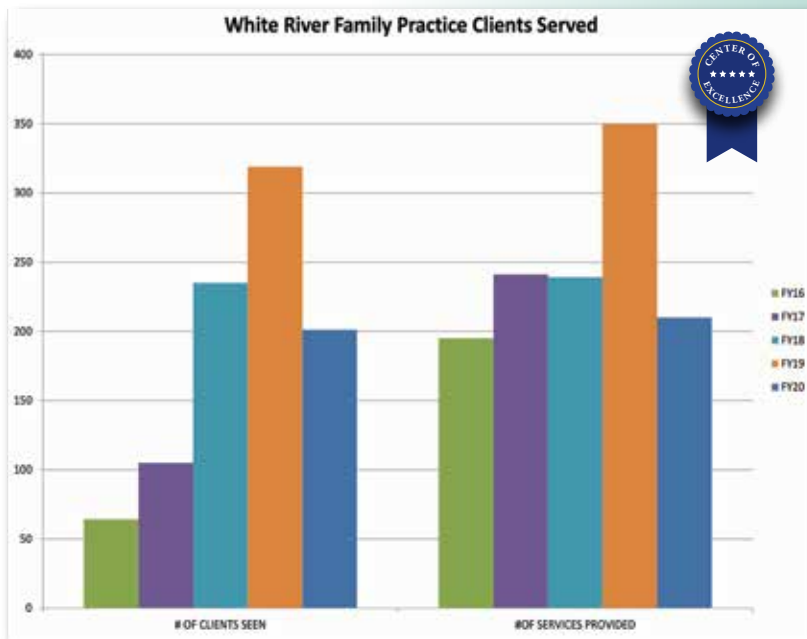
Randolph Clinical Services

- 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

503
People Served



HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

The number of services provided at the Chelsea Health Center and the White River Family Practice decreased during FY20. Although services continued during the pandemic, they were moved to phone or telehealth platforms and in-person services were put on hold for the last quarter of the year. This platform posed various challenges for people and resulted in some cases, a decrease of frequency of contact.

The Clara Martin Center worked closely with Gifford Health Center to provide care management for individuals attributed to One Care that received services from both the Clara Martin Center and Gifford. The Clara Martin Center provided support both as a Lead Care Coordinator as well as a care team member for both the adult and pediatric population.

The total number of individuals that the Clara Martin Center was Lead Care Coordinator for within the Care Navigator system held steady while the number saw an increase in the last quarter of FY20 for those the Clara Martin Center participated on the care team for. Monthly care management meetings take place between the Clara Martin Center and Gifford for both adults and pediatric shared individuals.

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)

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.

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.



Bradford Community Support Program Team

COMMUNITY SUPPORT PROGRAM

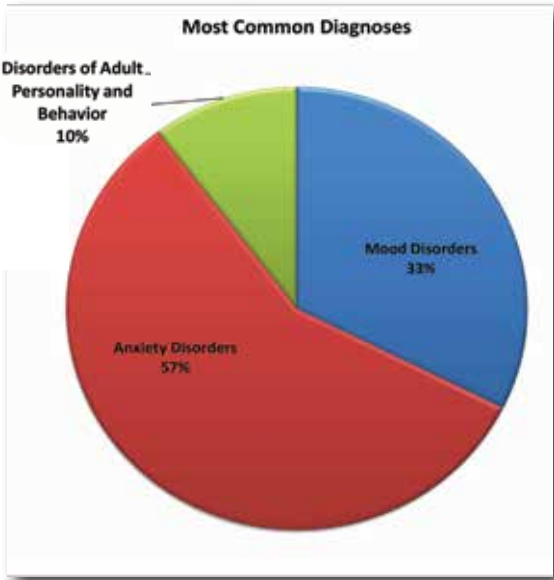
The Community Support Program (CSP) assists individuals with mental health issues in achieving and sustaining the highest quality of life consistent with their abilities, needs, personal ambitions, and available resources. The program strives to instill wellness to individuals living in the community.

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 health and substance use, and to treat both concurrently 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.



The Bradford CSP Hiking and Adventure group received Vital Communities’ Super Quest Grand Prize for most avid participation in the Super Quest (a handpicked group of favorite “Valley Quest” hikes as selected by the staff at Vital Communities).

Our group completed five hikes in Orange County, VT And Grafton County, NH stamping a passport and filling out journal entries in the process.

155
People Served

HOW MUCH DID WE DO?

