



*deep roots ♦ strong future*

Clara Martin Center

PEOPLE HELPING PEOPLE  
2017 OUTCOMES REPORT



## PAST, PRESENT, FUTURE

*Oh what a year it's been!* As we spent the last year marking our 50<sup>th</sup> anniversary, we celebrated the accomplishments of our past, while looking toward the future. With a “Better, Better, Best” philosophy at the core of our quality improvement efforts, we are motivated through change and development. The results in our outcomes data show a continuously improving care delivery system. Our efforts demonstrate our commitment to build and improve the health and resiliency of the communities, individuals and families in Orange County and the Upper Valley over the last half century.

We kicked off our 50<sup>th</sup> anniversary events with our “cupcake tour” to bring awareness of the services we offer, and to connect with community members. The tour traveled to local farmer’s markets and summer concert series throughout the county where attendees were treated to free birthday cupcakes. Community members approached our table to share their connections to Clara Martin Center and told us about how our services helped them (or a friend or family member) and changed their lives.

At our annual meeting we created the first Arnold Spahn



Linda Chambers  
Executive Director

Community Service Award. Arny Spahn was honored for his years of community service on the Board of Trustees for Clara Martin Center, and his involvement in the community at large.

The early winter began with a call to all area artists and writers asking them to share their talents with the broader community as part of our “Celebrating Creativity in Mental Health Wellness and Recovery” event. We received work from all areas of the state and kicked off the exhibit just prior to our main event in January – a Me2/Orchestra performance for the community. We provided these musicians, artists and writers with a platform to showcase their talents in the professional venue of the Chandler Center for the Arts. For the Me2/ performers it was the first time they were on a professional stage where the acoustics could ring through the room, bringing a sound which was astonishing to many who witnessed the event. Many participants said their exhibited art/writing pieces gave them a great sense of pride and accomplishment. It was the first time many of the artists and writers had the courage and the necessary supports to take the risk and display their work. It is important in the healing process to build off of the

strengths and natural talents of an individual coping with mental illness and other life stressors. We are proud to have been able to provide this therapeutic, celebratory opportunity for them to share the gifts they provide the community.

In the spring we were off and running with our first annual Color Splash 5k at Thetford Academy. This marked the final event of our 50<sup>th</sup> anniversary celebration. We celebrated with our community as over 200 people came together to have a good time, get a little exercise and celebrate wellness. Smiles could be seen everywhere through the clouds of color powder as runners, walkers and Zumba dancers young and old (and everyone in between) came out to celebrate Clara Martin Center with their friends and family. We are grateful to the many volunteers who helped make the event possible including staff, community members and distinguished guests, Scott and Lois Martin, who joined us for the event. Scott is the eldest son of Dr. Brewster and Clara Martin, one of our agency's founders, and it was an honor to have them celebrate with us.

While we bask in the success of our recent events and of 50 years of high quality services to our communities, we look forward to the future with confidence. Targeted quality improvement efforts this past year include a concentration on our Access system, workforce development, re-

**“I feel driven to see my clients succeed and I feel that I’m doing meaningful work with them.”**

**– CMC Staff**

viewing funding challenges, and setting forth a framework to manage risk for our staff, clients and the agency.

Here at Clara Martin Center, we never stop striving to improve. We recognize there will be many challenges to embrace in the future, and our commitment to deliver the best care possible – by remaining flexible to adapt to the ever changing world around us – will carry us through to the next 50 years. The data you will see in this Outcomes Results Based Accountability (RBA) report is used to help determine and prioritize future quality improvement measures, but also demonstrates the incredible impact of our work on the communities we serve.





**“Clara Martin Center encouraged and supported me in changing my life around. It’s been a long hard road, it hasn’t always been easy, but I feel like my life would be more unbearable and difficult had I not found these amazing people. I could have died without them.”**

– CMC Client

# CONTENTS

- Board of Trustees.....3
- Leadership Team.....4
- Clara Martin Center Mission and Goals .....5
- Clara Martin Service Area .....6
- Clara Martin Center Initiatives.....7
- Access Program ..... 10
- Acute Care Program ..... 12
- Adult Outpatient Program ..... 16
- Primary Care Integration Program ..... 18
- Child and Family Program ..... 20
- Community Support Program ..... 26
- Alcohol and Other Drug Program ..... 30
- Criminal Justice Program..... 32
- Staff Anniversaries ..... 34
- Staff Turnover..... 34
- Client Satisfaction Survey..... 35
- Collaborations and Partnerships..... 36
- Awards and Recognitions ..... 38



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



## BOARD OF TRUSTEES

### ARNOLD SPAHN (ARMY)

**Board President**

**41 Years of Service**

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**

**16 Years of Service**

Representative from Randolph, joined board in 2001

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

### MARIE ROBBINS

**Board Treasurer**

**7 Years of Service**

Representative from Randolph, joined board in 2010

*Serves on: Board Planning Committee, Board Finance Committee, Nominating Committee*

### RON SCHOOLCRAFT

**Board Secretary**

**12 Years of Service**

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**

**10 Years of Service**

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**

**8 Years of Service**

Representative from Randolph, joined board in 2009

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

### JEAN COPELAND

**Board Member**

**9 Months of Service**

Representative from Randolph, joined board in 2017  
*Serves on: Board Advisory and Local Standing Committee*

