



Clara Martin Center

2015
OUTCOMES
REPORT



Clara Martin Center — 2015 Summer Retreat

PEOPLE
helping
PEOPLE



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WELCOME



Linda Chambers
Executive Director

For nearly 50 years, Clara Martin Center has provided high-quality community mental health and substance abuse services to the Upper Valley and greater Orange County. With this experience, Clara Martin Center continues to play a role in leading the mental health field into the future. The agency is constantly adapting to meet the needs of an ever-changing healthcare system, and above all – the needs of our clients and communities.

Clara Martin Center continues to focus on client care within the philosophy of resiliency and recovery – the ability to bounce back from adversity, and the ability to achieve success in spite of setbacks and challenges.

In 2015, Clara Martin Center began efforts to be identified as a Behavioral Health Center of Excellence – a great place to get care and a great place to work. While not a formal certification, being a Center of Excellence provides a framework to demonstrate the important work Clara Martin Center does, and the value it has in the communities we serve. It also sets high standards for the agency to achieve.

The National Council for Behavioral Health identifies five elements used in determining a Center of Excellence – easy access, world class customer service, comprehensive care, excellent outcomes and excellent value.

EASY ACCESS

Easy access ensures that the community at large, new and returning clients, get the right care, at the right time, and in the right setting. Clara Martin Center is preparing to take easy access to the next level – same day access. National data shows that every day a person has to wait for an appointment, they are less likely to attend that appointment and get the support they reached out for. To accomplish this ambitious task, Clara Martin Center implemented centralized scheduling in January 2015, a streamlined system of one central access point to sched-

ule all intakes into any of the programs at the agency. In addition to this, clinician availability has been maximized and coordinated with front end staff, so that when a client needs to cancel or reschedule, the front end staff is able to take care of their needs immediately and help them reschedule into a time that is convenient. Since implementation of centralized scheduling, the time a client has to wait for an appointment, following their initial call, has dropped from an agency average of over seventeen days to seven days, and continues to improve.

Working with community partners also leads to improved access. One example of this is our relationship with Stagecoach Transportation Services, our local transportation service. Since many clients located in the Randolph and Bradford areas had difficulty finding transportation to treatment services and appointments in the White River area and beyond, Clara Martin Center worked with Stagecoach to expand routes. This enabled Stagecoach to serve a broader population and for our clients to have increased access to programs and services here at the agency and for other service needs in the region like Economic Services.

WORLD CLASS CUSTOMER SERVICE

At Clara Martin Center, our motto is “People Helping People.” This phrase is more than a tag line, it’s how we see every client, and it’s how we provide the community with world class customer service. The top-quality service we provide is achieved through the individuals who work for Clara Martin Center, people who have deep and

heartfelt connections to their clients and the community. They conduct their work based on deep understanding of trauma, best clinical practices and a commitment to recovery and resiliency.

Clara Martin Center believes that when employees feel their work is valued and their opinions matter to the organization they are empowered to provide a higher level of care to the client – world class customer service. Throughout this report you will see the faces of the people that provide world class customer service and the results are demonstrated in the client feedback highlighted throughout.

COMPREHENSIVE CARE

Through a broad range of programs, Clara Martin Center serves people of all ages for mental health, substance abuse, co-occurring disorders, emergency situations and criminal justice issues. Through partnerships with Gifford Health Center, Little Rivers Healthcare and White River Family Practice, as well as many community assistance organizations, we provide clients with the support they need to move toward social, mind and body health.

EXCELLENT OUTCOMES & EXCELLENT VALUE

As the healthcare field moves toward making referrals to organizations with positive outcomes and excellent values, striving toward the goals of Center of Excellence will continue Clara Martin Center's role in the region as a preferred place to receive care. This report shows data on the measures we see as valuable to our clients and the community, and demonstrates how we achieved excellent outcomes.

AGENCY SUSTAINABILITY

Clara Martin Center launched an initiative in 2014 to ensure safety and reduce risk to clients and employees.

The first step was formulating a Workplace Safety Committee to conduct a review of all facilities. As a result of this work, all policies and procedures were reviewed and changes were recommended, floor plans for all sites were updated and a workplace safety re-

source manual was created. A large focus of this initiative was staff training on both an individual basis and site specific. A number of these facility reviews were able to be done in conjunction with local law enforcement partners, incorporating their feedback and suggestions into our workplace safety culture. A multi-year staff training plan is being developed as a result of this review to focus on varied safety responses and scenarios that may occur in the future.

In July, the agency instituted a tobacco free policy on all campuses, further supporting Clara Martin Center's philosophy that physical health is an important component of overall wellness. Smoking cessation groups led by two certified tobacco cessation specialist were available to clients to help with this transition.

Clara Martin Center took advantage of an opportunity offered to the agency by taking part in a behavioral health risk management review related to assessing suicidality. The training provided different legal and clinical perspectives based on lessons learned from a legal firm with over 40 years of behavioral healthcare litigation. The review included an analysis of Clara Martin Center's current practice and recommended improvement changes and training. The Behavioral Health Risk Professional guided attendees through a hands on approach to prevention and risk reduction with a specific focus on suicide malpractice.

We look forward to another successful year ahead!

THE FACTORS WE STRIVE TO EMBRACE IN EVERY ASPECT OF OUR ENVIRONMENT AND CULTURE:

- High expectations
- Building from strengths
- Determining interest & desire
- Setting clearly defined individualized goals and benchmarks
- Structuring plans for success
- Developing commitment
- Rewards and incentives
- Social competency
- Caring relationships
- Unconditional positive regard
- Belonging to a positive peer culture
- A sense of meaning & purpose
- Opportunities for meaningful participation
- Voice & decision making
- Choices
- Problem solving
- Networking and making connections
- Planning ahead
- Experiential learning
- Community service
- Self-expression
- Cooperative learning

CORE DESIGNATED SERVICE AREA

The core area Clara Martin Center serves is comprised of 34 small towns separated by hills and valleys. As a service provider, we are faced with topographic challenges to bring services to those who need our help. The area has limited resources and the resources that are available must stretch to meet the needs of the communities through miles of rural back roads.



Business Office and Support Staff — 2015 Summer Retreat

ABOUT CLARA MARTIN

Clara Martin Center (formerly known as Orange County Mental Health Services, Inc., with a name change in 1993) was founded as one of ten mental health agencies organized by Vermont Statue developed in 1966. Our roots stem from local clergy and social service professionals who saw a need for supportive counseling services in the community. They saw those services as an alternative to placement of persons at the Vermont State Hospital.

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 consumer-sensitive, cost-effective, and outcome based.

Our Goals

- To provide behavioral health care that responds to consumer needs, treats individuals with dignity, and is recognized as effective by consumers 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.

**“Excellent staff,
excellent help,
and excellent
receptionist!!!”**



Bottom row, left to right: Priscilla Spahn, Rachel Westbrook, Marie Robbins
 Top Row, left to right: Dennis Brown, Ron Schoolcraft, John Larson, Arnold Spahn

YEARS OF SERVICE ON BOARD

Arnold Spahn	39
Dennis Brown	14
John Larson	17
Ron Schoolcraft	10
Priscilla Spahn	8
Rachel Westbrook	6
Marie Robbins	5
Frank Roderick <i>Member-At-Large</i>	22

BOARD OF TRUSTEES

ARNOLD SPAHN (ARMY)

Board President

Representative from Randolph, joined board in 1976

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

DENNIS BROWN

Board Vice President

Representative from Randolph, joined board in 2001

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

JOHN LARSON

Board Treasurer

Representative from Barnard, joined board in 1998

Serves on: Board Planning Committee, Board Finance Committee

RON SCHOOLCRAFT

Board Secretary

Representative from Randolph Center, joined board in 2005

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

PRISCILLA SPAHN

Board Member

Representative from Randolph, joined board in 2007

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

RACHEL WESTBROOK

Board Member

Representative from Randolph, joined board in 2009

Serves on: Board Planning Committee, Board Finance Committee

MARIE ROBBINS

Board Member

Representative from Randolph, joined board in 2010

Serves on: Board Planning Committee, Board Finance Committee

BOARD ADVISORY AND LOCAL PROGRAM STANDING COMMITTEE

Arnold Spahn

Priscilla Spahn

Ron Schoolcraft

John Larson

Marla Simpson

Donna Olsen

John Caswell

Linda Chambers (*staff*)

Gretchen Pembroke (*staff*)

Melanie Gidney (*staff*)

Tammy Austin (*staff*)



Leadership Team — 2015 Summer Retreat

LEADERSHIP 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 Clara Martin Center
Linda Chambers	Executive Director	31
Jena Trombly	Director of Human Resources and Compliance	24
Melanie Gidney	Director of Quality Assurance and Systems Improvement	23
Amanda Higgins	Administrative Operations Coordinator	16
Gretchen Pembroke	Director of Adult Services	16
Dawn Littlepage	Clinical Director	15
Dr. Kevin Buchanan	Medical Director	13
Tammy Austin	Director of Child and Family Services	12
Renee Davis	Director of Substance Abuse and Criminal Justice Services	10
Christie Everett	Director of Access and Acute Care Services	4

COMMUNITY STAKEHOLDERS

We partner with community agencies and organizations to promote optimal mental health care and recovery. Below, are a few of the social service agencies that support Clara Martin Center's work, and help make our services more accessible for community members. In addition, each program's section will identify community partners they work most closely with to support our clients and the community.

STAGECOACH TRANSPORTATION SERVICES

Clara Martin Center worked with Stagecoach to expand their routes for many clients in the Randolph and Bradford areas who had difficulty getting to treatment services and appointments in the Upper Valley. These expanded routes have increased access to programs and services here at the agency and for other service needs in the region like Economic Services.

VERMONT LAW SCHOOL

When the Vermont Law School experienced the suicides of a beloved professor and two former students, they took a proactive approach to improve the wellness of their community, by enhancing mental health offerings and awareness on campus.

To support this effort, Vermont Law School called upon Clara Martin Center to provide on-site clinical support, participate in Ambassador Orientation, as well as participate in their Title IX panel to combat stigma in mental health and offer resources available to community members.

Since March 2015, Clara Martin Center has had one to two staff members on campus every week providing support during day and evening hours to students and staff. "Easy access" in a campus environment to these essential services contributes to the success of a person receiving the support they need. When someone is in need of more extensive services, clinicians work to transfer them to the broader services Clara Martin Center offers.

CAPSTONE COMMUNITY ACTION

Clara Martin Center clinicians work in conjunction with Capstone staff across the county to help clients access available services and supports. Capstone provides comprehensive services to help Vermont families and individuals meet basic needs such as food, shelter and transportation. Capstone alleviates the suffering caused by poverty, works with individuals and families to move out of poverty and advocates for economic justice for all Vermonters.

PRIMARY CARE

The Clara Martin Center strongly believes that supporting individual's recovery and wellness requires addressing both mental and physical health needs in an integrated framework, viewing the person from a 'whole person' perspective. We work closely with area primary care providers, including being co-located at the Chelsea Health Center and providing on-site care coordination services at the White River Family Practice. Our primary care partners include:

Ammonoosuc Health Center
Cottage Hospital
Dr. Melanie Lawrence
Gifford Health Center
Little Rivers Health Care
Upper Valley Pediatrics
White River Family Practice

SUPERVISORY UNIONS

Our work with supervisory unions in our catchment area supports student success by bringing necessary services to students in their own environment. Supervisory unions' work is key in identifying needs and making services accessible. We partner with these supervisory unions:

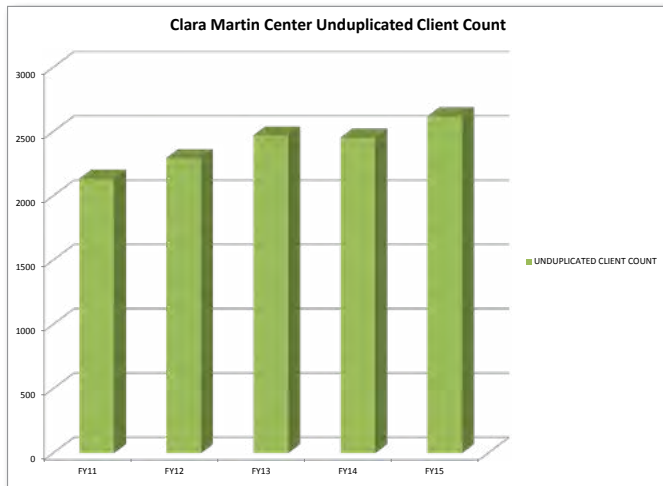
Hartford Area Regional Collaborative
Orange East Supervisory Union
Orange North Supervisory Union
Orange Southwest Supervisory Union
Rivendell Interstate School District
White River Valley Supervisory Union

ACCESS

“Great staff; passionate, really good at returning phone calls. All around a wonderful place for treatment.”

As easy access is one of the five pillars of a Center of Excellence, the mission of the Clara Martin Center Access Program remains to ensure appropriate and timely response to all requests for services. It is our goal to link all those who contact us for assistance with a resource that matches their needs and desires for support and/or treatment. The Access Program is an entry point into most

services offered by the Clara Martin Center, and staff are cross trained in Acute Care services, for those situations that warrant an immediate response.