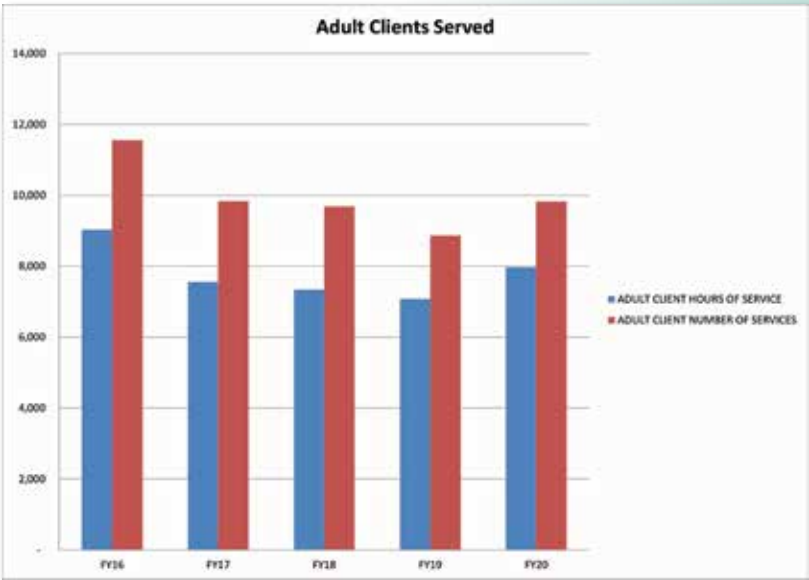
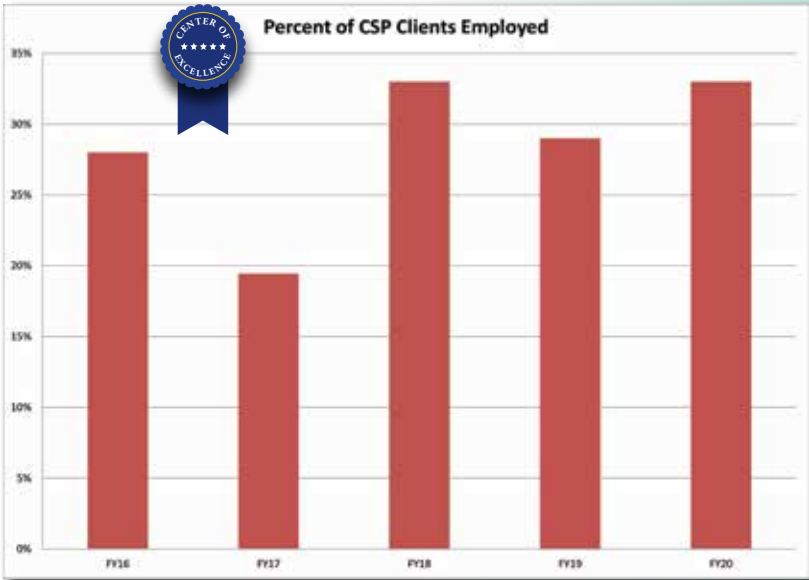
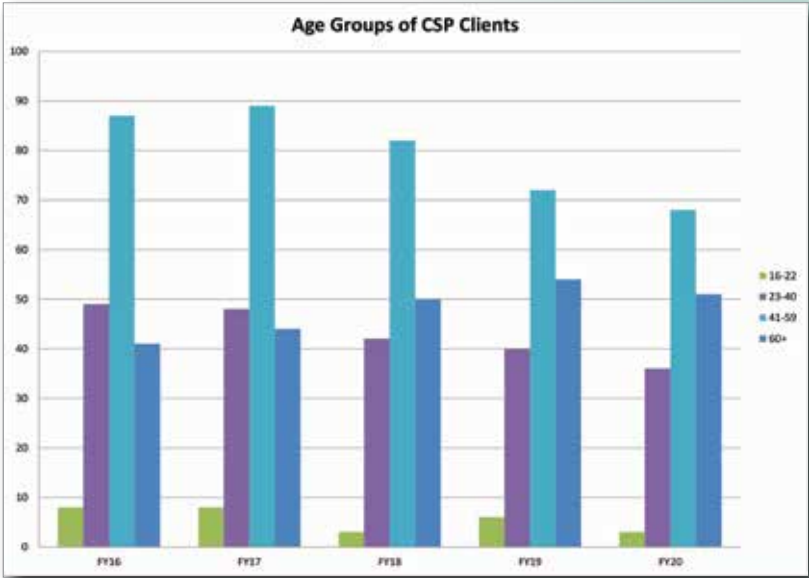
STORY BEHIND THE CURVE

In FY20, the Community Support Program saw a slight decrease in the total number of clients served and total hours of services provided. The program continues to see the average age of the majority of the clients served to be trending upwards. As well, the program saw a slight increase in the number of substance use services provided from last year. Despite the pandemic, vocational services continued to be very active and overall for the year supported 33% of individuals within the program with attaining employment. This was an increase from last year.

The services that the Community Support Program provides were significantly impacted by the pandemic. The ability to provide social and medical supports to clients was drastically scaled back given the safety issues. Essential services continued to be offered face to face including medication management, medication injections, and payee responsibilities. Food and other vital needs were provided with minimal to no contact as much as possible. Face to face supports were done when clinically indicated with all State and CDC guidelines followed. Groups and individual supports were moved to telephone or telehealth platforms. Technology barriers for individuals in the program were highlighted during this time period, and resources provided to clients in need as funding support was made available.

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





COMMUNITY SUPPORT PROGRAM

Specific Programmatic Criteria:

Clinical services are available to all clients in the program 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
- Cognitive Therapy for Recovery

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.

“
I guess just keep doing what you all do. I’m grateful and very lucky that I was able to come here.
 -Client”

59
People Served

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



Randolph CSP staff “walked across the moon” as part of an employee wellness activity

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

The Wellness Program has continued to see an increase in participation each year and has expanded to include both Randolph and Bradford sites. We have seen an increase in the overall interest and engagement around physical health and wellness which has helped to reinforce the culture of health and wellness throughout the program. Despite the pandemic, support around physical health, exercise and nutrition have continued. The program has gotten creative in ways in which these supports are provided, including incorporating walking, and physical exercise over phone and zoom.

The Wellness Program has seen steady growth in client participation and program development since it began 11 years ago. The program emphasizes a collaborative approach with PCP and medical providers as a way to coordinate care and to support individuals to manage both their mental health and their physical health. The program provides targeted interventions on an individual level, group level, program level and community level and includes cognitive behavioral intervention strategies, life style interventions and social/peer support involvements.





Bradford Child & Family Program Team

“We couldn’t imagine what our transition would be like without the support of Clara Martin’s staff. You rock!”
-Client

CHILD & FAMILY PROGRAM

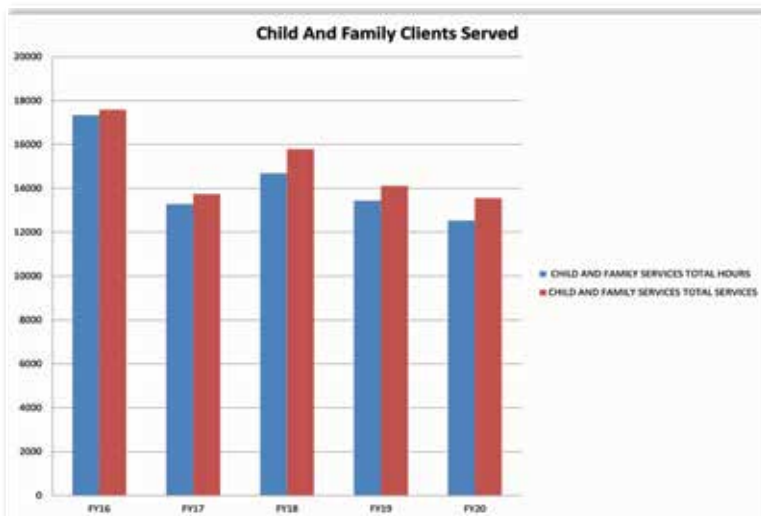
The mission of the Child & Family Program at the Clara Martin Center is to provide high quality, comprehensive, and integrated prevention and community based services to children and their families. Our team fosters resilience, inspires change, helps families recover from difficult events and promotes 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.