**BOARD ADVISORY AND LOCAL PROGRAM STANDING COMMITTEE**

Arnold Spahn	Margaret Bennett
Priscilla Spahn	Linda Chambers (staff)
Ron Schoolcraft	Gretchen Pembroke (staff)
Jean Copeland	Melanie Gidney (staff)
Marla Simpson	Tammy Austin (staff)
Barbara Dorn	Christie Everett (staff)



# CHIEF OPERATING TEAM

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

Employee	Title	Years with CMC
Linda Chambers	Executive Director	33
Jena Trombly	Director of Human Resources and Compliance	26
Melanie Gidney	Director of Quality Assurance and Systems Improvement	25
Amanda Higgins	Administrative Operations Coordinator	18
Gretchen Pembroke	Director of Adult Services	18
Dawn Littlepage	Clinical Director	17
Dr. Kevin Buchanan	Medical Director	15
Tammy Austin	Director of Child and Family Services	14
Renee Davis	Director of Substance Abuse and Criminal Justice Services	12
Demetra Hazatonos	Regional Coordinator	11
Christie Everett	Director of Access and Acute Care Services	5
Heidi Allen Goodrich	Public Relations Manager	3
Mark Hamilton	Chief Financial Officer	2



Management and Chief Operating Team

**“I want to see the agency thrive in order to see the communities thrive.”**

**– CMC Staff**

## 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.



## 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

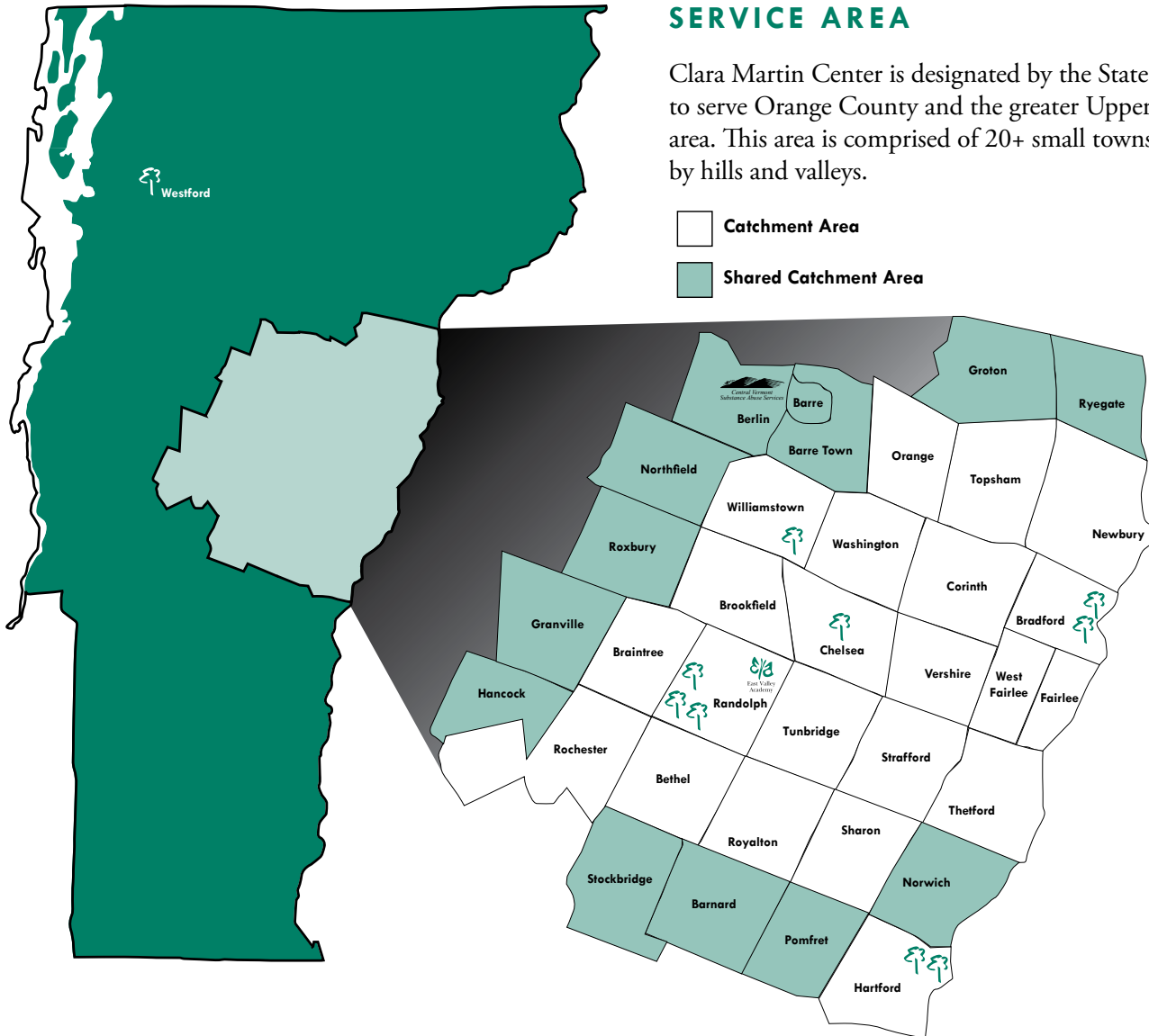
- Opportunities for meaningful participation
- Voice & decision making
- Choice
- Problem solving
- Networking and making connections
- Planning ahead
- Experiential
- Community service
- Self-expression
- Cooperative learning



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.







## ACCESS, THE NEXT PHASE

When the Access program undertook changes to move to a centralized scheduling process in the beginning of 2015, there were four guiding principles that changes were made under:

1. System change is focused on meeting clients needs in as expedient manner as possible.
2. Availability in the system needs to be maximized to accomplish this goal.
3. The system should be flexible and fluid to meet the demands at the door.
4. Clinicians feel supported to maximize direct service while maintaining World Class Customer Service.