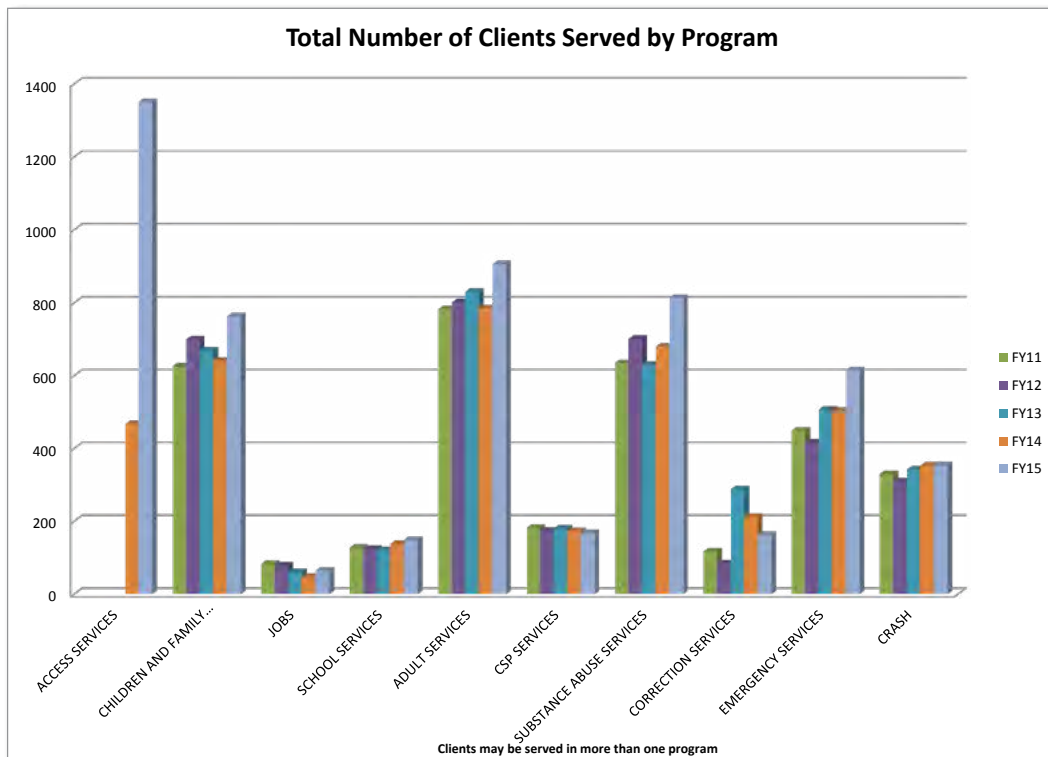


Services Provided by Phone or Walk-in Clinic

- Link clients with area resources both internally and externally
- Assist with overcoming payment and insurance barriers to treatment and provides a safety net for those with no 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 different times

Walk-in Clinic

- Provide immediate consultation with brief treatment and referral sources



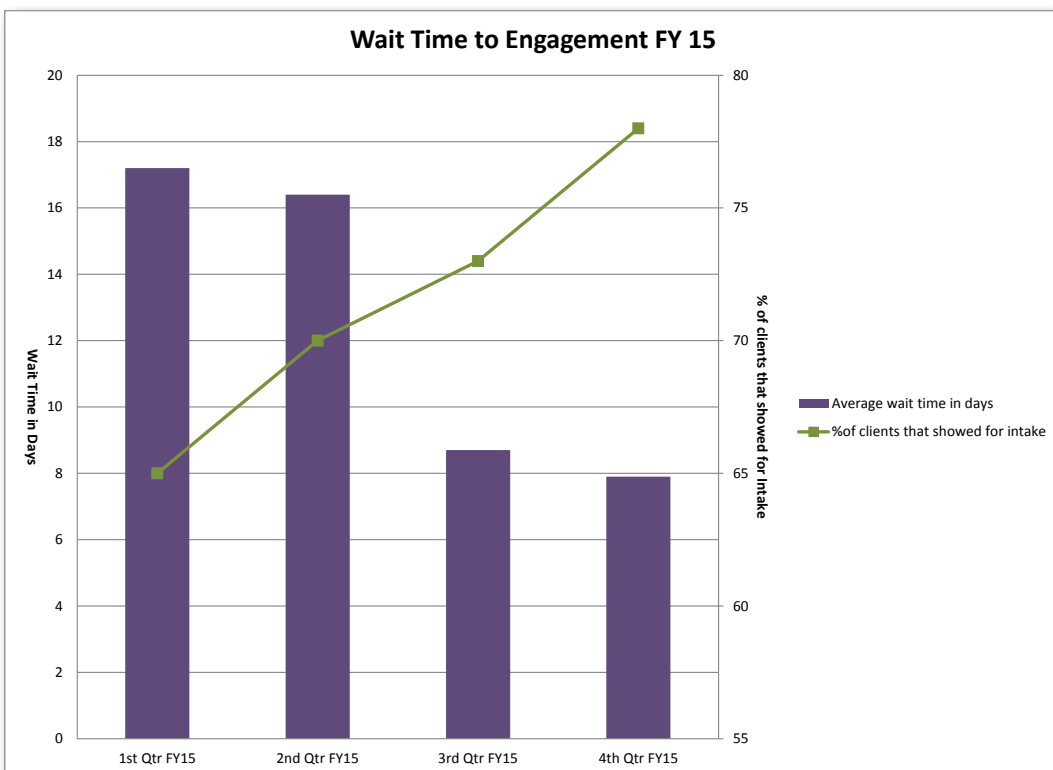
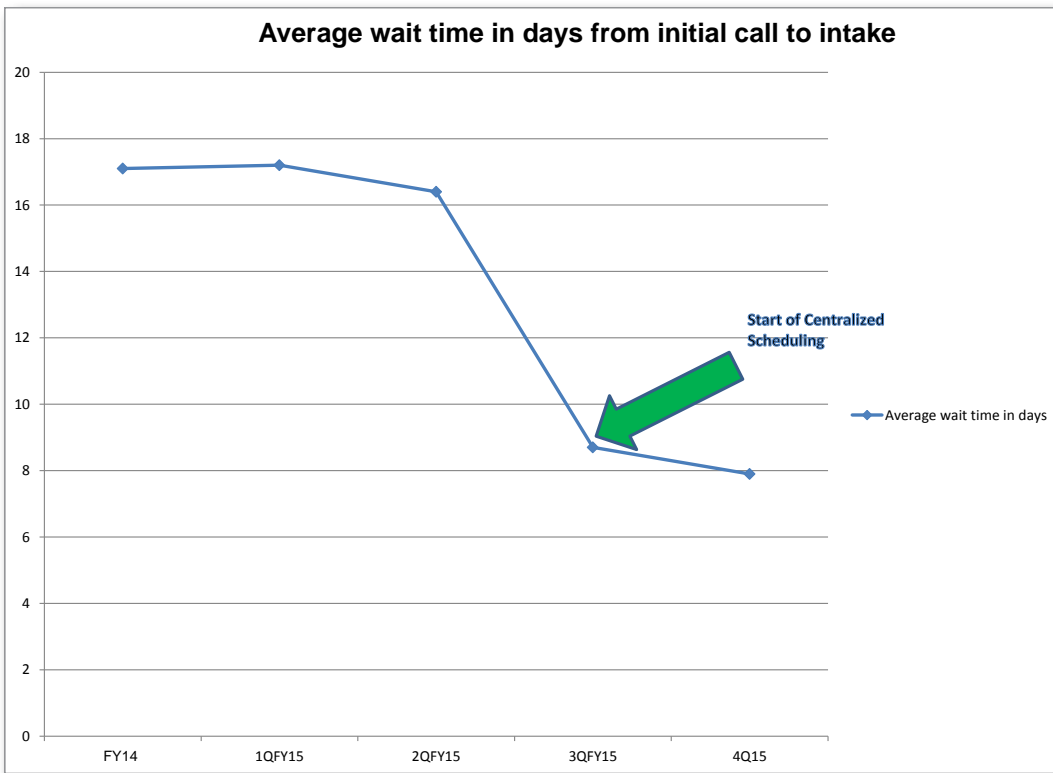
1,351 People Served

HOW MUCH DID WE DO?

Since the Access Program is the entry point into most services, the number of people who contact the agency can be tracked on a regular basis. This helps to identify areas that show a higher need for services so staff can be shifted to meet the demand. Over the past five years the number of clients served has risen, and programs have added new and innovative services to meet the needs of a greater amount of people.

STORY BEHIND THE CURVE

A number of years ago the Clara Martin Center recognized the need to make changes in how people access services and get connected to supports. As a result, a centralized access model of service delivery was developed, with implementation beginning in January of 2015. Centralized access and scheduling has led to an increased ability to serve clients when they call and maximize availability in the system, resulting in quicker access to services, and a better experience for the client. This work continues as we begin to look at ways to offer same day access across the agency.



9 > ACCESS

- ACUTE CARE
- ADULT OUTPATIENT
- PRIMARY CARE INTEGRATION
- OPEN ANY DOOR
- CHILD AND FAMILY SERVICES
- COMMUNITY SUPPORT PROGRAM
- ALCOHOL AND DRUG PROGRAM
- CRIMINAL JUSTICE PROGRAM



Access and Acute Care Teams — 2015 Summer Retreat

ACUTE CARE

The Clara Martin Center provides clients and community members from our service area with an immediate response to acute situations, as well as a short term continuum of support to help resolve a crisis period. Staff from both the Acute Care system as well as the Access system work in coordination with each other in an effort to provide seamless entry into services for consumers whenever possible.

EMERGENCY SERVICES

- Emergency Services available to all ages 24 hours a day, 365 days a year
- Emergency crisis response is available in a timely manner to all clients and other individuals that present in our service area, assessing level of care needs, and facilitating linkage to appropriate treatment level of care
- Emergency services are 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

- Services can be obtained either through face to face emergency screenings or by telephone support based on need
- Services can be provided in the office, in the local hospital/emergency department, at home or other places within the CMC service area
- Community trainings provided by the Emergency Services team includes Mental Health First Aid, CPR, and in collaboration with the Department of Mental Health: Team Two Law Enforcement/Mental Health Response training and Qualified Mental Health Professional training.

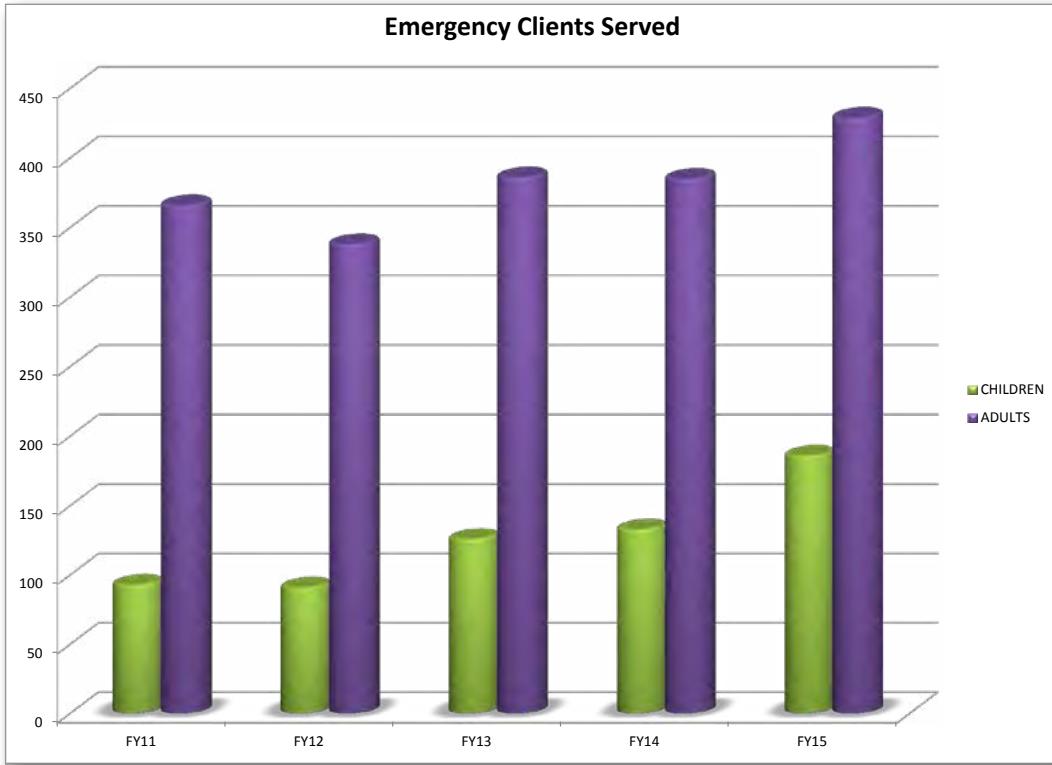
HOSPITAL DIVERSION CASE MANAGEMENT

- Short term case management services can be 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
- Services are focused on clients who are in need of case management services for a brief period to help minimize the usage of psychiatric hospitalizations, as well as support clients who are recently exiting an inpatient setting until securing a connection with outpatient services

COMMUNITY PARTNERS

- > Gifford Health Center
- > Washington County Mental Health Services
- > Law Enforcement Agencies: Vermont State Police, Orange County Sheriff's Department, Local Police Departments