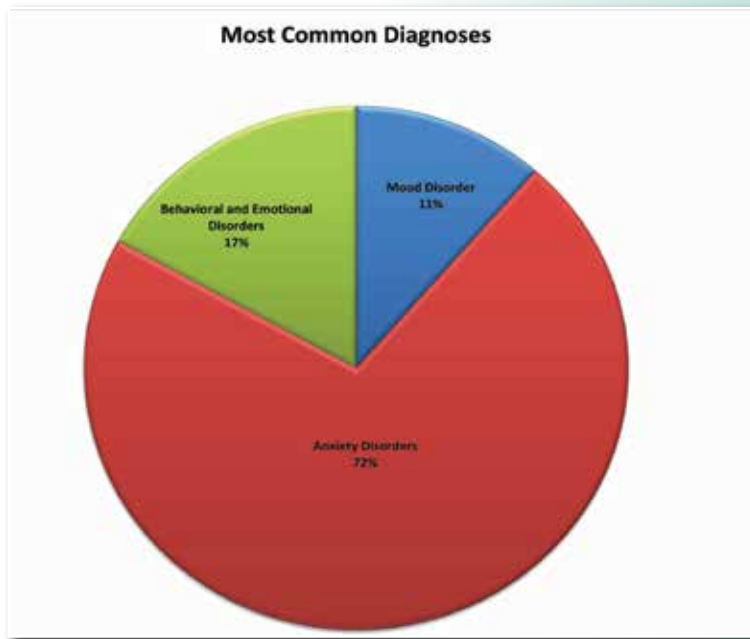
EARLY CHILDHOOD MENTAL HEALTH (AGES 0-5)

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.



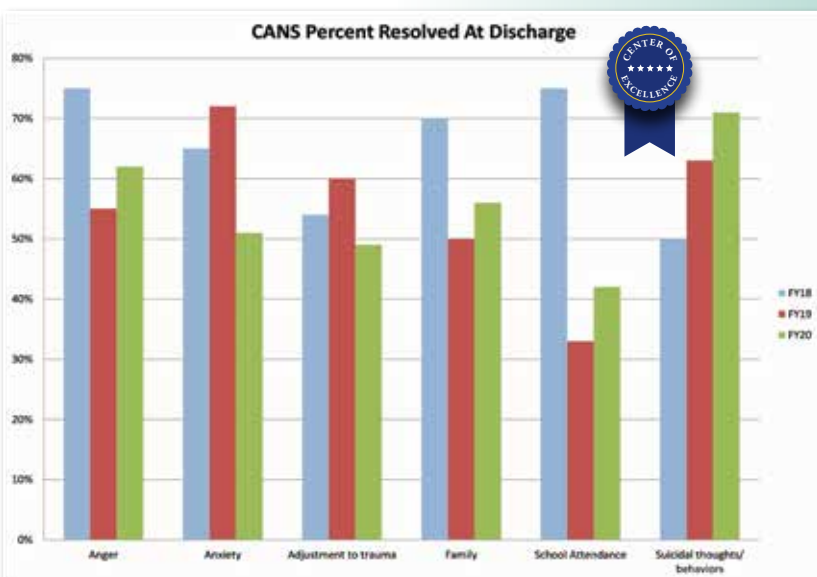
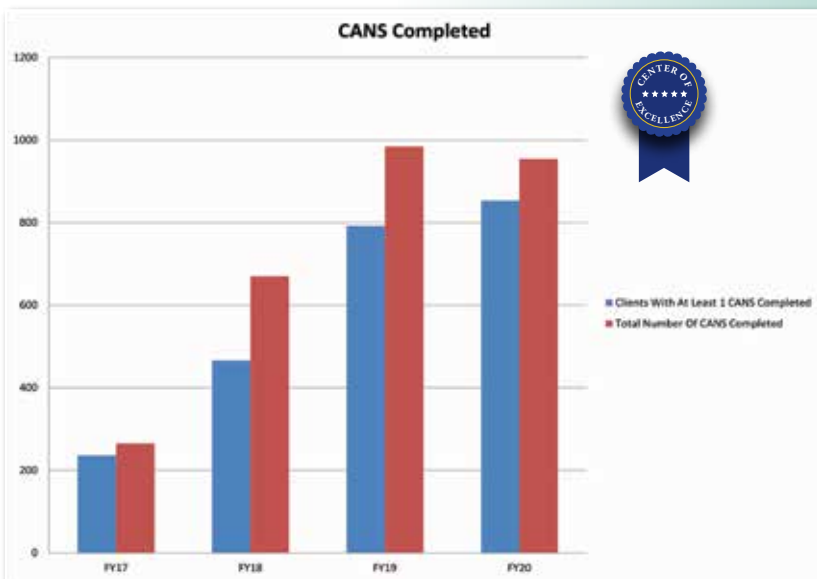


532
People Served

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

FY 20 was a year of unprecedented times as the agency, state, and nation managed a new way of living in the wake of COVID-19. While the first half of the year was relatively a normal year, March 2020 brought about many changes that no one would have ever predicted we would be facing. Moving to remote and technology assisted services meant a very drastic shift in how our program typically provides services to meet the needs of our clients and their families. As a program, we needed to rethink our typical outreach and community based services, and swap our in person sessions for those held over the telephone, or utilizing Zoom for Telehealth sessions. This was a learning curve for all involved, and required a great deal of flexibility and patience for everyone. Despite the challenges, our program worked hard to continue to meet the needs of our clients in the best possible way, and the total number of Children and Families served in FY20 was 532, only a slight dip from the previous year's 535 clients served. Although the decline in number served was small, it does continue a trend of decreasing numbers over the past several years. Several factors have contributed to this decrease in numbers, including transition to payment reform, staff turnover and regional challenges, and it is unclear at this point how COVID-19 will continue to impact the numbers going into FY21. However, we continue to be dedicated to providing high quality comprehensive treatment that uses evidence based practices to provide the services that our clients and their families need.





Randolph Child and Family Program Team



I enjoy working at CMC and find the work to be very satisfying. There is always a new challenge. ”

-Staff

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
 - 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 use and mental health together. Services are provided in individual and family therapy, as well as group therapy modalities.