More than two years later, these principles still hold true, and continue to be the basis for any change that the agency makes in relation to the Access program. Since the roll-out of Centralized Scheduling in 2015, the following two years have been a time to study the effects of changes made, discuss with both clients and clinicians their experiences receiving care and providing care in the new system, and identifying future areas for modification. Through this feedback loop, we were able to experience the process of starting services at the agency through “the eyes” of a client, and identified unintended barriers that had been created to establishing therapeutic relationships between the client and their clinician. In 2017 additional changes were made to the system to continue to improve



Color Splash Captains with Martin the T. Rex

the experience for clients, while lessening the administrative burdens on the clinicians. Starting in August of 2017, clients will be provided with a timely appointment when they first call to establish services, and at the time of intake, will initially meet with an Access Specialist to gather the necessary information to establish care at the agency, provide assistance in completing any necessary paperwork, and answer any questions the client may have about treatment available. Once that short process is completed, the client will immediately be able to meet with their identified clinician, who can right away begin discussions with the client on their goals for treatment, and begin to create a plan of care. At the conclusion of the intake appointment, the client will leave the office with a return appointment already scheduled.

## ZERO SUICIDE

Clara Martin Center has embraced a new philosophy in relation to the National Zero Suicide Framework. Zero Suicide is a conceptual model based on the belief that most suicides occur when someone receives care in a fragmented care system. Over the past year, the agency has undertaken efforts to evaluate points across the continuum of care where clients that may be experiencing thoughts of suicide can be better identified and supports provided to assist through periods of crisis. This work has included a review of additional screening questions to be more routinely embedded in daily clinical work, better development of individualized plans of care for clients that are at heightened risk of self harm, increased training efforts for staff targeted to assessing suicidality, and improvements to communication flows between teams when supporting someone in crisis. As these efforts become embedded into the system, the system of care will become less fragmented, and the care experience for clients that are vulnerable will improve. As health care reform efforts continue both state and nationwide, the efforts of incorporating a Zero Suicide framework both within the agency as well as with community providers will only help to save lives.

## WORKFORCE DEVELOPMENT AND TRAINING

Clara Martin Center invests in developing staff to their highest potential and promoting from within whenever possible. One of the many advantages of this is that this builds a strong agency foundation and a flexible path to the future by investing in capable, promising employees. Part of this investment in the growth and development of staff begins right away at the point of hire. Knowing the



Reception for our first ever Celebrating Creativity event



CMC's Humpty Dumpty float in the 2017 Bradford Parade

employee's strengths, interests and channeling opportunities to tap into those skills helps the agency stay nimble and fresh with cutting edge ideas and creativity. The Clara Martin Center uses its best resource, people, in order to continually move forward with the agency motto of "People Helping People".

**"I am extremely thankful for this job, this endless journey of learning, the CMC community and connections."**

**– CMC Staff**

There are trainings specific to new employees, clinical employees, administrative support employees and help desk employees, and for all employees. The following categories contain lists of the trainings in each of these areas:

- Training for New Employees
  - Two Days of New Employee Orientation
- Training for Clinical Staff

- Individual supervision
- Licensed supervision
- Group supervision
- Dual Diagnosis Training for all clinical staff (Substance Abuse and Mental Health competent)
- CPR, NAPPI, Handle with Care, Team Two (law enforcement and emergency team), ARC, CALM (Counseling on Access to Lethal Means
- Clinical Expertise: DBT, QMHP
- Mental Health First Aid/Youth Mental Health First Aid
- Client Template Letters
- CMC Brown Bag Trainings: monthly trainings by experts on various topics (Gender Identity, Assessing Lethality, Medication Approaches for Psychosis, etc.)
- High Risk Process: clients at high risk are placed in process with attention, plan and continual review
- Assessing Lethality and Zero Suicide
- HCR-20 program: Assessing Dangerousness, a new best practice
- Legal Risk Management Training
- Training for Clinical Leads
  - Records Redacting and Quality Record Review
- Training for Administrative Staff and Electronic Health Record Team



Color Splash volunteers were essential in making the inaugural event a huge success



CMC's Summer Program annual camping trip



CMC solar eclipse watchers

- Reviewing, approving, and preparing record release requests
- Training for All Staff
  - Workplace Safety
  - Disaster Preparedness
  - ALICE (active shooter workplace safety training)
  - Agency Wide Trainings by various experts
  - Agency Summer Retreat and Breakfast trainings
  - Agency published list of trainings available by topic and by geographical area



## CULTURAL DIVERSITY

The Clara Martin Center is committed to supporting culturally competent practices in order to fully appreciate and treat all clients effectively. In order to develop an individualized client treatment plan that is aimed at the client's recovery and progress, cultural competency is embraced by each staff and each clinician in the organization. This positive regard and consideration of cultural diversity is critical across all programs at the agency including each phase of treatment: initial contact, screening, assessment, treatment, and on-going support.

Being "culturally competent" means the agency has the capacity to function effectively across diverse cultural beliefs, behaviors, and needs that are expressed by the clients and their communities. In order to provide culturally competent and responsive services, the staff develop awareness of their own attitudes, beliefs, biases, and assumptions about others. This includes understanding how these factors affect their ability to provide culturally effective services to their clients.