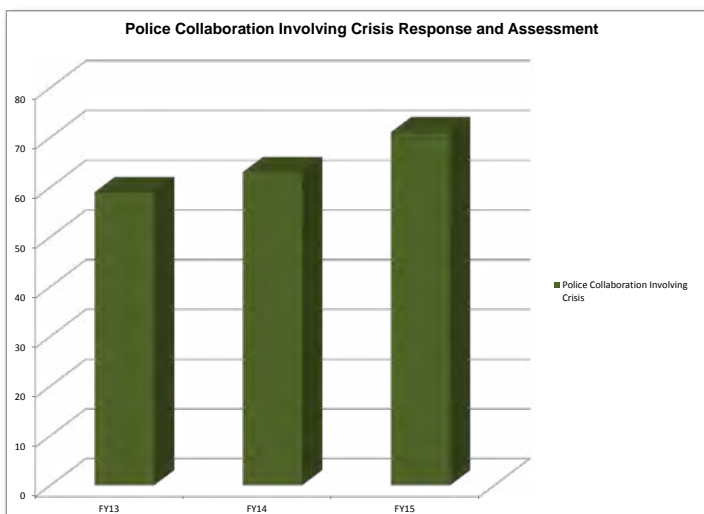
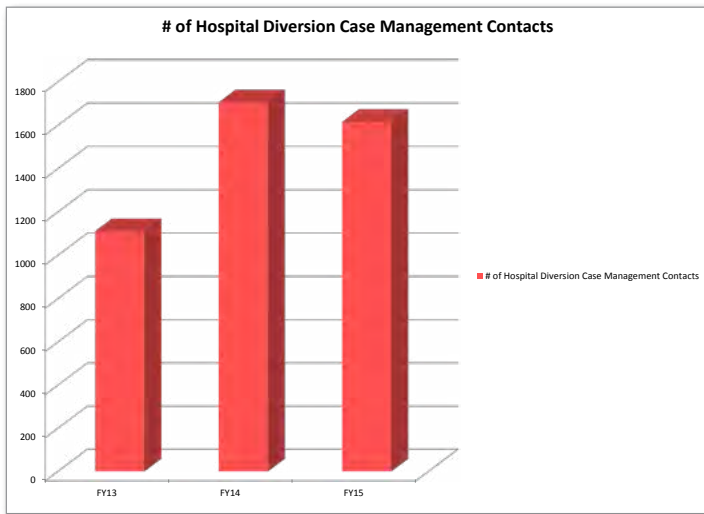
HOW MUCH DID WE DO?



While the Acute Care system was developed following Tropical Storm Irene, the mission continues to put emphasis on preventative and proactive responses, and the need for these services continues to climb each year for both children and adults.

STORY BEHIND THE CURVE

As the Acute Care program continues to embed itself across the agency, we are able to offer services to a greater population of clients. Proactive engagement and prevention efforts have also increased the amount of emergency services provided, as we are able to serve and support clients to remain in the community for longer periods of time with more intensive services.



ACCESS

11 > ACUTE CARE

- ADULT OUTPATIENT
- PRIMARY CARE INTEGRATION
- OPEN ANY DOOR
- CHILD AND FAMILY SERVICES
- COMMUNITY SUPPORT PROGRAM
- ALCOHOL AND DRUG PROGRAM
- CRIMINAL JUSTICE PROGRAM

CHRIS'S PLACE

Chris's Place recently began its fourth year of operation as one of the programs in the State of Vermont's decentralized mental health system. Chris's Place is designed to provide an alternative to inpatient care for adults when appropriate. Services are provided in a shared setting with Safe Haven (see page 15) with peer supports available that embrace community and the principles of resiliency.

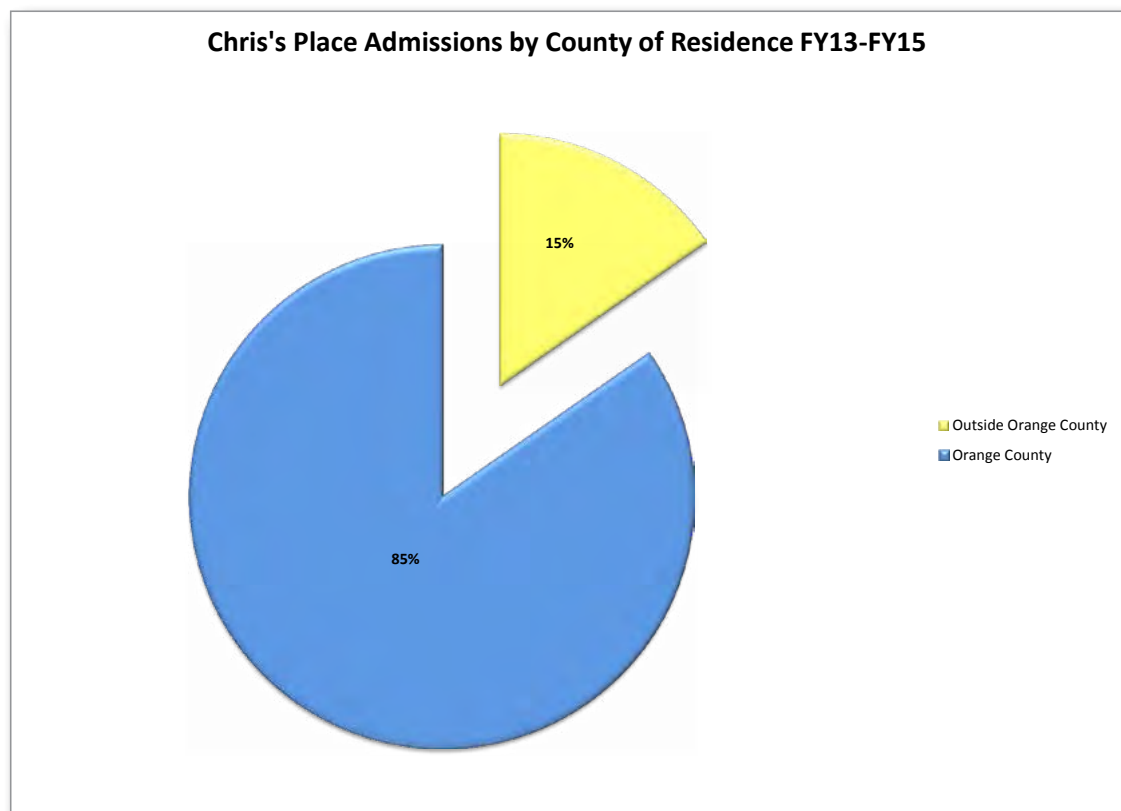
- 2 bed short-term crisis stabilization setting that can be accessed as a step down from inpatient care or diversion from psychiatric hospitalization
- Referrals for intake completed through emergency screeners and assessment completed at admission and discharge
- Program staffed 24 hours a day/7 days a week
- Average length of stay 3-14 days depending on need and plan of care

Eligibility Criteria

- Must be 18 years of age or older
- Primarily serving residents in the CMC service area,

but can accept admissions from across the state with coordination with referring agency

- All admissions are voluntary and client must be assessed by emergency screener prior to acceptance to determine appropriate level of care needed
- Must be able to safely self administer medications
- Must be medically stable

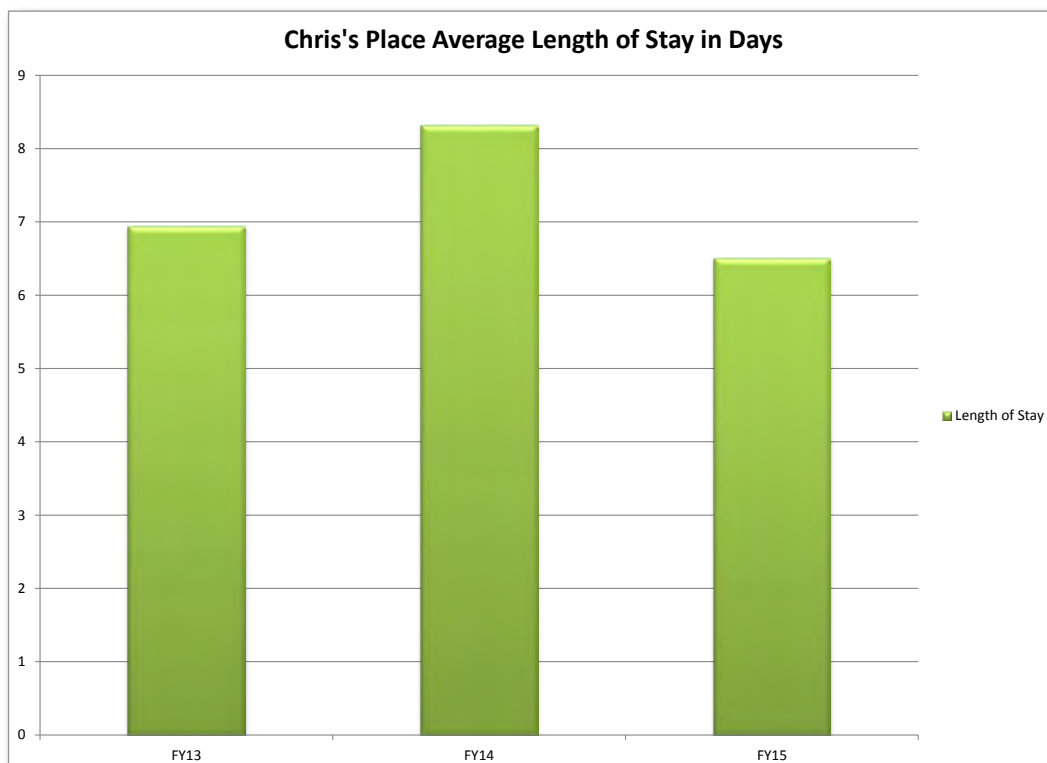
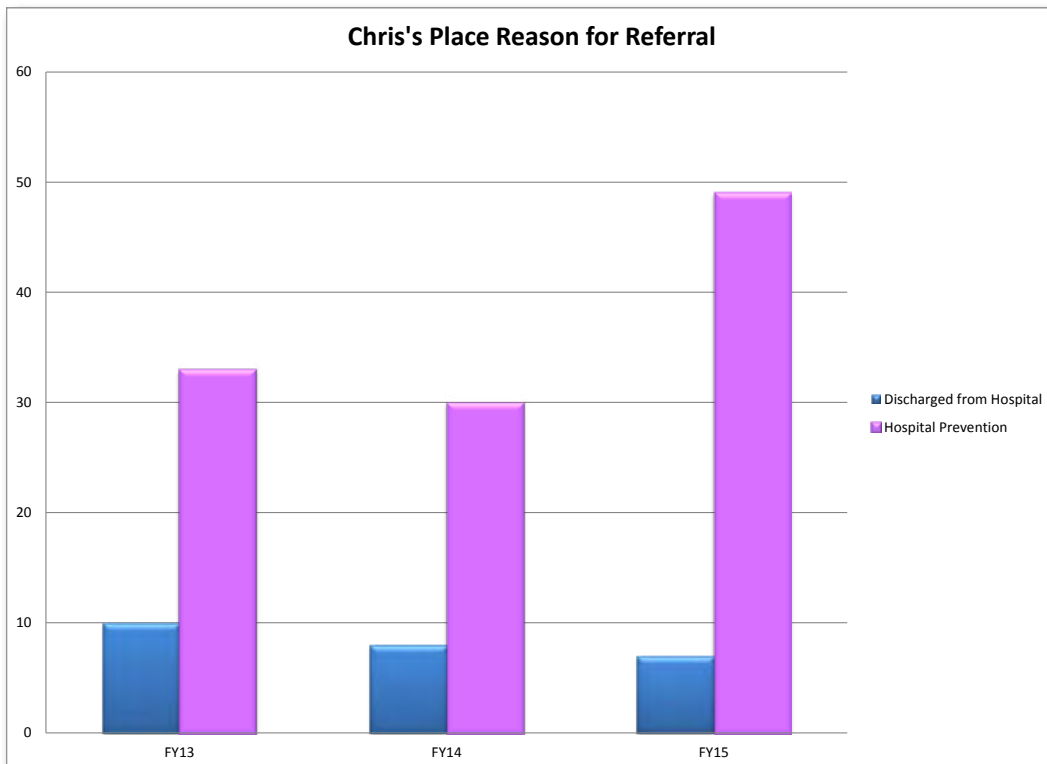


HOW MUCH DID WE DO?

There have been a significant number of consumers with a history of hospitalizations who have returned to the program multiple times and found success in using this service to meet their needs, resulting in less demand for access to beds across the state, lower cost of care, and a more personalized care plan developed for their unique needs.

STORY BEHIND THE CURVE

Continuing to build on the focus of Chris's Place being an alternative option for services and support instead of hospital care, the vast majority of clients that Chris's Place serves are able to adequately manage their current situation with the support of the program and return home, instead of needing to access inpatient care.



ACCESS

13 > ACUTE CARE

ADULT OUTPATIENT
 PRIMARY CARE INTEGRATION
 OPEN ANY DOOR
 CHILD AND FAMILY SERVICES
 COMMUNITY SUPPORT PROGRAM
 ALCOHOL AND DRUG PROGRAM
 CRIMINAL JUSTICE PROGRAM



Adult Outpatient Program Team — 2015 Summer Retreat

“I have been to multiple therapists before and never felt comfortable but I finally feel like I have found a fit at Clara Martin Center.”

ADULT OUTPATIENT PROGRAM

The Adult Outpatient Program delivers outpatient mental health services to adults and promotes health and well-being by offering supportive services.