“ Having the ability to call my counselor if I need to talk--just knowing that--is important to me. Though I haven't had to do that--his assurance of his availability to talk is like knowing there is a life line I can reach out for. I appreciate this very much. Thank you for all your good work and for being there. ”

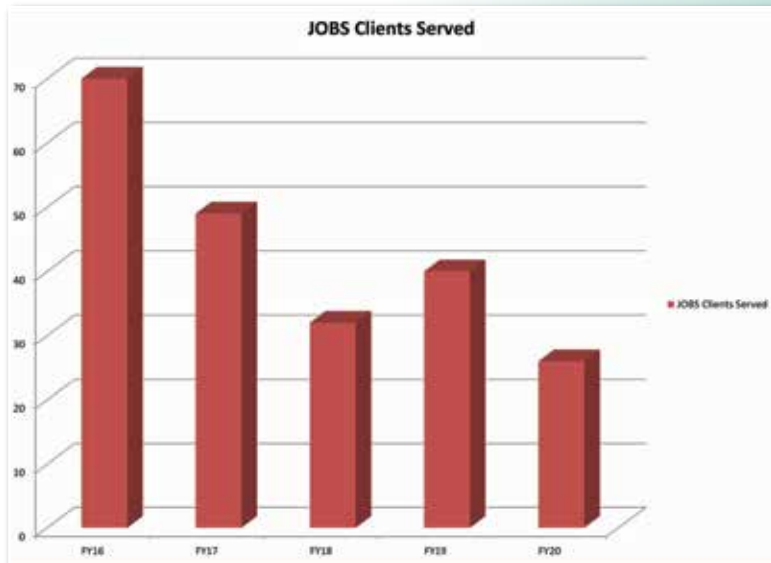
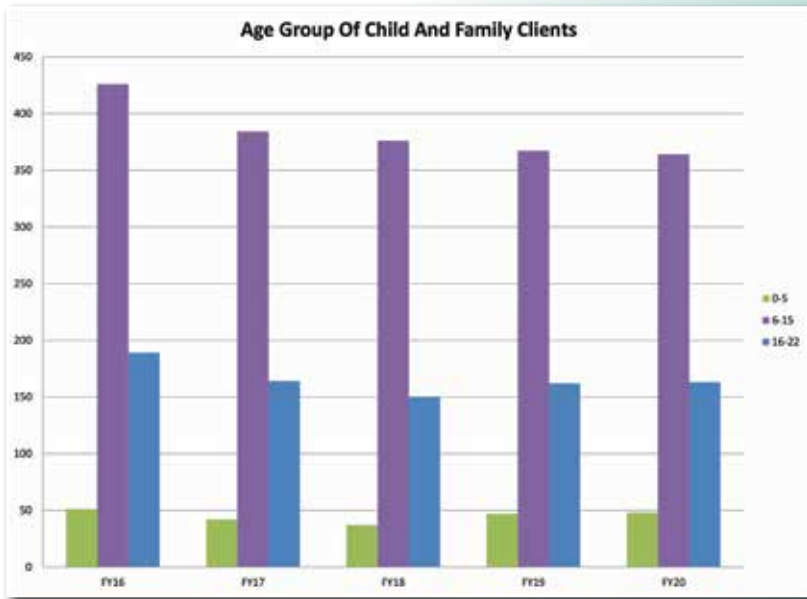
-Client

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

While the number served in our TAY program increased slightly from 162 in FY19, to 163 in FY20, our programming continues to focus on providing the services that our clients need the most. Unlike other age populations, the Transition Age Youth adjusted quite well to the use of Telehealth as a means of treatment delivery. While we were not able to hold the traditional in person group programs that are highly popular, young adults expressed satisfaction with using Zoom for their sessions.

The JOBS program has made many unique adjustments in the COVID-19 environment. Our JOBS Clinician has been able to facilitate many COVID safe interactions between successful members of the career fields that our young adults have expressed interests in, giving them the opportunity to talk to individuals about real life experiences in career fields such as comedy and nursing.



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

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 oversaw the therapeutic services provided within the Wilder School through the 2019-2020 school year.

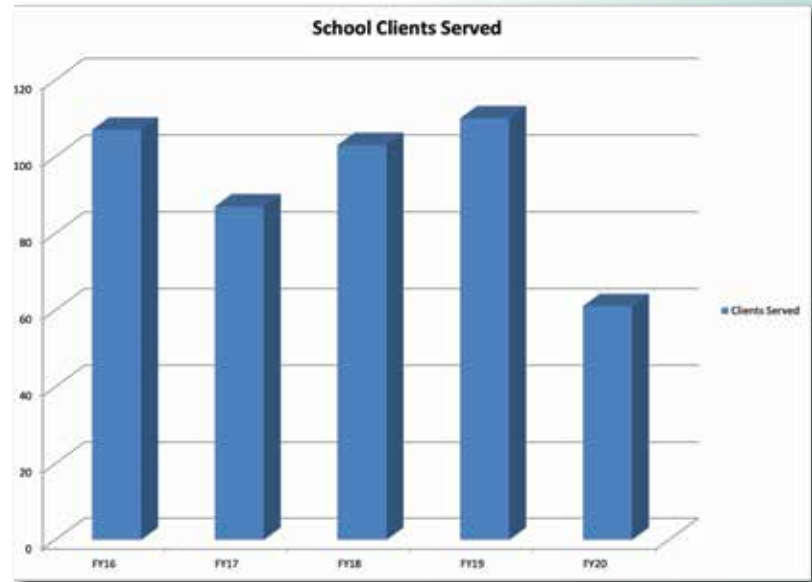
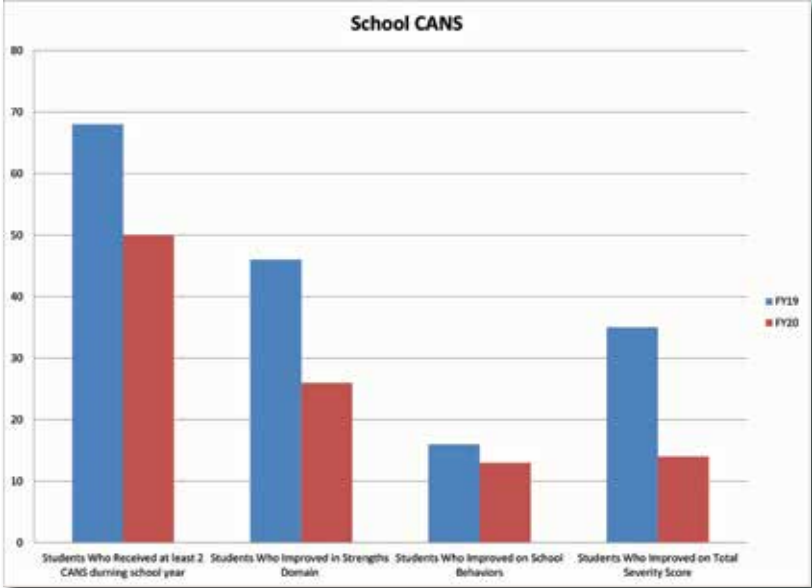
61
People Served

HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

In FY20, our School Based Services served a total of 61 clients in our school programming. Behavioral Interventionists provided intervention to 5 students in 3 schools, and our enrollment in East Valley Academy and the Wilder School remain strong, serving 23 and 35 students respectively.