Over the past year, Clara Martin Center has supported cultural diversity and competency trainings as listed below:

- "LGBT and Gender Non-Conforming Training" presented at the agency Brown Bag Series

- Monthly New Employee Clinical Orientation training includes cultural diversity discussions
- Articles and discussion at senior management meeting on UVM's cultural diversity in medical care and projections from the US census bureau of the changes in population which will affect cultural diversity in the future
- Two full day trainings sponsored by Vermont Care Partners: "Stepping Forward Together- Advancing Equity and Cultural Competency to improve Population Health" (9 staff from CMC attended)
- At the all staff summer retreat, Clara Martin Center hired the firm "Equity Solutions" to provide a three hour cultural diversity training for all of the employees.

Clara Martin Center also posts on the CMC website other website addresses and phone numbers for information and resources on cultural diversity.



Volunteers for the holiday basket food drive



# ACCESS PROGRAM

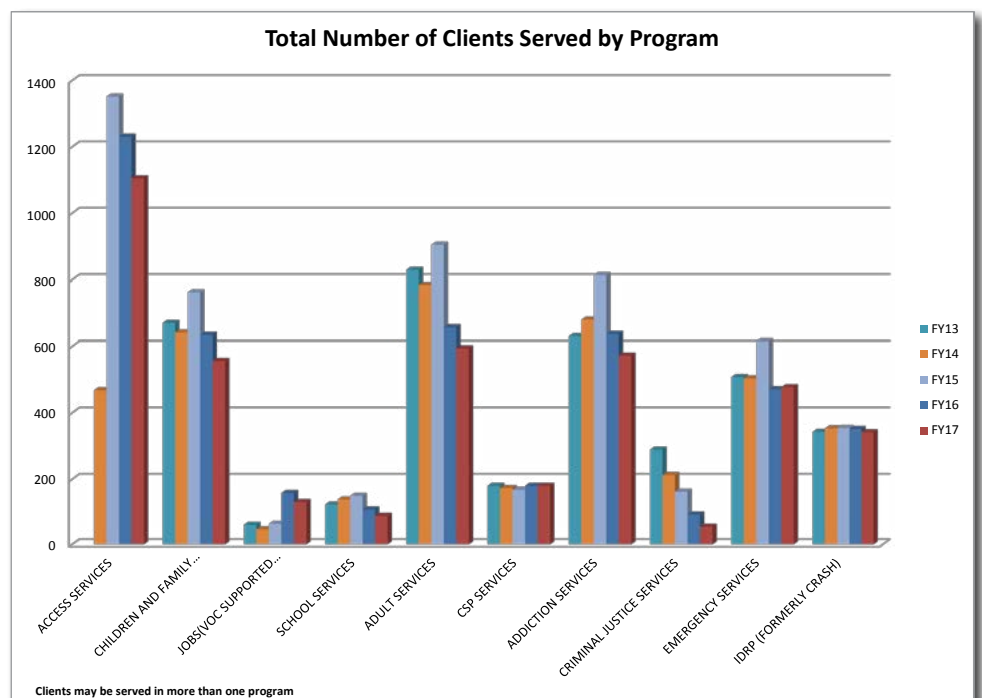
The mission of the Access program is to provide assistance to community members that contact the agency to begin services at the Clara Martin Center, in a welcoming and supportive manner, helping to address barriers to care, connect people with the appropriate services in a timely manner, and help identify service needs across the agency. Starting with the development and launch of a centralized scheduling model of service delivery in 2015, the Access program has continued the work to make the agency as responsive as possible to community needs. Through a process of continuous evaluation and feedback from clients, community members, and staff, we have continued to work on improving the access process, and have implemented additional changes in 2017 to streamline the intake process which will improve the intake experience for those seeking services from the Clara Martin Center.

**“My family has used Clara Martin Center in the past and we were very satisfied with our care. That is why, when I was again in need, I returned.”**