Objectives

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

Clinical Services

- Assessment
- Individual, Couples or Family Therapy
- Psycho-educational Groups

- Case Management
- Psychiatric Evaluation, Medication Review and Monitoring
- Psychiatric Consultation to Primary Care Physicians
- Care Coordination

Evidence Based Practice Treatment

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

ELDERCARE SERVICES

The Clara Martin Center is part of the Tri Care Area that Washington County Mental Health serves, along with Lamoille County Mental Health, for Eldercare Services. The program provides in home counseling services and referrals to home bound elderly individuals living in the community. This past year there was a change in providers within the Eldercare Program for Orange County. As a way to better address the geographical challenges of Orange County, the Lamoille County Eldercare Clinician travels to Orange County one day per week to assist in seeing clients, primarily in the Randolph area and close proximity. This has allowed the Washington County Mental Health Elder Care Clinician contracted with the Clara Martin Center to cover some of the further reaches of Orange County and the border towns in Windsor County with greater effectiveness. The total number of individuals served in FY15 was 21. Funding limitations continue to be a factor for the program which directly impacts the number of hours

COMMUNITY PARTNERS

- > Stagecoach Transportation Services
- > Vermont Law School
- > Capstone Community Action
- > Washington County Mental Health
- > Gifford Health Center
- > Little Rivers Health Care
- > Dr. Melanie Lawrence
- > White River Family Practice

HOW MUCH DID WE DO?

of service that can be provided. In addition, credentialing issues exist, limiting the providers that can bill for the services which have Medicare as a primary payor.

SUPPORT AND SERVICES AT HOME (SASH)

SASH is a Blueprint for Health initiative targeted at helping elderly/disabled people stay in their homes longer at optimal wellness. The program is staffed by SASH Coordinators and wellness nurses in many locations throughout the State. The Clara Martin Center, along with Gifford Health Center Care Coordinators, Council on Aging and Visiting Nurses meet bi-weekly with SASH staff. The role of SASH is to support participants in determining their own health and wellness goals, to focus on preventative health care, service coordination, and provide self-management education and coaching. In particular, there is a focus on chronic health conditions such as diabetes and arthritis. SASH also provides transition

support after a hospital, nursing home or short-term rehabilitative stay.

SAFE HAVEN

Safe Haven is a peer staffed transitional living shelter for people who are homeless and have a mental illness, primarily serving residents of Orange County, Washington County, and the upper towns of Windsor County. Safe Haven provides a place to live within the community while working on personal goals in a safe and supportive recovery oriented environment.

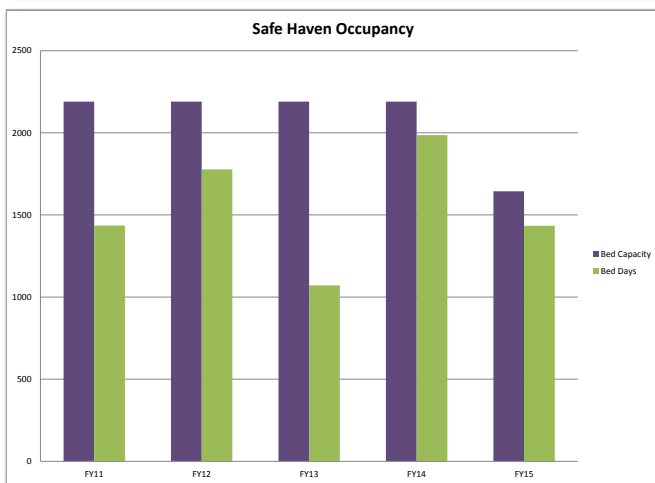
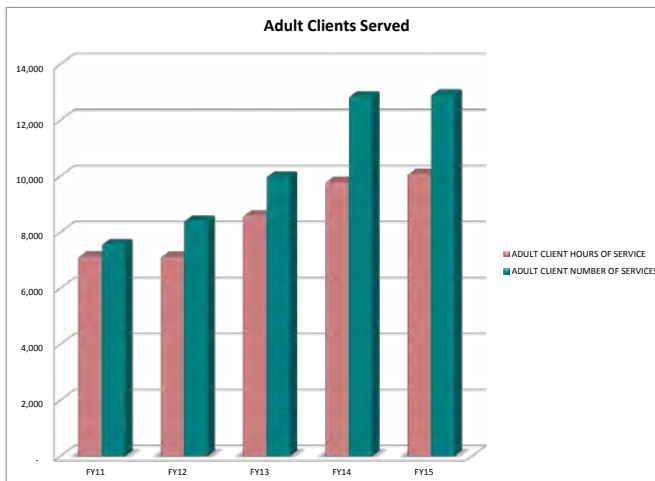
Eligibility Criteria

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

2015 data shows a slight up tick in the number of hours and services provided to individuals in the program. Individuals are presenting with multi-faceted issues, and the services they seek extend beyond the traditional outpatient services. Individual and group therapy are provided along with case management services to address issues related to lack of financial support, lack of health insurance and benefits, lack of transportation and food insecurity. The funding approved through Act 79 allows for these services to be addressed along with support and outreach to individuals in the community experiencing such barriers to accessing services.

STORY BEHIND THE CURVE

Due to a reduction in HUD funding, Safe Haven experienced a decrease in bed capacity from six beds to four. This caused a decrease in the total number of bed days that were available and utilized in FY15.



ACCESS
ACUTE CARE

15 > ADULT OUTPATIENT

PRIMARY CARE INTEGRATION
OPEN ANY DOOR
CHILD AND FAMILY SERVICES
COMMUNITY SUPPORT PROGRAM
ALCOHOL AND DRUG PROGRAM
CRIMINAL JUSTICE PROGRAM

PRIMARY CARE INTEGRATION

The mission of the Primary Care Integration Program is to ensure access and coordination to primary health care services for those who also have mental health needs. The Clara Martin Center continues to reach out and form collaborative relationships with primary care practices within our service area. The Clara Martin Center is co-located with Gifford Health Center in Chelsea at the Chelsea Health Center and has collaborative relationships with their offices in Randolph, Bethel and Rochester. Other primary care offices in which there is a strong relationship include Little Rivers Health Center – a federally qualified health center (FQHC) with offices in Bradford, Wells River and East Corinth, Upper Valley Pediatrics in Bradford, White River Family Practice in White River Junction, Dr. Melanie Lawrence in Bradford, 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, Bradford and White River Junction
- Obtain referrals from the Community Health Teams for our services
- Provide referrals to the Community Health Team for clients needing primary care services
- Support in accessing other services offered by community organizations
- Participate and coordinate with SASH teams in Randolph and Bradford

- Active on the Advisory Board for Randolph, White River Junction and Upper Valley Community Health Teams
- Participate in the Unified Community Collaborative for the Randolph Health Service Area and Upper Valley Health Service Area

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 Center along with provider consultations
- Attend monthly care coordination meetings with Little Rivers Health Center and Upper Valley Pediatrics

Chelsea Clinical Services

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

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

Randolph Clinical Services

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

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

COMMUNITY PARTNERS

- > Vermont Blueprint for Health
- > Gifford Health Center
- > Little Rivers Health Center
- > White River Family Practice
- > Dr. Melanie Lawrence
- > Upper Valley Pediatrics
- > Ammonoosuc Health Center
- > SASH
- > Chelsea Health Board

130 People Served

WHITE RIVER FAMILY PRACTICE

In 2013 the Clara Martin Center began a collaborative relationship with the White River Family Practice (WRFP), who was seeking a way to increase access to mental health services for their patients. White River Family Practice contracted with Clara Martin Center to have care coordination co-located in their office for a half day a week to provide assessment, brief intervention and referral services. In 2014, the hours were increased to one full day per week. The feedback from the White River Family Practice has been extremely positive reporting “without a doubt, fewer patients are ‘falling through the cracks’ regarding mental health services.”

HRSA “OPEN ANY DOOR”

The 3 year HRSA grant ended in May 2015, and overall results were positive. Work plan items completed during the grant period included having the Clara Martin Center site being approved within the scope of practice for Little Rivers Health Care, the FQHC. In addition, establishing key processes and documents including a referral form, brochures and marketing items, defining work



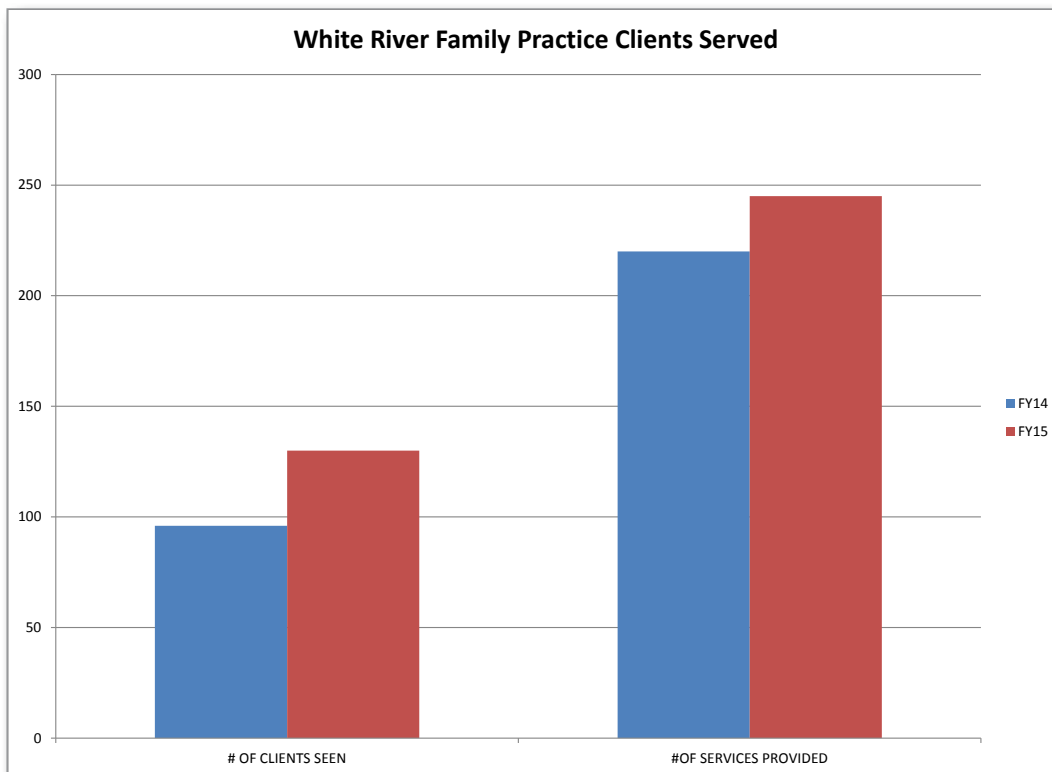
flows, assisting clients receiving services at home to return to a care site, and the sharing of medical and behavioral health information bi-directionally. Using a quality model, processes were continuously under review for improvement. Process results were reviewed at the monthly team meetings and new plans for improvement were made. Clara Martin Center and Little Rivers Health Care staff continue to discuss ways to re-establish the Clara Martin Center site for a primary care site and are meeting regularly to assess need, success of Open Any Door, barriers to sustainability and ways to continue to collaborate.

HOW MUCH DID WE DO?

The number of hours of care coordination services contracted to the White River Family Practice doubled from four hours in year one to eight hours in year two. The number of individuals seen increased from 96 individuals to 130 individuals.

STORY BEHIND THE CURVE

With the increase in number of hours of care coordination services contracted to the White River Family Practice (WRFP), more individuals are being seen. The feedback from WRFP staff has been positive, saying “Without a doubt, fewer patients are ‘falling through the cracks’ regarding mental health services.”



ACCESS
ACUTE CARE
ADULT OUTPATIENT

17 > PRIMARY CARE INTEGRATION

OPEN ANY DOOR
CHILD AND FAMILY SERVICES
COMMUNITY SUPPORT PROGRAM
ALCOHOL AND DRUG PROGRAM
CRIMINAL JUSTICE PROGRAM



Child and Family Team — 2015 Summer Retreat

CHILD AND 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.

“The counseling really helps the children which is very important.”