COVID-19 resulted in schools in Vermont being moved to distance learning from mid March, through the remainder of the year. This, combined with not having contracts for School Based Clinicians during the 2019-2020 school year, resulted in very low numbers of clients served. However, those served did receive the School CANS (Child and Adolescent Needs and Strengths) Assessment. FY20 was the first year that the School CANS Tool was implemented across all of School Services programming. Despite the shortened in person school year, 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 50 students. Of those 50 students, 26 showed improvements in the Strengths Domain, 13 demonstrated improvement in their School behaviors, and 14 demonstrated overall improvement on their severity scores.



Thank you for going beyond the call of duty. The suggestions and help in this time have kept my spirits up!

-Client



ALCOHOL AND OTHER DRUG PROGRAM

“Thank you for having so many skilled professionals.”
-Client

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 a person 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

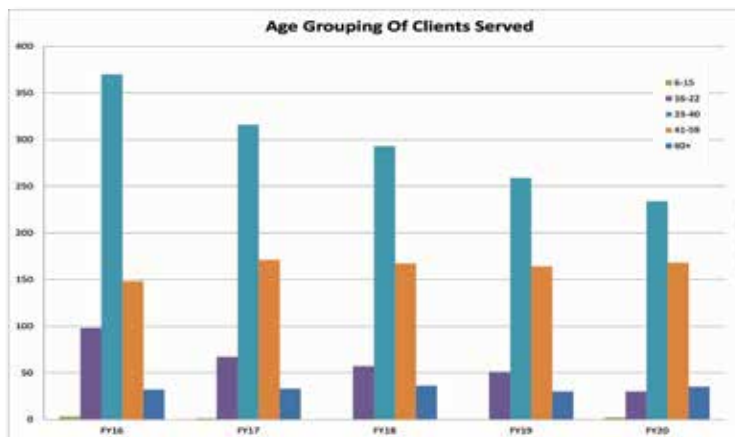
- Assessment and Referral to appropriate level of care
- Outpatient Services: Individual, Group and Family Therapy
- Quitting Time – Intensive Outpatient Program
- Medication Assisted Therapy
- Aftercare Recovery Services
- Psychiatric Evaluation, Medication Review and Monitoring
- Psycho-educational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



459
People Served

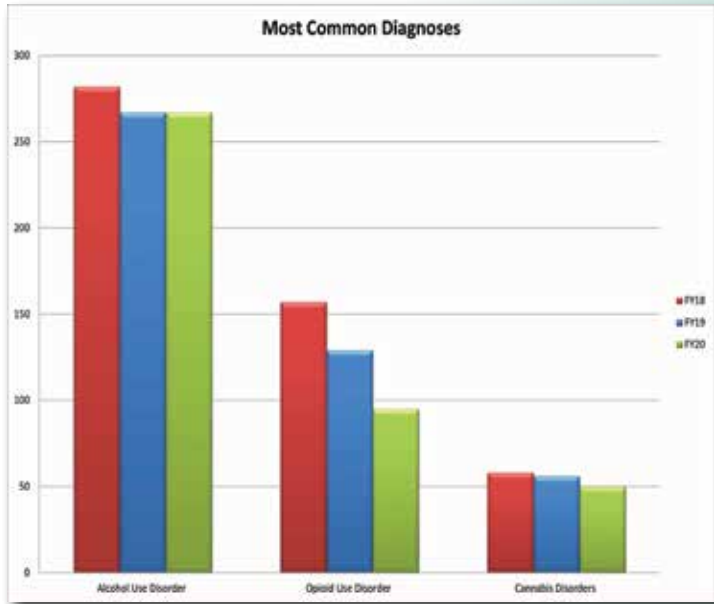
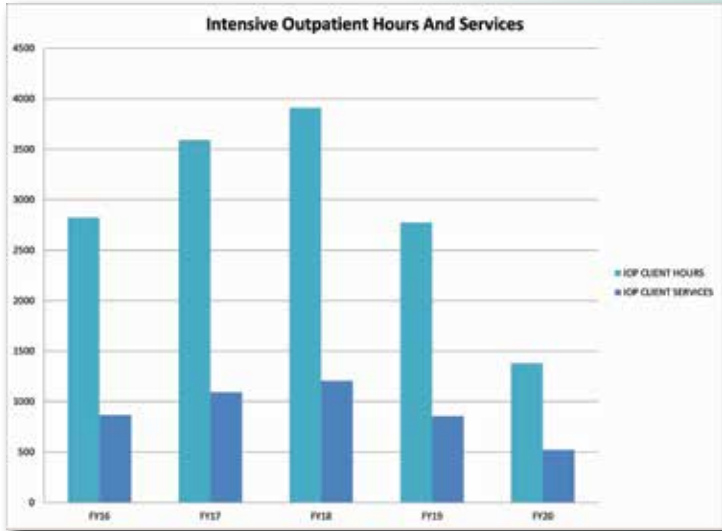
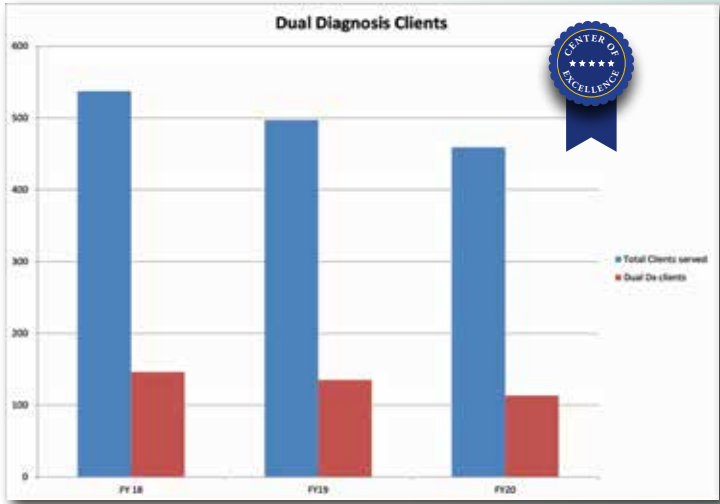
HOW MUCH DID WE DO?

STORY BEHIND THE CURVE

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, but we expect this need to increase due to the stress, risk of relapse, and community isolation as a result of COVID-19. The pandemic has resulted in increased relapse episodes, overdose rates, and difficulty accessing community recovery support throughout the state. Substance use concerns are notorious for increasing and worsening when an individual experiences isolation and disconnection from support systems. We are reviewing creative ways to meet these needs while maintaining the health and safety of staff and our clients.

One example of a creative approach to treatment of people with substance use concerns is the recent availability to provide Brainspotting services by a trained clinician at the Wilder location and clients are very interested to engage in this new modality.