**– CMC Client**

### 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 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



## 1,106 People Served

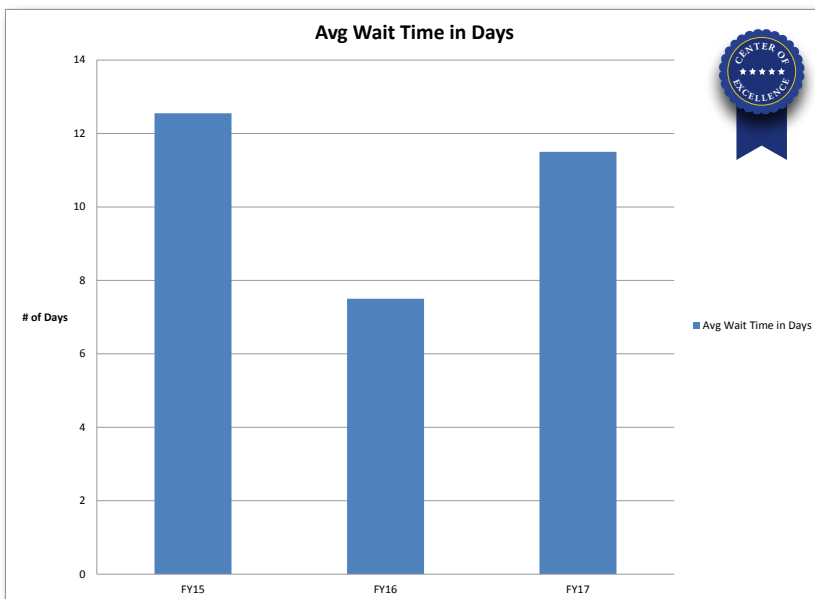
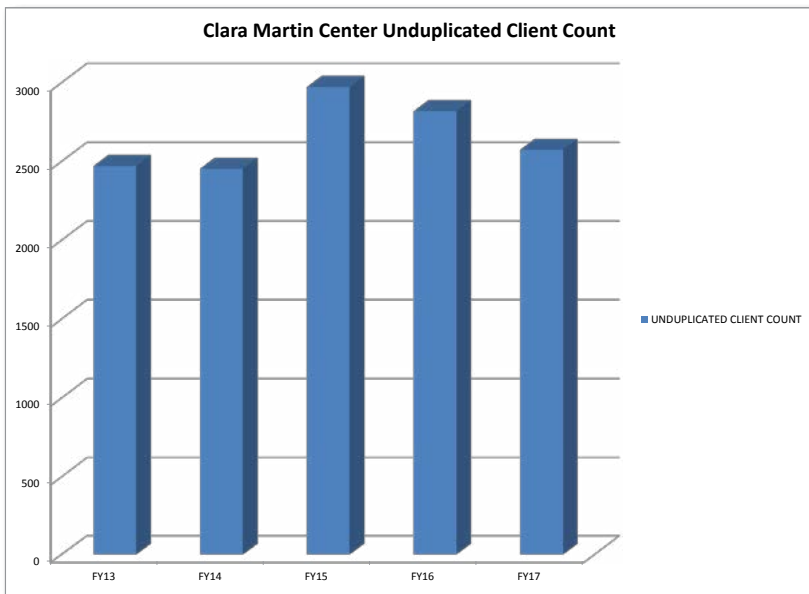
### STORY BEHIND THE CURVE

Since launching the agency's Centralized Scheduling initiative in the beginning of 2015, the agency monitors the time it takes clients to be seen for an initial appointment on a monthly basis. Each week, program leaders are provided with updated information on the length of time their program is currently experiencing to serve new clients, and can make necessary adjustments to clinician schedules to make additional time available, if able.

While Centralized Scheduling showed a dramatic impact on our wait times, this area continues to be affected by changes in staffing and unfilled positions. Access to care is evaluated through a number of different variables, and with maintaining a regular and consistent quality review of each program, staff resources can more easily be shifted across the programs to best meet the demand for services. While wait times did increase this year over the previous year due to ongoing staff vacancies, we continue our work to enhance our recruitment and training of staff to provide quality care.

**“I love the case managers and therapists I work with! We have a great, supportive team and lean on each other a lot.”**

**– CMC Staff**





# ACUTE CARE

When times of crisis occur, the Clara Martin Center strives to provide immediate access to emergency care through a number of different avenues. The Acute Care program at Clara Martin Center 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. Services can be accessed by any age group through walk-in services, emergency care to help determine immediate level of care needs related to both outpatient and inpatient treatment, and mobile crisis outreach where care can be delivered outside of a traditional office setting. For adults, there are additional services available through short term case management supports.

## EMERGENCY SERVICES

- Emergency Services available to all ages 24 hours a day, 365 days a year either through face to face emergency screenings or by telephone support based on need
- 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 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, Youth 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.

**“Without Clara Martin staff I could never be where I am today – and I would never be going where I’m going in the future.”**

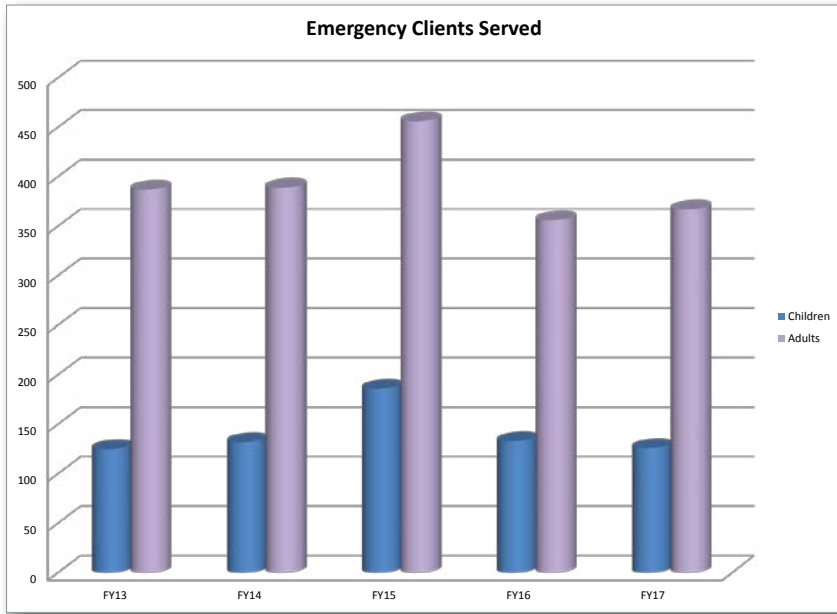
**– CMC Client**

## 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

## CHRIS’S PLACE

The Chris’s Place program at Clara Martin Center was established in 2012 for adults seeking care alternative to a hospital admission. For community members that are experiencing a period of time in their life when they need additional support but choose not to seek that support through a hospital admission, 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 that they are struggling with surrounded