EARLY CHILDHOOD MENTAL HEALTH (AGES 0-6)

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)

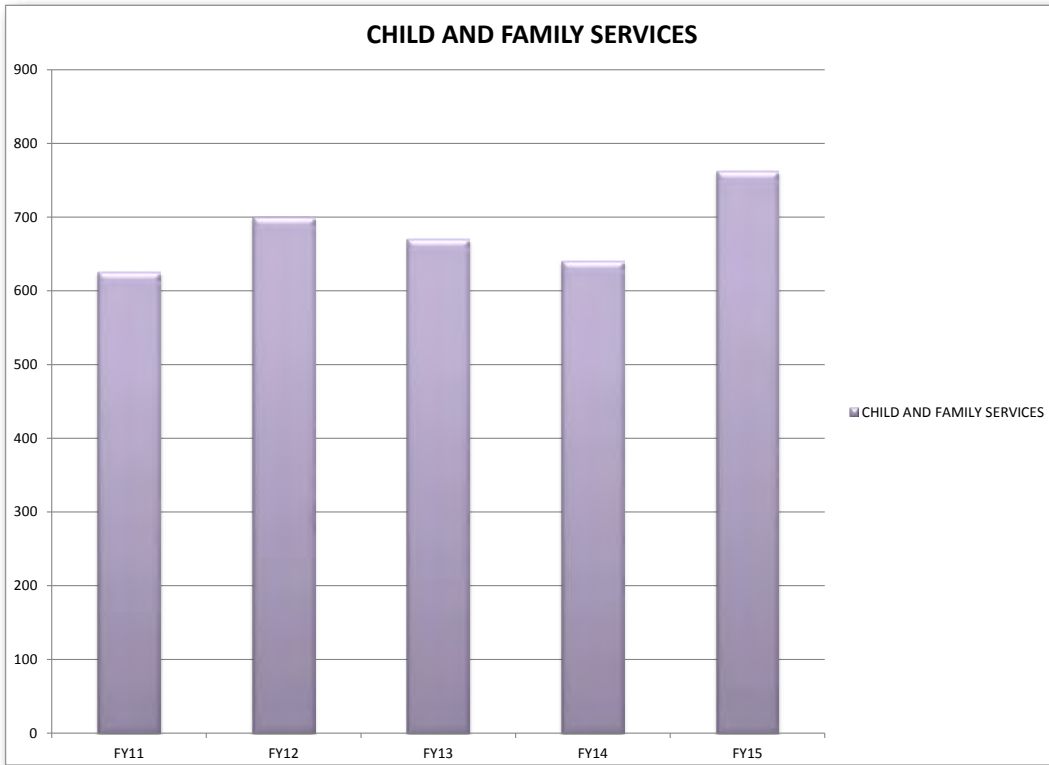
Within outpatient services, youth and their families receive individual and family therapy, community supports,

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
- > White River Craft Center
- > Randolph Recreation Department

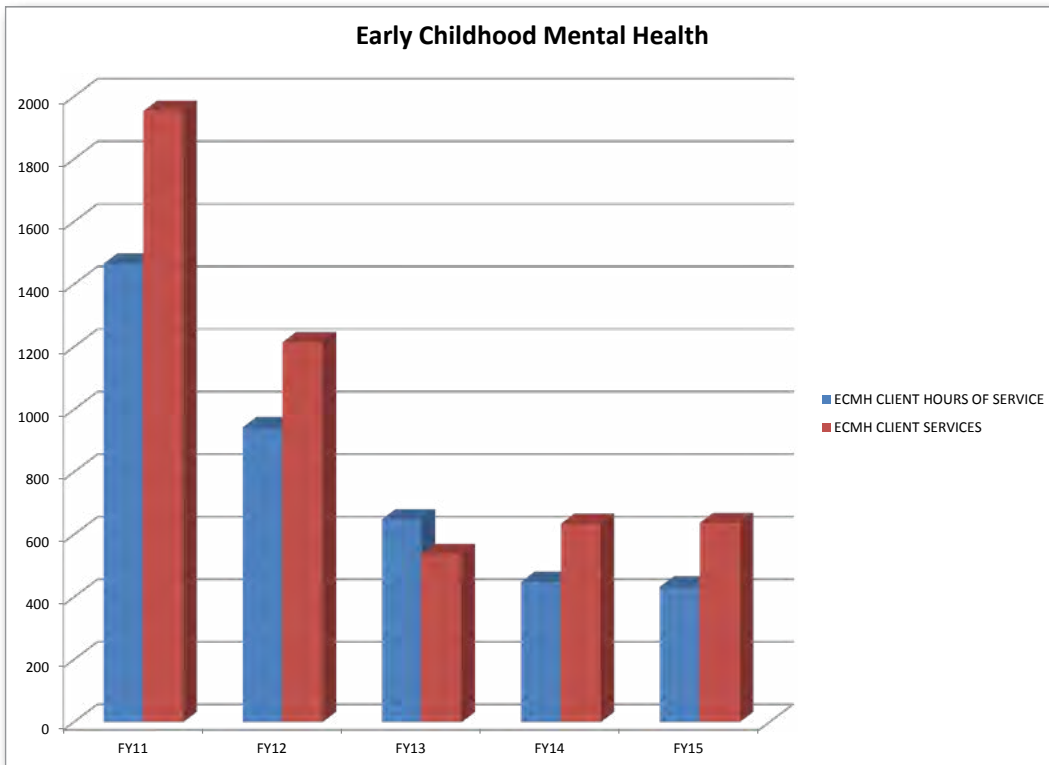
HOW MUCH DID WE DO?

In FY15, the Child and Family Program saw a rise in the number of services provided, increasing to 763 clients served. This increase surpasses the increase that resulted from the aftermath of Tropical Storm Irene in FY 2011. Our Early Childhood Mental Health (ECMH) program maintained the service delivery level from FY14.



STORY BEHIND THE CURVE

In addition to a dramatic increase in clients served, the complexity and intensity of the presenting symptoms continues to increase, with most symptomatology either resulting directly from a traumatic event, or the presenting symptoms being exacerbated as a result of trauma. The Child and Family Program provides a continuum of care that integrates multiple treatment modalities to meet the needs of the children and families we serve. In the past year, the ECMH program focused on supporting families in attaining parenting skills through parenting groups as well as enhancing the development of trauma informed treatment for clients and their families. Utilizing the Attachment, Self-Regulation and Competency (ARC) trauma focused framework, ECMH clinicians were able to deliver trauma informed programming to the clients we serve in a uniform approach.



- ACCESS
- ACUTE CARE
- ADULT OUTPATIENT
- PRIMARY CARE INTEGRATION
- OPEN ANY DOOR

19 >CHILD AND FAMILY

- COMMUNITY SUPPORT PROGRAM
- ALCOHOL AND DRUG PROGRAM
- CRIMINAL JUSTICE PROGRAM

“CMC has helped me in many ways. First they have helped me make long time friends, second, they have helped me manage my anger, and third, they have been a person for me to talk to when things are hard.”

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.

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.

- Pre-Employment and Training Services (PETS)/ Jump on Board for Success (JOBS) – Employment support program that provides job supports to youth ages 14-26. The PETS Program serves young adults ages 14-18 who are enrolled in school, or diploma program, with a focus on preparing these young adults with the skills necessary to enter the workforce. JOBS provides job supports to young adults up to age 16 who have graduated, or dropped out of school to aid them in preparing, securing and maintaining employment.
- 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, in-

cluding 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. Clara Martin empowers young adults through the youth run group – Youth Community Rising (YCR). The YCR group continues to plan and organize the annual Youth Summit. This has proven to have tremendous impact and success in engaging local communities in a supportive process of understanding and de-stigmatizing our youth.

VERMONT COALITION OF RUNAWAY AND HOMELESS YOUTH PROGRAM (VCRHYP) (AGES 12-22)

Housing resources provided for youth identified in the Child and Family Program through collaboration with the Vermont Coalition for Runaway and Homeless Youth Program (VCRHYP), of which the Clara Martin Center is a collaborative agency. VCRHYP creates a safety net for youth in need by supporting a network of runaway and homeless youth programs throughout Vermont.

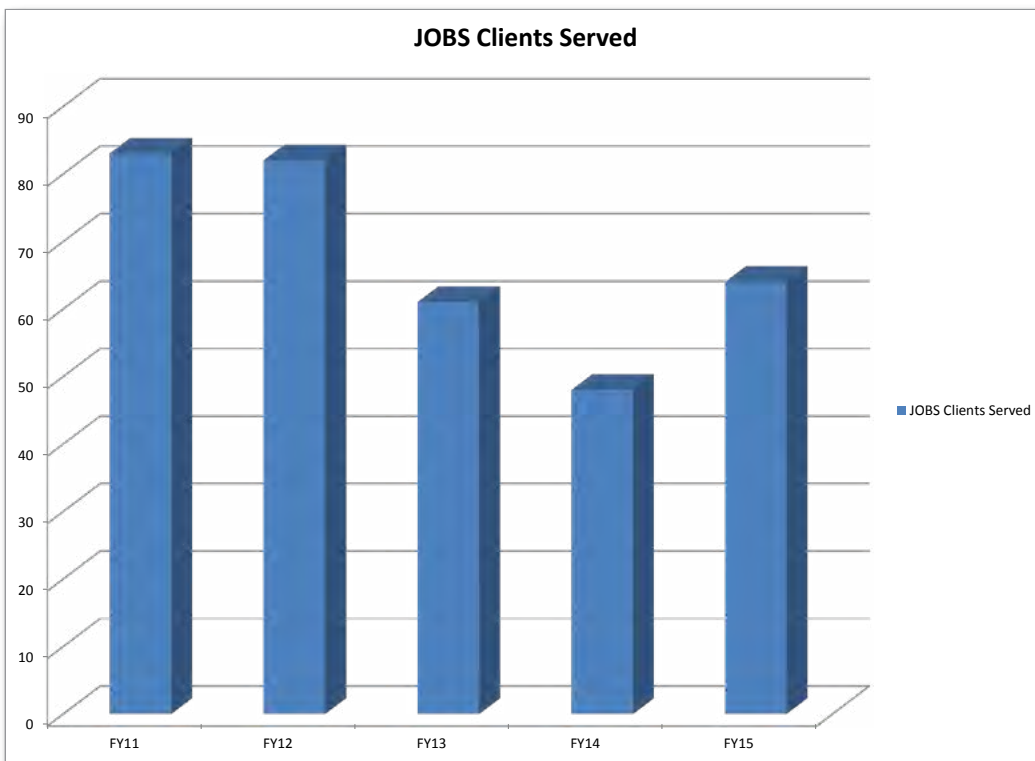
- VCRHYP services are grounded in resiliency theory and the positive youth development approach to serving youths. Positive youth development understands that all young people need support, guidance and opportunities during adolescence
- Provides for 3 critical types of services: transitional living, runaway and family stabilization, and street outreach.

SUBSTANCE ABUSE SERVICES

Substance abuse treatment, education and skills based services are embedded into all of our programming. The Clara Martin Center is a co-occurring treatment agency that provides comprehensive treatment to addresses both substance abuse and mental health together. Services are provided in individual and family therapy, as well as group therapy modalities.

HOW MUCH DID WE DO?

In FY15, the Youth In Transition (YIT) program successfully advocated for additional funding of the YIT grant that ended in FY14. The FY14 funding was maintained at 75% of the original funding. This allowed for the continuation of the majority of services, however the model was modified to accommodate the 25% funding cut. This resulted in the decrease from 79 clients served in FY14 to 62 in FY15. In FY 15, our Jump On Board for Success (JOBS) numbers increased from 45 to 61, reflecting the same overall increase in clients served in our Child and Family Program. In general, the population need has increased in all areas, and as a result, supporting our young adults in developing the skills necessary to obtain employment is critical to their overall success.



STORY BEHIND THE CURVE

Despite the YIT funding changes, CMC is devoted to providing the highest quality of services to our clients and our community. Focusing on our collaborative relationships and integration of care allows for our Peer Navigator to deliver the services that best meet the needs of the young adults we serve. It is important to note that the JOBS program is expected to meet nine “rehab” per year – maintains employment for a minimum of 90 days. Since 2009, we have met or exceeded that target each year.

- ACCESS
- ACUTE CARE
- ADULT OUTPATIENT
- PRIMARY CARE INTEGRATION
- OPEN ANY DOOR

21 >CHILD AND FAMILY

- COMMUNITY SUPPORT PROGRAM
- ALCOHOL AND DRUG PROGRAM
- CRIMINAL JUSTICE PROGRAM



East Valley Academy Team — 2015 Summer Retreat

“CMC is a great place where you can feel welcome and not worry about being judged.”

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 new addition to our School Services program menu of services. We are now able to provide individualized behavioral consultation to schools for identified students or classrooms.
- Behavioral Intervention provides highly individualized programs for youth and their families living with significant emotional and behavioral disorders in the school setting. Often youth who receive these services are at risk of hospitalization or of being placed in a residential program. Through the use of Behavioral Consultation, a trained Behavioral Interventionist, Clinical Case Manager in conjunction with a close collaboration with the educational team, the majority of youth are able to maintain their placement in their homes, school and community.
- School Based Clinicians provide mental health treatment to students, as well as education and support to

school staff within the schools. School Based Clinicians are integrated into the school team and are able to provide daily supports to youth struggling with emotional and behavioral disorders.

ALTERNATIVE SCHOOL PROGRAMMING

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

149 People Served

HOW MUCH DID WE DO?



School Services Team — 2015 Summer Retreat

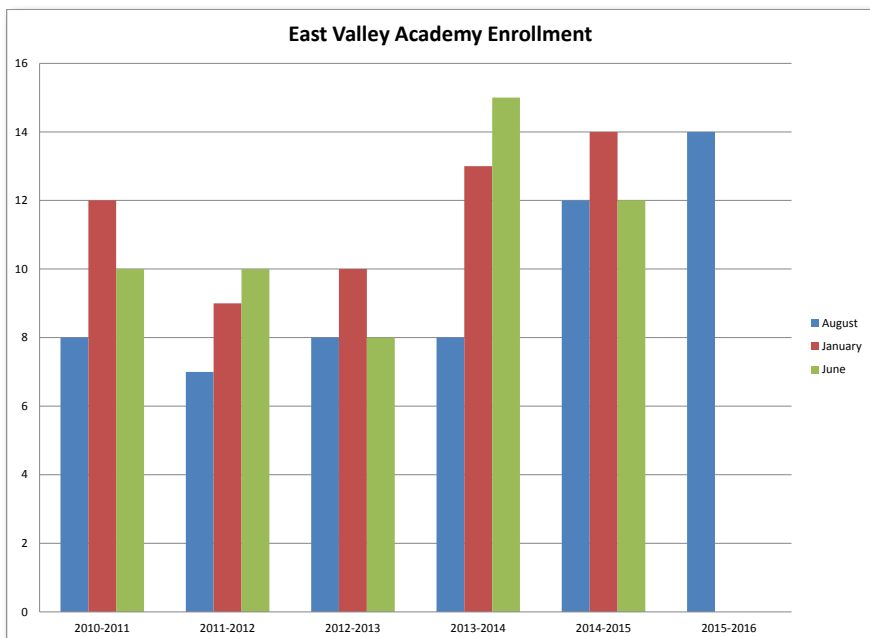
In FY 15, School Services again saw an increase in clients served to reach 149 clients.