The Intensive Outpatient Program continues to provide evening IOP services. The IOP clinicians have steadily facilitated via Zoom our IOP programming, without an interruption in services since COVID-19 prompted all services to be conducted via telehealth. 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

ALCOHOL & OTHER DRUG PROGRAM

... CONTINUED

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

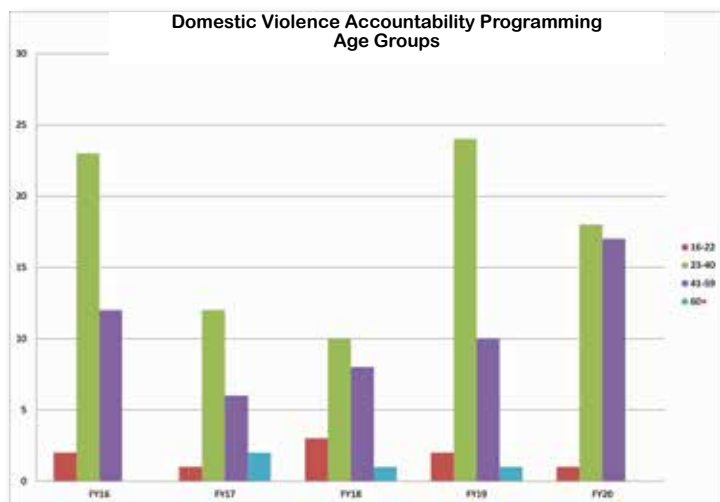
The goal of this group is to improve the health and self-care of clients with co-occurring substance use and mental illness. The group meets once per week.

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 use. The group is gender specific and consists of 25 topic areas related to trauma and substance use.

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.



CRIMINAL JUSTICE PROGRAM

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.

85
People Served

HOW MUCH DID WE DO?

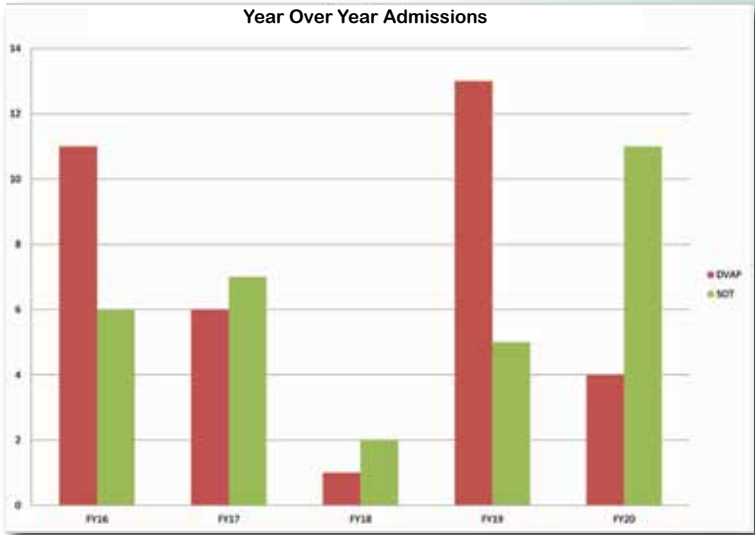
STORY BEHIND THE CURVE

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). All DVAP and SOT programming is being conducted via Zoom, and we have been able to meet the need of maintaining group offerings with a population that has limited technological and internet access through the use of phone services.

The Criminal Justice team faced an obstacle when our contract to provide SOT services in the Hartford area changed unexpectedly. The team met this challenge with fortitude, creativity, and a commitment to continue supporting these clients as they transitioned to a new provider. We are currently on the cusp of beginning a new contractual agreement to provide services for people with offending behaviors, who are currently supervised by Rutland and Addison County Probation and Parole. This contract will look different from how CMC has historically provided services to this population, and will involve a hybrid model of telehealth and in-person services. This approach will support clients who have transportation and other barriers to access services, in a state with few providers who specialize in working with this unique population.

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

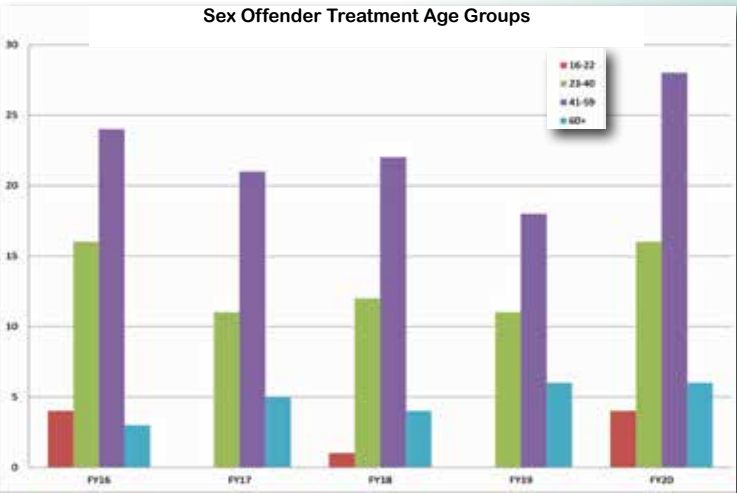
Anger management services can be provided in either a group or individual setting. This service aims to provide clients with skills necessary to identify and effectively manage emotions that may lead them to engage in threatening or assaultive behaviors.

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 use services, mental health services, employment services and health care.

COMMUNITY BASED SEX OFFENDER TREATMENT

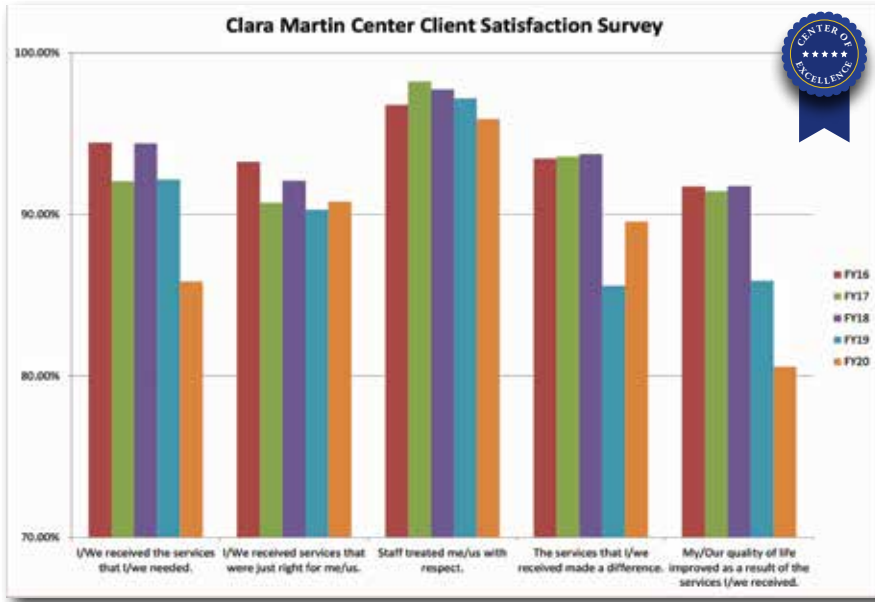
The goal of the program is to decrease the risk of re-offense and promote healthy lifestyles through individual and group therapy. The program meets standards set forth by the Vermont Center for the Prevention and Treatment of Sexual Abuse. The Vermont Center for the Prevention and Treatment of Sexual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