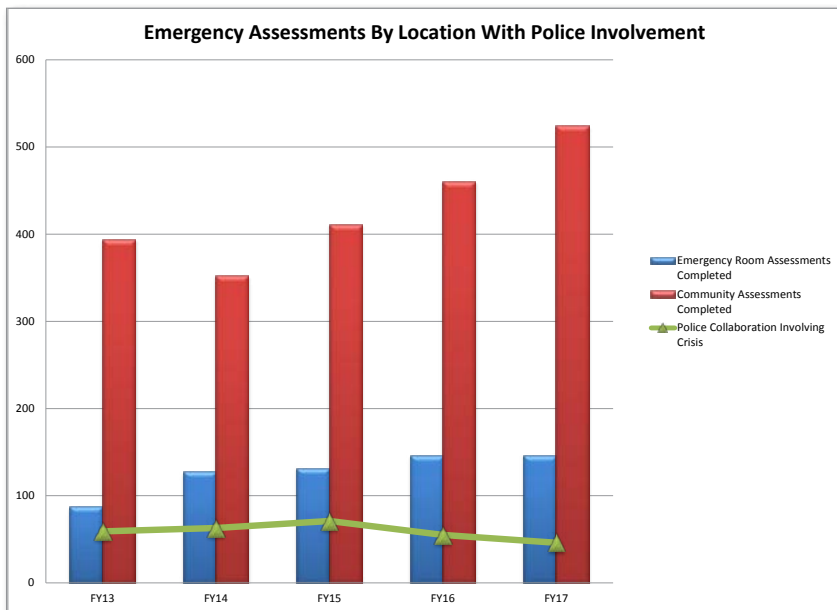
## 476 People Served

Acute Care services are available to all clients in the Clara Martin Center service area, as well as any community member that presents for services in our area.

## STORY BEHIND THE CURVE

While providing emergency assessment services to Gifford Medical Center's Emergency Department, the vast majority of emergency care is provided outside of an emergency room setting, whether in an outpatient office, at a local school, at a client's home, or an alternate setting in the community. The Acute Care team works with each client and referral source to determine what is the most appropriate setting to provide this level of care for each individual. The goal of Acute Care continues to be to provide care in settings alternate to an emergency room whenever clinically appropriate.

Through the services provided by the Acute Care team we also monitor the care that is delivered in coordination with local law enforcement agencies as the data shows. Services are provided in a mutual collaboration endeavor where law enforcement have contacted the agency for assistance in response, and vice versa, as appropriate to provide the best care possible during an emergency.



**“I truly believe in the Agency’s mission and feel its work makes a difference in the lives of many.”**

**– CMC Staff**

## COMMUNITY PARTNERS

- Gifford Medical Center
- Law Enforcement Agencies - Vermont State Police, Orange County Sheriff's Department, Local Police Departments
- Washington County Mental Health Services
- Capstone Community Action

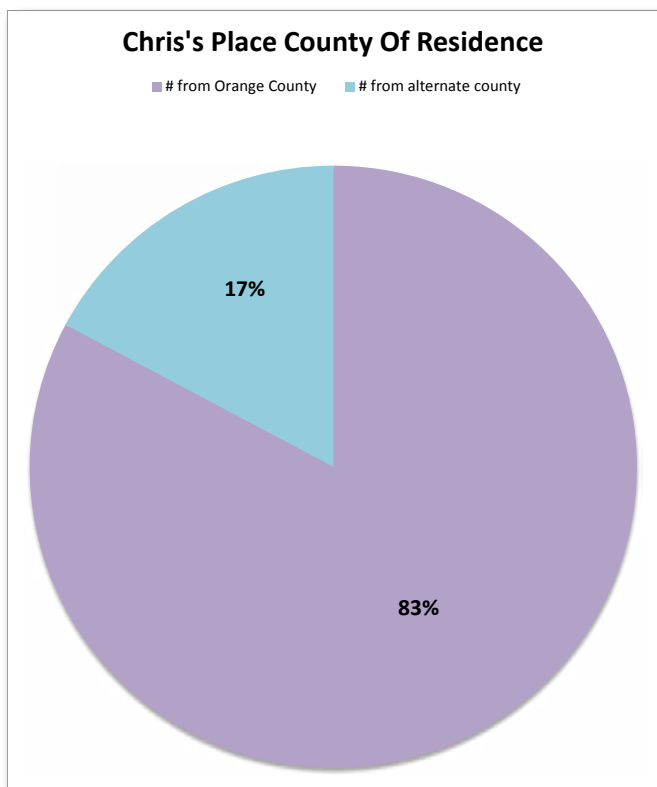


Chris's Place and Safe Haven Team

# ACUTE CARE

by supports at all hours of the day, with the focus on helping clients return to their normal level of functioning as quickly as possible so that they can return to their community. The vast majority of people admitted to Chris's Place are able to experience a significant improvement in symptoms to the level that they are able to return to their homes without needing to seek hospitalization.

- 2 bed short-term crisis stabilization setting that can be accessed as a step down from inpatient care or alternate to psychiatric hospitalization
- Referrals for intake completed through emergency