EVA's enrollment continues to climb. Recent renovations to the school building along with restructuring of our classrooms will increase EVA's capacity to serve additional students.

STORY BEHIND THE CURVE

The increase in school services exemplifies the important collaborations that CMC has with our schools. Clinicians are placed in school settings, allowing for students to receive the services they need in their natural environment, without having to overcome the many obstacles that can interfere with treatment in our rural area.

EVA's program design allows for students who struggle in typical school settings to receive the therapeutic and educational supports necessary for them to succeed educationally, and to develop the skills necessary to successfully transition back to their sending school or to be successful in their communities post graduation.



ACCESS
ACUTE CARE
ADULT OUTPATIENT PROGRAM
PRIMARY CARE INTEGRATION
OPEN ANY DOOR

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COMMUNITY SUPPORT PROGRAM
ALCOHOL AND DRUG PROGRAM
CRIMINAL JUSTICE PROGRAM



Community Support Program Team — 2015 Summer Retreat

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

“Keep up the good work caring for others health and happiness.”

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

COMMUNITY PARTNERS

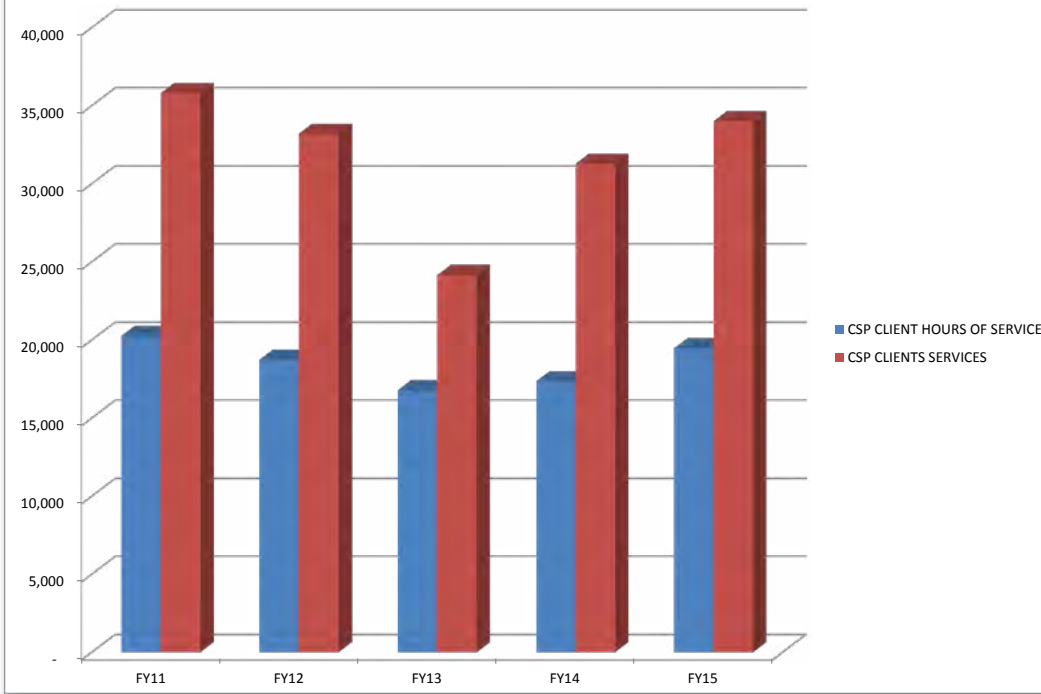
- > Stagecoach Transportation Services
- > Central Vermont Council on Aging
- > Capstone Community Action
- > Visiting Nurse Association
- > Riverbend Residential Care Home
- > Division of Vocational Rehabilitation
- > Vermont Technical College gym

168 People Served

HOW MUCH DID WE DO?

FY15 data shows a slight increase in the number of hours and services provided to individuals in the Community Support Program.

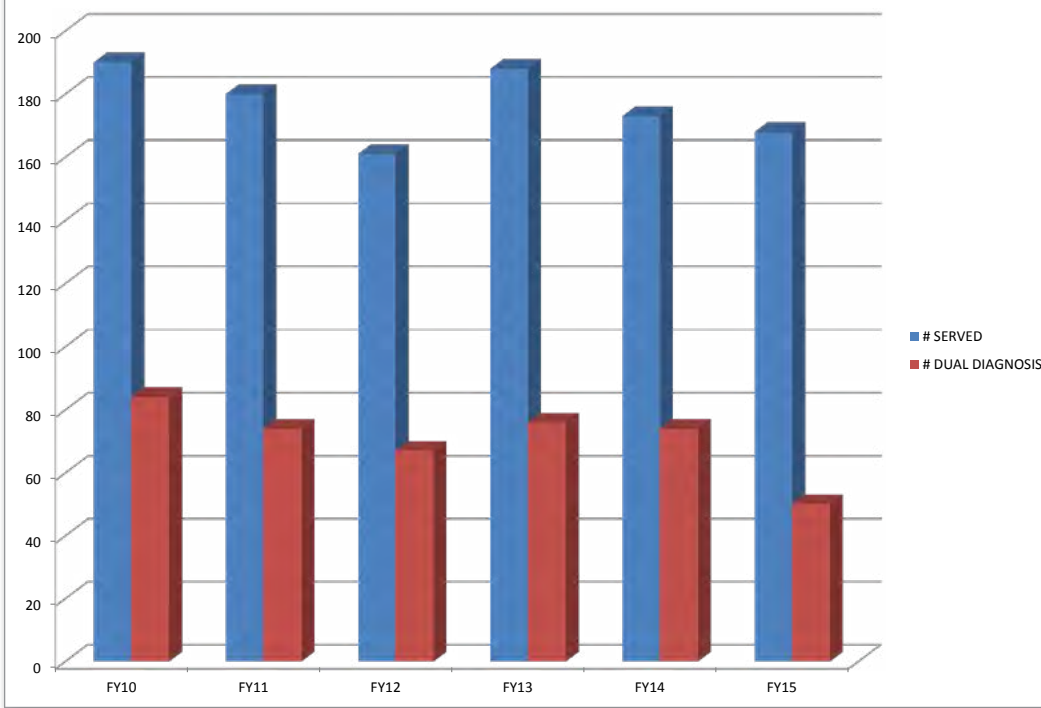
Community Support Program Clients Served



STORY BEHIND THE CURVE

The program continued to offer an assortment of recovery focused groups and activities along with an emphasis on physical health and wellness. Intensive support services provided to individuals promote stability in the community when possible, rather than utilizing intensive psychiatric hospitals. The agency continues to support integrated treatment for both mental health and substance abuse issues. CSP offers individual and group support to individuals experiencing these issues.

Dual Diagnosis Clients in Community Support Program



- ACCESS
- ACUTE CARE
- ADULT OUTPATIENT PROGRAM
- PRIMARY CARE INTEGRATION
- OPEN ANY DOOR
- CHILD AND FAMILY

25 > COMMUNITY SUPPORT

- ALCOHOL AND DRUG PROGRAM
- CRIMINAL JUSTICE PROGRAM

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.

Specific Programmatic Criteria:

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



“The help I received has made such a difference that I would not be where I am today. I can’t thank you enough.”

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 and Support groups
- Individual Placement and Supports (IPS) model for Vocational Services

VOCATIONAL SERVICES/OUTREACH

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

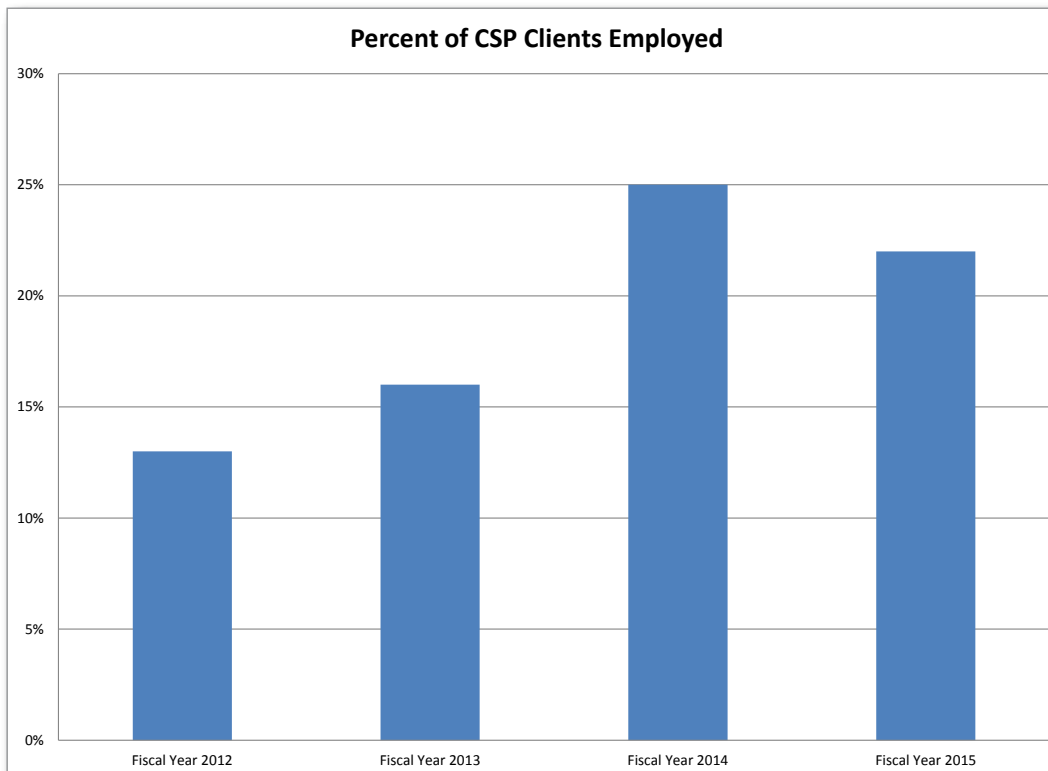
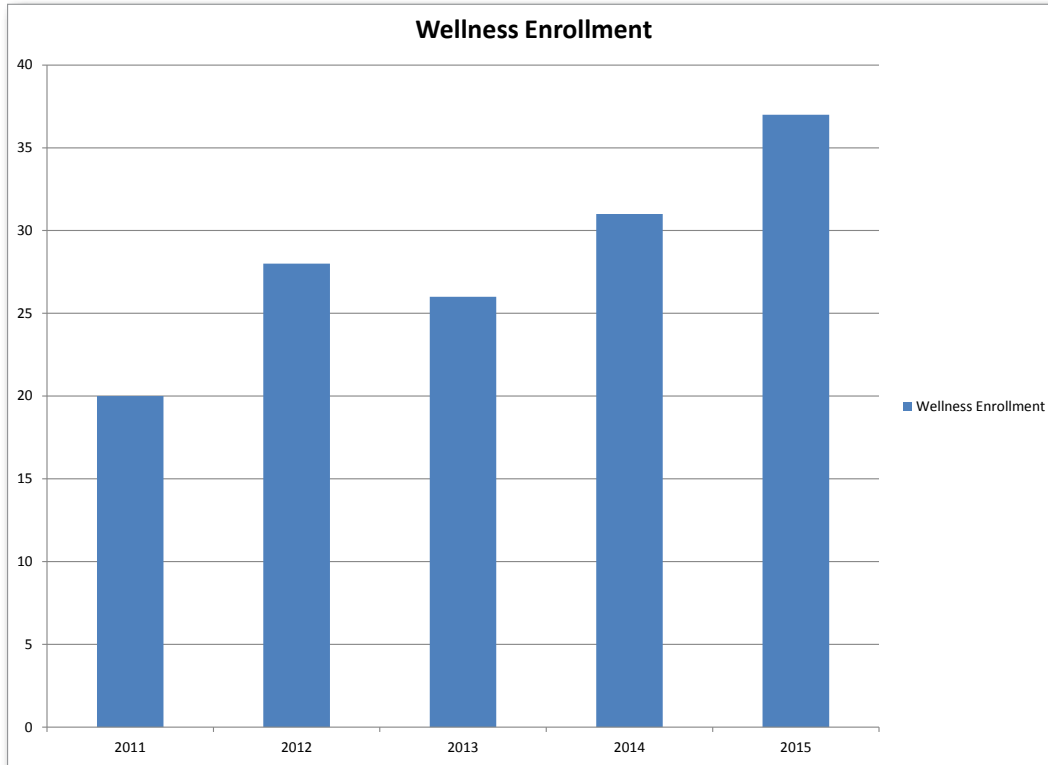
- Assistance with preparing for employment
- Assistance with job development
- Assistance with on-going job support

In FY15, the Division of Vocational Rehabilitation made the decision, based on a Federal mandate, to reassign the funding for CRT/CSP programs to the JOBS program that serves youth and young adults. Despite this cut, the Clara Martin Center CSP continues to offer supported employment services to anyone in the program interested in receiving this support.