COMMUNITY PARTNERS

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

CLIENT SATISFACTION SURVEY



“
 I can't put into words how much I appreciate Clara Martin. They changed my life for the better, and still.
 Thank you so much!!
 -Client”

95.89%

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

89.55%

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, 2230 people have responded to our annual Client Satisfaction survey.

Results from the 2020 Client Satisfaction Survey

“
 Everyone at Clara Martin Center is great!
 -Client”



STAFF SATISFACTION 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.

Data is based on 110 staff responses.

86.24%

of staff feel driven to help the agency succeed.

90%

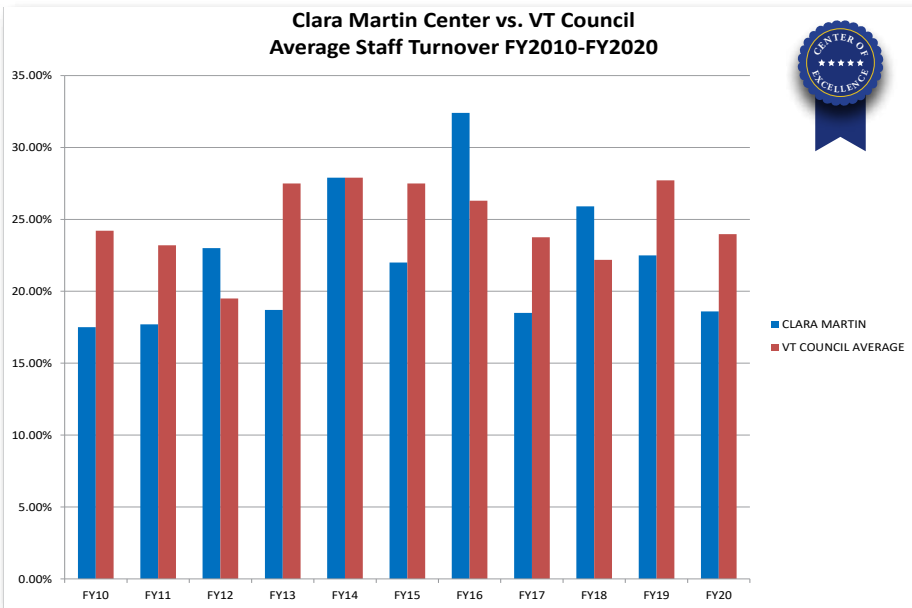
of staff would recommend this agency to a friend or family member for services

76.85%

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

83.18%

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



This is my 2nd position at CMC and I'm very impressed with the leadership from both positions. I honestly feel valued and appreciated every day. I have worked in counseling for 15 yrs and CMC is, by far, the best agency that I have ever worked for.

-Staff

STAFF ANNIVERSARIES

35 years:

Nancy Chamberlain

20 years:

Joy Appleton

Krista Fiero

Dawn Littlepage

15 years:

Michele Boutin

Jenni Campbell

Alexis Sargent

10 years:

Peter Butterfield

Richard Lanza

5 years:

Jenny Beaudin

Lyndsay Galluzzo

Mark Hamilton

Dana Huston

Patrick LeClerc

Donna O'Neill

AWARDS & RECOGNITIONS



2020 was a year of transition, as it brought the retirement of long-serving and cherished Executive Director, Linda Chambers, after 36 years of employment at the Clara Martin Center. Linda started working at the Clara Martin Center in 1984 after obtaining her Master's Degree from the University of Vermont. Over the course of her career, she held several leadership positions at Clara Martin Center including the Director of Substance Abuse Programs, Director of Community Support Programs, Chief Operations Officer, and in 1995, became the Executive Director. Linda was a leader, a visionary, and a risk taker who guided Clara Martin Center through multiple site and program expansions. She developed partnerships with other agencies that brought forth new entities including Central Vermont Substance Abuse Services (CVSAS) and Collaborative Solutions Corporation (CSC). Linda's passion and commitment to supporting mental health and substance use services has always been at the core of who she is.

To celebrate Linda's drive and success in transforming the mental health system of care in Vermont, Linda was nominated for the Community Advocate Award at this year's Mental Health Advocacy Day. As her nomination stated:

"The work Linda has done has always been driven by a passion to help others, treat individuals with dignity regardless of their circumstances, address stigma at every opportunity, and help to build strong and resilient communities. Building on the legacy of her father, Thomas Davis, who founded the Vermont Office of Economic Opportunity and prior Secretary of the Agency of Human Services, as well as her grandfather, Governor Deane Davis, Linda has built a legacy in her own right in the ongoing development of community mental health services at Clara Martin Center in Orange County. Over the span of her career, the accomplishments she has achieved through her commitment to mental health care and advocacy for individuals with a mental health condition or developmental disability is long and distinguished. Highlights include:

- *Opening the Challenger School/East Valley Academy, a therapeutic independent school*
- *Development of services at the Chelsea Health Center, which co-located behavioral health services with a primary care center*
- *Developing Wellness programming to address physical health and chronic medical conditions for those with mental health conditions*
- *Embedding a dual-diagnosis treatment philosophy across the agency for individuals with both mental health and substance abuse needs*
- *Developing programming specifically focused on Transition Age Youth, including development of the statewide Youth Summit*
- *Working with the Department of Corrections in bringing mental health services into facilities*
- *With NAMI and VPS, opened the Safe Haven transitional living program, a first in the nation program that paired a community MH agency with a peer agency in the provision of services*

In recognition of this remarkable career, instead of being given the Community Advocate Award, Linda was presented with a well-deserved Lifetime Achievement Award.

For Clara Martin Center, once Linda made the decision to retire, the only fitting exclamation point that the agency could add to the accolades she so rightly deserved, was by renaming the campus in Randolph that houses the Community Support Program, Safe Haven, and the newly created housing unit at 28 South Main Street into the Linda Davis Chambers Campus. A ceremony was held on July 2, 2020 to recognize this and unveil the new sign. From all of us at Clara Martin Center, thank you Linda for building the strong foundation on which all of us stand today.