**“Chris’s Place saved me from homelessness. I don’t know where I’d be without this service. ♥”**

**– CMC Client**

screeners and assessment completed at admission and discharge

- Average length of stay 3-14 days depending on need and plan of care

**Eligibility Criteria**

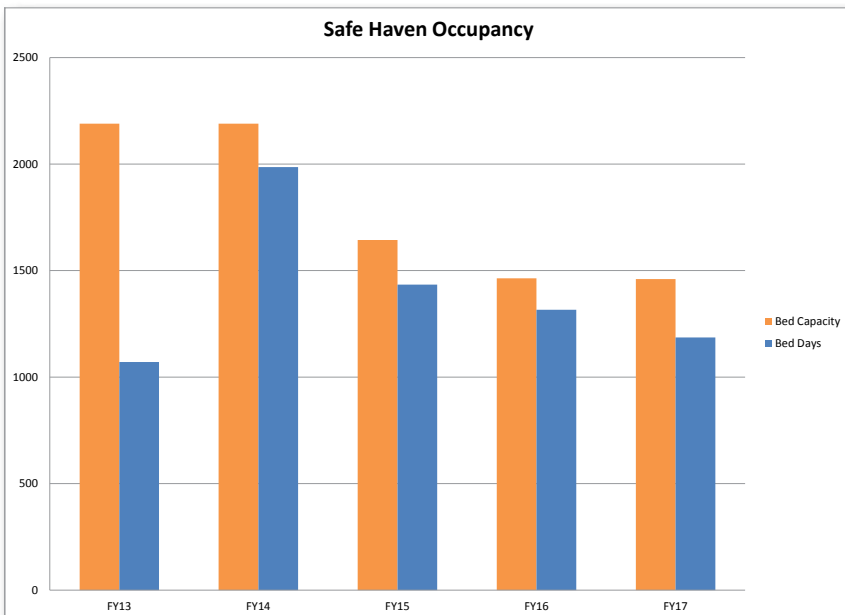
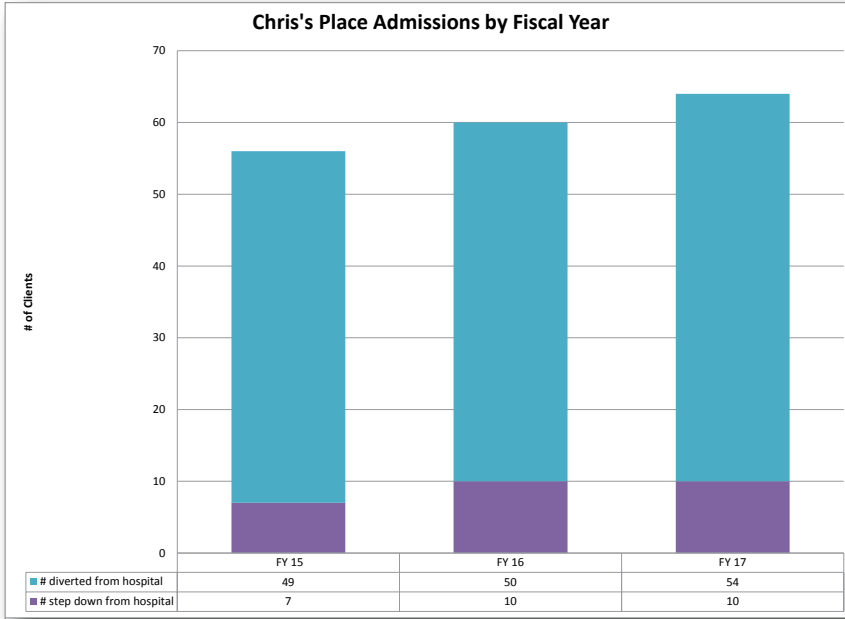
- Must be 18 years of age or older
- Primarily serving residents in the CMC service area, but can accept admissions from across the state with coordination with referring agency
- All admissions are voluntary and client must be assessed by emergency screener prior to acceptance to determine appropriate level of care needed
- Must be medically stable and able to safely self administer medications



## 64 People Served

One goal of a decentralized system of care is for individuals to receive appropriate care as close to their community as possible, so they can stay connected to their natural supports while they address issues that are challenging them. Chris's Place embraces that goal, and this year has been successfully able to provide support to 64 individuals, 83% that are residents from our service area, who were able to receive care right in their local community.

With Chris's Place being located in the same building as the Safe Haven program, clients are able to get support within a community of peers, and at times if appropriate and a bed is available, a client experiencing homelessness has been able to transition right from Chris's Place into the Safe Haven program. Clients admitted to Safe Haven continue to need to meet homelessness criteria as defined by federal standards, which include a requirement of relevant documentation by a third party, which can impact the ability to house individuals if that standard cannot be met. This continues to result in periods where beds can remain open until documentation is obtained, but staff actively work with clients to meet this standard, and provide support throughout transitions in and out of the program.



## STORY BEHIND THE CURVE

With the goal to provide support in the least restrictive environment as possible, over 84% of those served were able to successfully receive the appropriate level of care for their needs at Chris's Place and return to their communities without needing to seek an inpatient admission. As the number of admissions continues to rise year after year since opening in 2012, Chris's Place continues to be a valuable resource for residents of the Clara Martin Center service area.

## COMMUNITY PARTNERS

- Vermont Department of Mental Health
- Upper Valley Haven
- Good Samaritan Shelter
- Gifford Medical Center
- Capstone Community Action



Randolph Adult Outpatient Team



Bradford Adult Outpatient Team

## ADULT OUTPATIENT PROGRAM

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

### Objectives

- Provide outpatient treatment 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

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, see page 12. The goal of these services are to support people to address the social determinants

**“For the past 5 years, the staff and services have made an incredible difference in all aspects of my life.”**

**– CMC Client**

of health issues that negatively impact their ability to engage in services, and to address their basic needs.

### BLUEPRINT COLLABORATION

The Clara Martin Center continues to be an active participant with the Vermont Blueprint for Health Model within the community. The agency attends monthly Community Health Team meetings in the Randolph, Bradford and White River Junction, as a way to coordinate with other community organizations to maximize resources that aim to support individuals in the community. There has been a strong focus on improved care coordination for individuals around their physical and mental health care needs. The 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 connecting individuals with available community resources. Clara Martin continues to be a part of the Tri Care Area that Washington County Mental Health serves, along with Lamoille County Mental Health, for Eldercare Services. The program continues to serve homebound elderly individuals living in the community. For FY17, 23 individuals were served in Orange County and a number of new referrals were received for the new fiscal year.