HEALTH AND WELLNESS PROGRAM

CSP embraces the philosophy that physical health is an important component of overall health. Clients are encouraged to engage in activities that promote physical as well as mental health. All members of the CSP team work to assist clients to identify measures to decrease physical risk factors and to engage

in activities that promote physical health. Within the CSP Wellness Program there are four levels of care: individual, group, program and community. The number of CSP individuals participating in the program continues to grow each year. The CSP Wellness Program was highlighted at this year's Department of Mental Health Adult Mental Health Conference.



HOW MUCH DID WE DO?

The Health and Wellness program has seen continued growth in participation since its inception in 2008. In 2011, 20% of individuals in the CSP were enrolled in the Health and Wellness Program, and now in 2015, 39% of individuals in the CSP are now enrolled.

STORY BEHIND THE CURVE

The overall culture of the CSP is that of wellness and healthy living. The program has continued to develop and expand its reaches to include programs such as smoking cessation groups to help support individuals who are looking to quit smoking.

ACCESS
ACUTE CARE
ADULT OUTPATIENT PROGRAM
PRIMARY CARE INTEGRATION
OPEN ANY DOOR
CHILD AND FAMILY

27 > COMMUNITY SUPPORT

ALCOHOL AND DRUG PROGRAM
CRIMINAL JUSTICE PROGRAM



Alcohol and Drug Program Team — 2015 Summer Retreat

ALCOHOL AND DRUG PROGRAM

The Alcohol and 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 and/or other drugs as a progressive disease that affects the psychological, emotional, physical, social, and spiritual health of the person. It often impacts any system he/she interacts with including their family, friends, workplace and community
- Provide outpatient treatment in a variety of sites to meet the needs of our clients

“The staff I interact with at Clara Martin Center are incredible. They have helped me grow and become the person I am.”

- 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

COMMUNITY PARTNERS

- Turning Point
- Vermont Department of Corrections
- Primary Care Offices

Clinical Services

- Assessment and Referral to appropriate level of care
- Outpatient Services: Individual, Group and Family Therapy
- Quitting Time – Intensive Outpatient Program

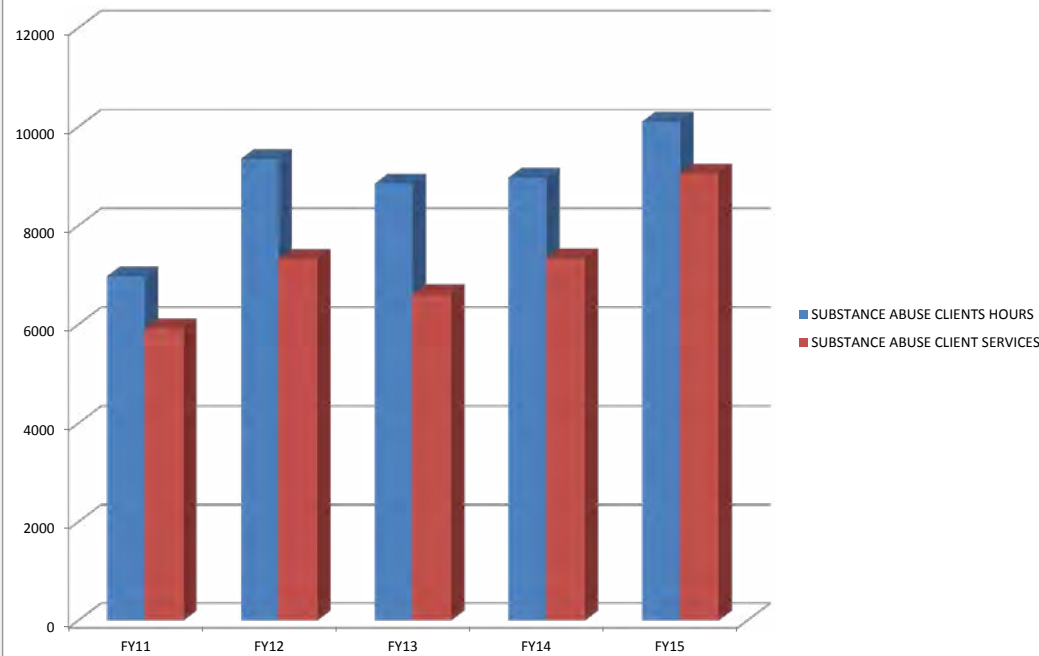
HOW MUCH DID WE DO?

- Medication Assisted Therapy
- Aftercare Recovery Services
- Psychiatric Evaluation, Medication Review and Monitoring
- Psycho-educational Groups
- Weekend DWI Program/CRASH
- Emergency Services
- Case Management

Clara Martin Center's substance abuse programming is integrated into all programs to support the co-occurring culture that the agency upholds and to meet the intricate needs of the population. The program has seen increases in the last 3 years.

After three years of consistent growth, Clara Martin Center's weekend CRASH program is at full capacity.

SUBSTANCE ABUSE HOURS AND SERVICES

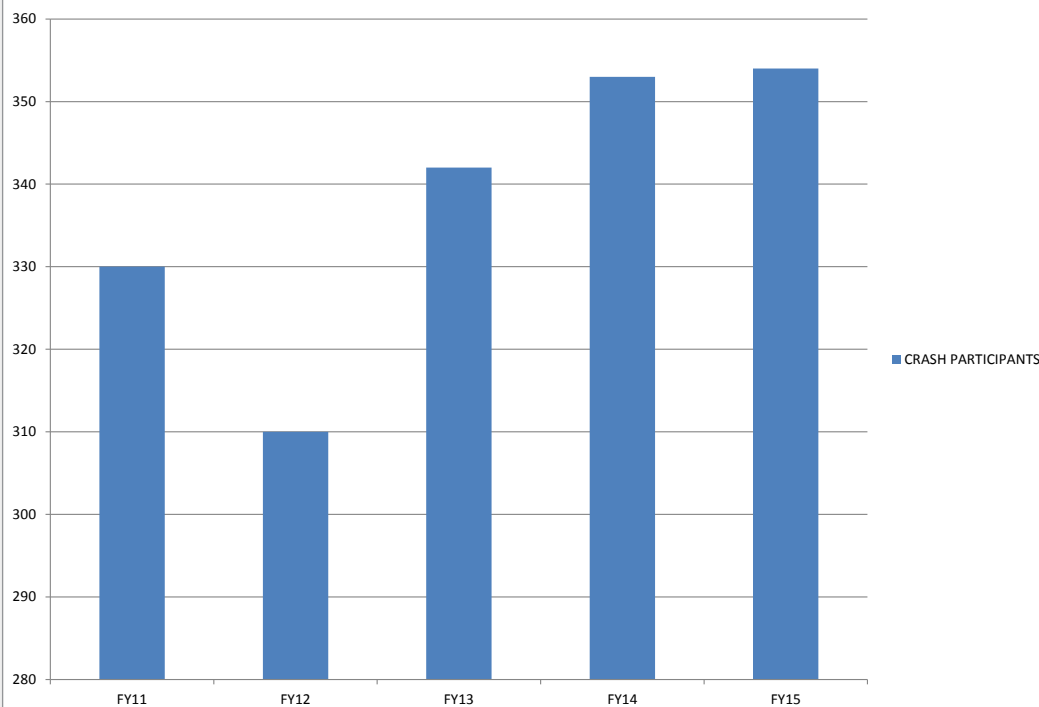


STORY BEHIND THE CURVE

The number of clients served in the Substance Abuse program continue to steadily increase due to an increase in referrals from community partners, which include the Vermont Department for Children and Families, the Vermont Department of Corrections, Vermont courts and primary care.

Our CRASH program allows a maximum of 30 participants, which it fills every month. This program originally served a maximum of 20 participants per weekend, and due to demand, Clara Martin Center was able to increase the monthly maximum to 30 participants.

CRASH PARTICIPANTS



- ACCESS
- ACUTE CARE
- ADULT OUTPATIENT PROGRAM
- PRIMARY CARE INTEGRATION
- OPEN ANY DOOR
- CHILD AND FAMILY PROGRAM
- COMMUNITY SUPPORT PROGRAM

QUITTING TIME – INTENSIVE OUTPATIENT PROGRAM

Quitting Time helps clients with substance dependence maintain abstinence from alcohol and/or drugs and enhance their skills to prevent relapse. The program is offered in the evening to accommodate the needs of the clients. On average this program meets three evenings per week for approximately six weeks, however this is assessed and determined on a case-by-case basis to determine appropriate length of treatment recommendation. 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.

MOTIVATIONAL GROUP

Motivational Group helps clients develop increased awareness of the impact of alcohol and/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 CRASH recommendations for ongoing counseling towards license reinstatement.

CO-OCCURRING ISSUES GROUP

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

SEEKING SAFETY GROUP

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

ADOLESCENT OUTPATIENT COUNSELING

The adolescent group helps participants develop increased awareness of the impact alcohol and/or drug use has in their lives. We also aim to increase their level of motivation to make healthier and safer decisions regarding their substance use. The groups meet once each week.

WEEKEND CRASH

CRASH is a State of Vermont program designed to provide education on substance abuse and driving under the influence (DUI) for those convicted of a DUI 1 or DUI 2. Clara Martin Center offers a weekend CRASH program to eligible participants which includes the CRASH intake evaluation, the CRASH educational program, and the determination of whether or not further treatment is recommended.

ADAP INCENTIVES

In July, Clara Martin Center's work in the Alcohol and Drug Program earned incentive measures in five out of six categories set forth by the Department of Health's Alcohol and Drug Abuse Programs (ADAP). The incentives provide flexible funding to improve overall treatment outcomes.

Clara Martin Center met incentives for the following criteria:

- **Program Approval** - maintaining full compliance with ADAP Preferred Provider Program Approval Standards
- **Engagement** - the percentage of clients receiving two or more services after treatment initiation
- **Data Timeliness** - all data and reporting is provided in a timely manner
- **People Served** - increase or maintain the number of clients served in the OP/IOP programs
- **Encounter Days of Service** - increase or maintain the encounter days of service in the OP/IOP programs

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
- Batterer's Intervention Treatment Groups
- Anger Management
- Family Member's Educational and Support Groups
- Victim's Support
- Case Management
- Substance Abuse Reentry Assessments

“The staff do a great job at making you feel welcome and at home. I think they are doing things just the way they should be done.”

BATTERER'S INTERVENTION PROGRAM

The program adheres to the Standards of Batterer's Intervention Programs set forth by the Vermont Coalition for Domestic Abuse. The goal of the program is to reduce the risk to engage in emotional or physical abuse towards intimate partners.

ANGER MANAGEMENT

The anger management program aims to provide clients with skills necessary to identify and effectively manage emotions that may lead them to engage in threatening or assaultive behavior.

SUBSTANCE ABUSE RE-ENTRY ASSESSMENTS

Substance abuse re-entry assessments are conducted at the Southern State Correctional Facility and the Northeast Regional Correctional Facility. These assessments are provided to inmates presenting with a substance abuse concern who will be re-entering the community within 90 days. Full assessments are provided along with clinical recommendations and referral to appropriate community based providers.

COMMUNITY PARTNERS

- > VT Department of Corrections
- > VT Courts
- > Restorative Justice Centers

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 and/or who are already on probation and parole and needing additional supports. Assessment and referrals are made to local agencies and resources to include but not limited to: substance abuse services, mental health services, employment services and health care.

COMMUNITY BASED SEX OFFENDER TREATMENT

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

FAMILY EDUCATION AND SUPPORT GROUP

The Family Education and Support Group provides education and support to family members and/or support people for individ-

uals convicted of a sexual offense. The group is offered two times annually.

CORRECTIONS BASED RISK REDUCTION SERVICES

- Risk Reduction Services in Southern State Correctional Facility
- Risk Reduction Services in Southeast Regional Probation Offices

COMPASS

COMPASS is a voluntary substance abuse and criminogenic needs program based out of the Northeast Correctional Facility. Services are provided in both a group and an individual format and address individual needs in an individualized treatment plan. Programming consists of communication skills, re-entry skills, anger management skills, examination and interruption of criminal thinking, and social supports.

Eligibility Criteria

- Must be 18 or older
- Have been charged and convicted of a criminal offense
- Must be willing to participate voluntarily

363 People Served

HOW MUCH DID WE DO?

The number of clients served within Clara Martin Center's Criminal Justice program significantly increased last year and over all previous years.

STORY BEHIND THE CURVE

In FY15, Clara Martin Center had the opportunity to cover the entire southeast region of the State in providing risk reduction services, resulting in an increase of clients.