AWARDS & RECOGNITIONS



Jena Trombly is the 2019 recipient of the Vermont Chapter of the Society for Human Resource Management (SHRM) 2019 HR Professional of the Year. Jena was awarded this prestigious award at the Vermont SHRM Conference in September.

Each year the Vermont State Council solicits nominations from companies throughout the state to find the person that most deserves to be HR Professional of the Year. This award recognizes an HR Professional who has gone above and beyond her HR role to impact her company, her community and even perhaps the entire state.

In 2016, Jena took the lead in drafting the Vermont Care Partners white paper titled: Vermont's Designated and Specialized Service Agency System - a Workforce at Risk. The paper concluded that chronic underfunding of Vermont's Designated/Specialized Service Agency System and the ability to recruit and retain a workforce to support Vermonters with developmental, mental health and substance use issues had reached a breaking point. That paper was used extensively throughout the following legislative sessions and was determined to play an instrumental role in funding for our state's system of care.

In 2017, Jena stepped forward again to work with Governor Scott's Opioid Coordination Council and the Office of Professional Regulation to revise the administrative rules for substance use credentialing and licensure. These changes streamlined the application, education and supervision processes which had a significant impact for professionals both in-state and out-of-state obtain their credentials and licenses which helped to increase the substance use treatment workforce in Vermont. Jena has worked with Vermont Care Partners and the Vermont State College system to explore opportunities to offer cost effective educational programs for Vermonters throughout the state.

For Clara Martin Center specifically, she partnered with other local businesses to implement an online continuing education platform which provides free training to staff to obtain and renew their professional credentials. "Our company has been very fortunate to have her leadership, wisdom and compassion for our staff and our clients we serve. Words cannot express the impact she has had on the organization during the 20+ years she has been with us. We are grateful for her expertise, services and for her commitment not only to our organization but to the larger community and the State of Vermont".



THE BREWSTER MARTIN AWARD



PAULA RIVIEZZO WINS 2019 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 Directors 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 Directors, all of whom support the mission of a caring and responsive community of providers.

It is the commitment of the Board of Directors 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 which we all stand on today. The commitment of the Board is to the community and to the staff who serve our communities with courage and strength, all of which is essential to the success of each citizen.

Paula Riviezzo joined the agency in January 2005 as a CSP Case Manager in Bradford.

- *Paula is an exemplary leader in every facet of our program, taking on everything from the most demanding caseload to simple workplace courtesies with equal professionalism and grace.*

- *Paula is a generous and caring provider who goes above and beyond for her clients and other clinicians on a daily basis. Her compassion and empathy are uncanny, and boundaries are always clear.*

- *Paula is a “doer” in every sense, sacrificing her own comfortable routine to be certain no work is performed without diligence.*

- *She runs the CSP wellness program single handedly, providing clients with support for their health and socialization. Staff have witnessed firsthand how spectacularly the group benefits the clients. Paula is expertly versed in exercise and nutrition. Paula loves to cook and she has taken this passion and used it to help others. She has taught healthy cooking classes and for years was the lead on the garden where we have a farm to table approach in class. Perhaps most impressively, the kitchen never fails to be cleaner at the end of the class than at the beginning.*

- *Paula supports family members with great care and works as a liaison with businesses and community members. She is a great advocate for her clients and always has their best interests at heart.*

- *Paula displays an inordinate amount of patience and compassion for struggling clients. Paula has a knack for helping those who struggle with psychosis.*

- *Paula has a wonderful sense of humor. She goes above and beyond for her clients and is a very caring person and co-worker. Paula puts 120% into her work every day.*

- *Paula is a great asset to the agency and she cares deeply for what the Clara Martin Center stands for.*

- *Paula’s clients love her and know that she is doing all she can to help them get the services they need and enjoy meeting with her.*

- *Paula is looked up to by staff as a leader and go to her for support with any questions or concerns they may have. She is a mentor to new and even seasoned staff. Her co-workers and clients are all better people because of her.*

- *Paula has dedicated her life to serving those with the needs and she has done it with kindness, compassion, generosity and from a loving heart.*

- *Paula is what one colleague referred to as “old school.” She is a hard worker, often working over 40 hours per week to meet the needs of her clients.*

- *Paula is the quintessential friend and role model and her colleagues are report she is a pleasure to work with and they are grateful for her service.*

Paula is very 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”.

THE ARNOLD SPAHN COMMUNITY AWARD

Presented to Dede Tracy, Support and Services at Home (SASH) Coordinator in recognition of the positive impact she has had on many people in our region;

In appreciation of her caring and supportive nature working with seniors and making them feel welcomed;

In honor of her lifetime of dedication to helping people who are vulnerable and at risk.



Thank you Dede for being a hero to your friends and neighbors and for taking such good care of them!



VOCATIONAL AWARD

Often times, creative approaches are essential to opening doors for individuals with mental health challenges who seek meaningful employment opportunities.

Clara Martin Center is fortunate to have Capstone Community Action as a partner who embraces such ideology. The Agency's Vocational Unit has used several of Capstone's innovative programs to advance educational and career efforts for many of its clients.

This past spring, Capstone's Community Kitchen Academy in Barre proved to be a life-changing experience for a CRT vocational services client who completed that course. In collaboration with the Vermont Foodbank, Community Kitchen Academy offers an intensive culinary training that combines basic skill development with hands-on food preparation for regional nutrition programs. Participants earn ServSafe certification and can apply credit from Community Kitchen Academy toward higher education, which is in the plans for this client.

A recent Quickbooks training sponsored by Capstone was a valuable resource for a CRT Supported Employment client who aspires to launch a career in Bookkeeping or Accounting.

One client in Clara Martin Center's JOBS (Jump on Board for Success) program even worked at Capstone's Head Start school while studying Early Childhood Education through Community College of Vermont.

The local Capstone Team has been steadfastly supportive of mature clients re-entering the workforce, too. Over the years, the Agency's Vocational services arranged for several clients to do Internships at Capstone under the Senior Community Service Employment Program conducted by Vermont Associates.

True to one of its missions, to "Activate and Empower", Capstone deserves recognition for its contributions to the success of Clara Martin Center clients.



COLLABORATIONS & PARTNERSHIPS



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 the 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 use 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).



I appreciate that CMC has bent over backward to make sure that I am happy with my employment and find a role that works for me as well as the agency. I am proud to be a member of this team! ”

-Staff

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 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 Inc. (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)



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

**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