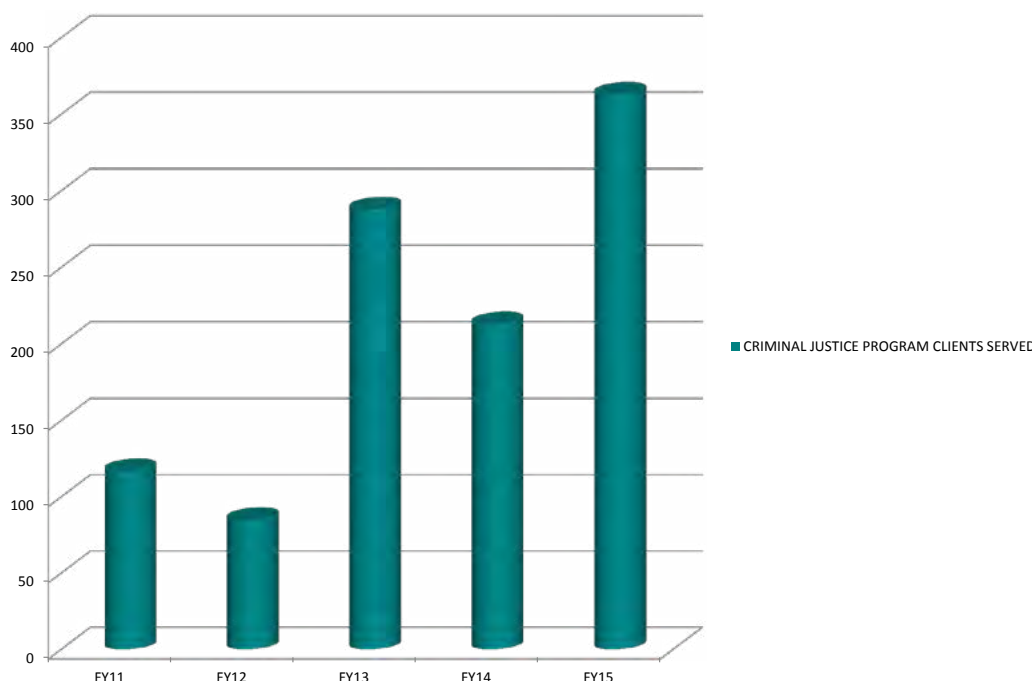
This increase is also partly due to the program's ability to now capture all participants in the program regardless of whether a client receives services at the agency, or within the correctional facilities and probation offices.

While services and programs have included treatment within the correctional facilities and probation offices, Clara Martin Center will begin an effort to focus their services on internal Criminal Justice programming.

Substance abuse re-entry assessments, re-entry case management, COMPASS, and corrections based risk reduction services will no longer fall under the umbrella of Clara Martin Center services, but the broad range of services we continue to deliver has enabled us to sustain a continuum of care for this population.

ACCESS
ACUTE CARE
ADULT OUTPATIENT PROGRAM
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COMMUNITY SUPPORT PROGRAM
ALCOHOL AND DRUG

CRIMINAL JUSTICE PROGRAM CLIENTS SERVED



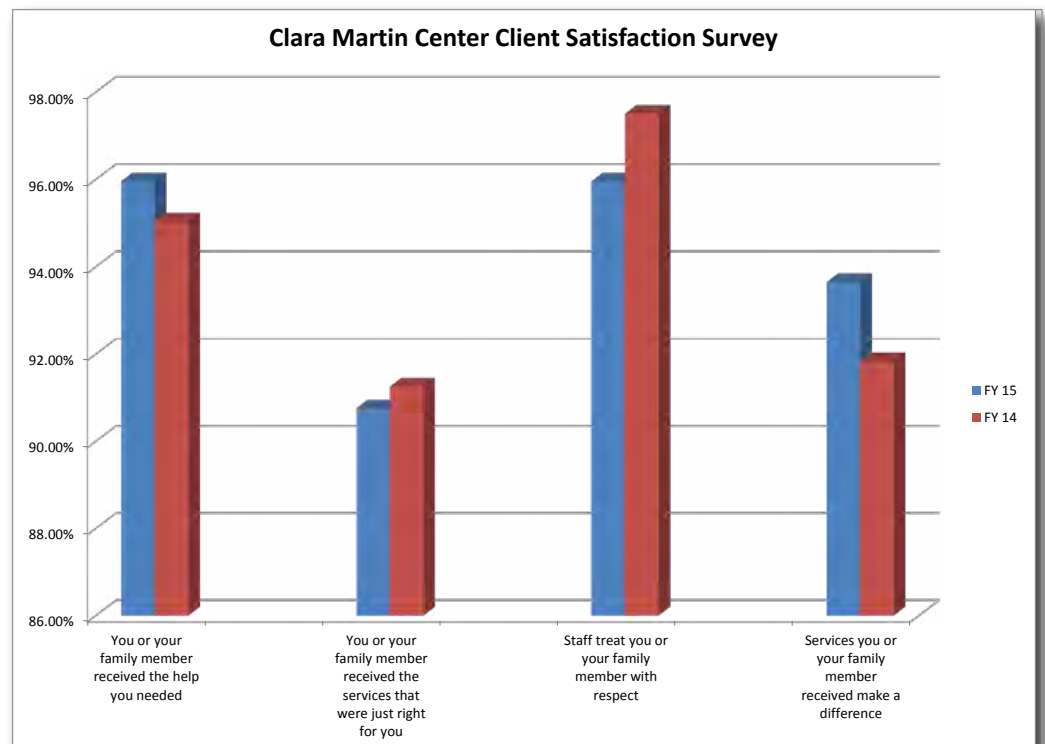
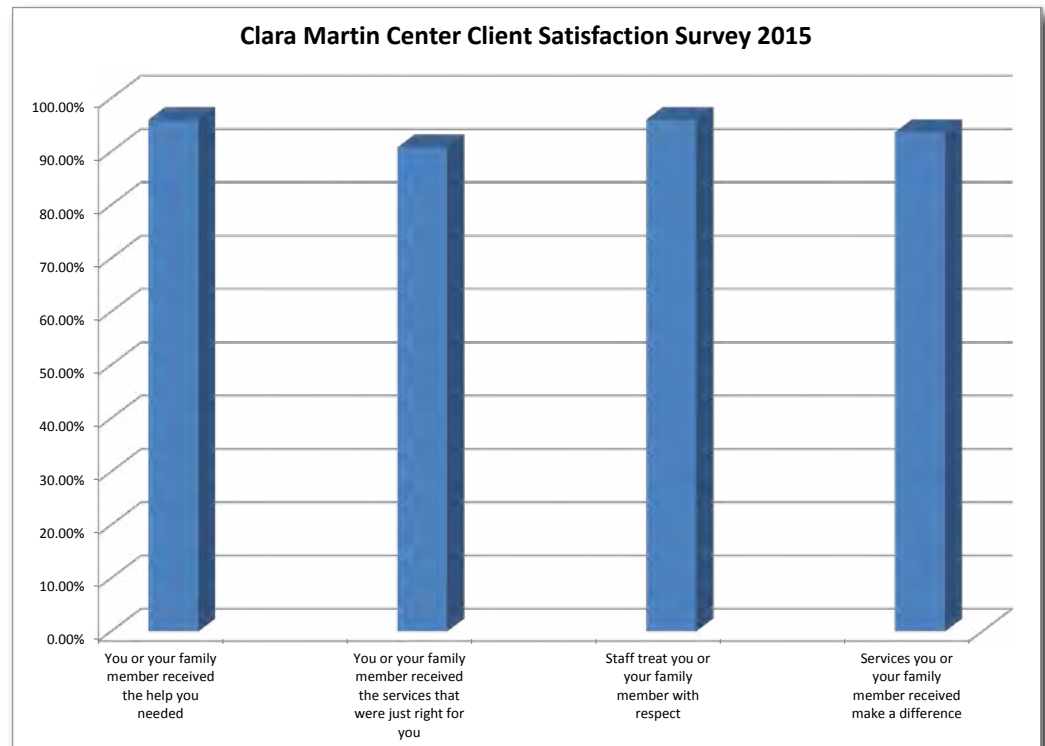
HOW WELL DID WE DO?

One of Clara Martin Center's most important measures of success is knowing that our clients feel that the services they have received are helpful and that we treated them with dignity and respect.

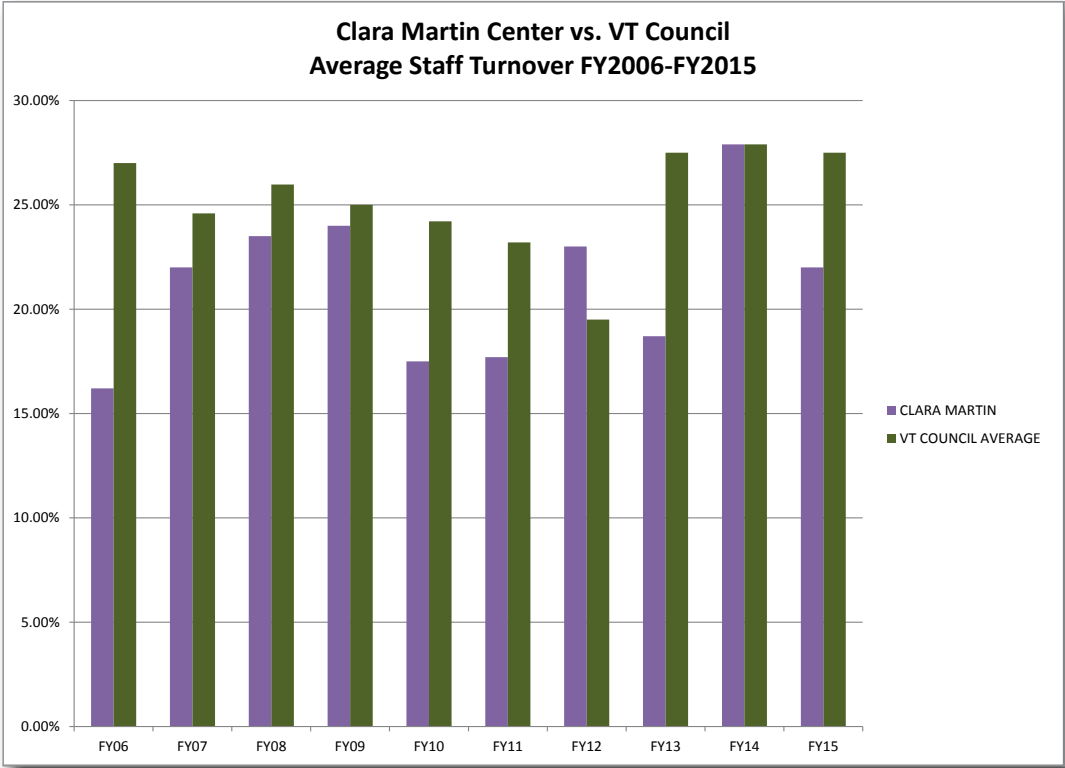
Almost 800 clients or family members responded to our 2013, 2014 and 2015 client satisfaction surveys.

97% reported that Clara Martin Center treats them with dignity and respect.

93% reported that the services they received made a difference.



STAFF TURNOVER



41%
of Clara Martin
Center staff have
a Masters Degree,
or higher

STAFF ANNIVERSARIES

30 Years
Nancy Chamberlain

20 Years
Ruth Jameson
Jeanne Crowley

15 Years
Joy Appleton
Krista Fiero
Dawn Littlepage

10 Years
Michele Boutin
Alexis Sargent
Jenni Campbell
Sharron Lewis
Jeanne McMahan
Renee Davis
Peggy McKinley

5 Years
Lasell Bartlett
Alex Bronner
Richard Lanza
Kim Lightbear
Jeremy Bolio
Peter Butterfield
Kelly Dolan



CVSAS Team — 2015 Summer Retreat

COLLABORATION & PARTNERSHIP

CENTRAL VERMONT SUBSTANCE ABUSE SERVICES (CVSAS)

Central Vermont Substance Abuse Services (CVSAS) is a substance abuse service agency 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 appropriate level of care. Outpatient services offered include individual/group/family therapy, intensive outpatient programming, psychiatric consultation to primary care physicians, psycho-educational groups, DUI programming through Project CRASH, 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 program of the Clara Martin Center, Washington County Mental Health and Howard Center, representatives of which serve with community members on the board of directors. The staff includes licensed alcohol and drug counselors, licensed clinical mental health counselors, counseling interns, case managers, and a consulting psychiatrist.

COLLABORATIVE SOLUTIONS CORPORATION

In 2007, Clara Martin Center, The Howard Center, and Washington County Mental Health 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.

VERMONT CARE PARTNERS

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

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

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

MEMBER AGENCIES

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

DEMONSTRATING ACCOUNTABILITY

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

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

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

RBA looks at:

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

The work on RBA is being coordinated with a larger effort conducted by Vermont state government and the passage of Act 186 Vermont's The 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

24-Hour Emergency Service

1-800-639-6360

www.claramartin.org

CONTACT US

Randolph Locations

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

Ayers Brook

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

Community Support Program

24 South Main Street
PO 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
PO Box 237 (mailing address)
East Randolph, VT 05041
(802) 728-3896

Bradford Locations

Bradford Farmhouse

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

Bradford Main Site

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

Chelsea Location

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

Wilder Locations

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

Regional Alternative Program (RAP)

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

Berlin Locations

**Central Vermont
Substance Abuse Services**
100 Hospitality Drive
PO Box 1468 (mailing address)
Berlin, VT 05601
(802) 223-4156

**Central Vermont
Addiction Medicine**
300 Granger Road
Berlin, VT 05601
(802) 229-6183

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



Clara Martin Center

PO Box G • Randolph, Vermont 05060
802-728-4466 • www.claramartin.org