## SAFE HAVEN

Since opening its doors in 1998, Safe Haven has strived to provide a recovery oriented community living environment for homeless individuals that have a mental health diagnosis. Safe Haven was the first in the nation to partner a community mental health center with a peer services organization to provide care. The Clara Martin Center works closely with community partners to help identify individuals that may benefit from admission to the residence and work closely with the Access program to establish timely outpatient services at the Clara Martin Center if the resident chooses to receive services.

### Eligibility Criteria

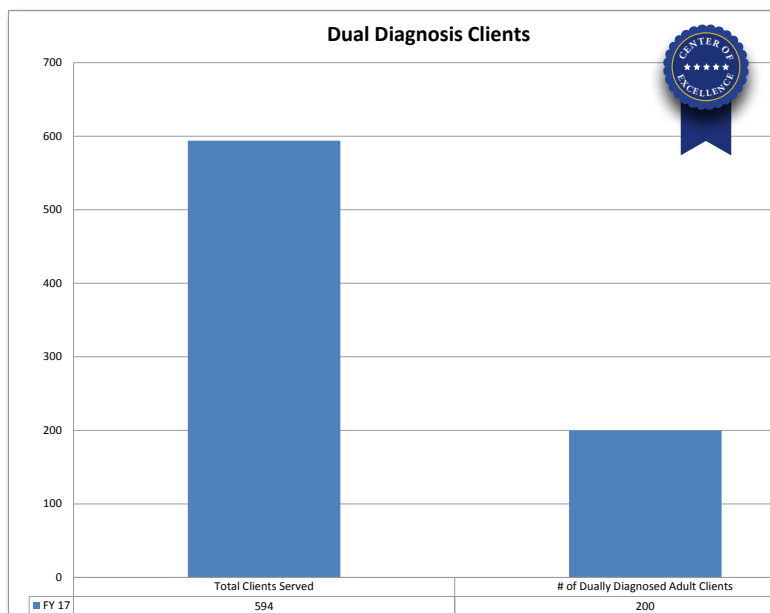
- Must be 18 years of age or older
- Must be an adult with a mental health and/or substance abuse diagnosis
- If beds available, may admit homeless individuals without mental health or substance abuse diagnosis
- Meets current HUD definition of homelessness and have documentation of such
- May stay up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

## 594 People Served

Although the 2017 data shows a slight decrease in the total number of services and hours of service, the program continued to get people in the door in a timely manner and offer them individual, group and couples therapy as requested.

## STORY BEHIND THE CURVE

The Adult Outpatient program experienced staff turnover which left positions unfilled, often for long periods of time. Despite these vacancies, the program continued to provide the highest level of services and care to those seeking help. In addition, the program helped to support the launch of the Intensive Outpatient Program in Randolph as a way to meet the demands of individuals seeking support in addressing their substance use. The agency and program continue to provide both mental health and substance abuse co-occurring treatment in the daily delivery of services.



## COMMUNITY PARTNERS

- Vermont State Housing Authority
- Upper Valley Haven
- Good Samaritan Shelter
- Vermont Food Bank
- 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

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, 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

**“This place and staff are unexpectedly exceptional, awesome, comfortable and trustworthy. Thank you!”**

**– CMC Client**

- Case Management

**Bradford Clinical Services**

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

**Chelsea Clinical Services**

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

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

**Randolph Clinical Services**

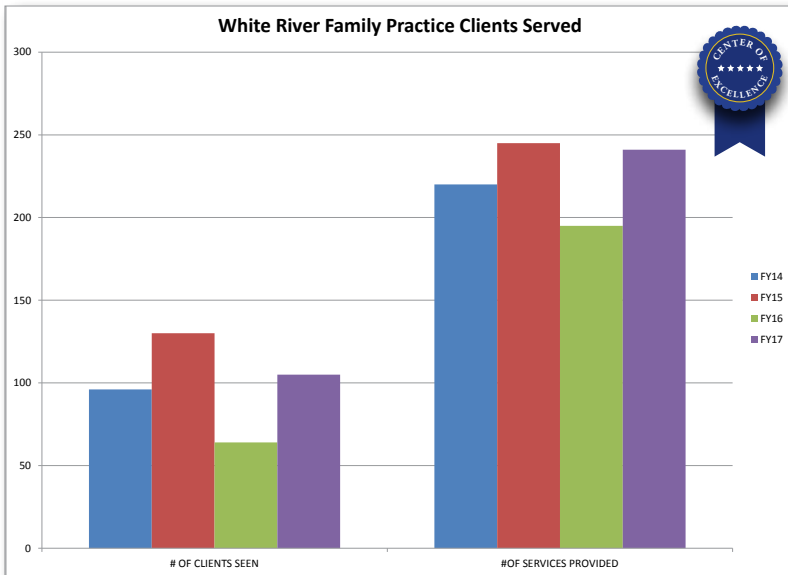
- Medication Assisted Treatment (MAT) in conjunction with the Blueprint and Gifford Health Care
- Gifford Area Recovery Program (GARP) is a comprehensive and coordinated program to treat opiate addicted pregnant women
- Wellness Program for long term care clients

**Wilder Clinical Services**

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

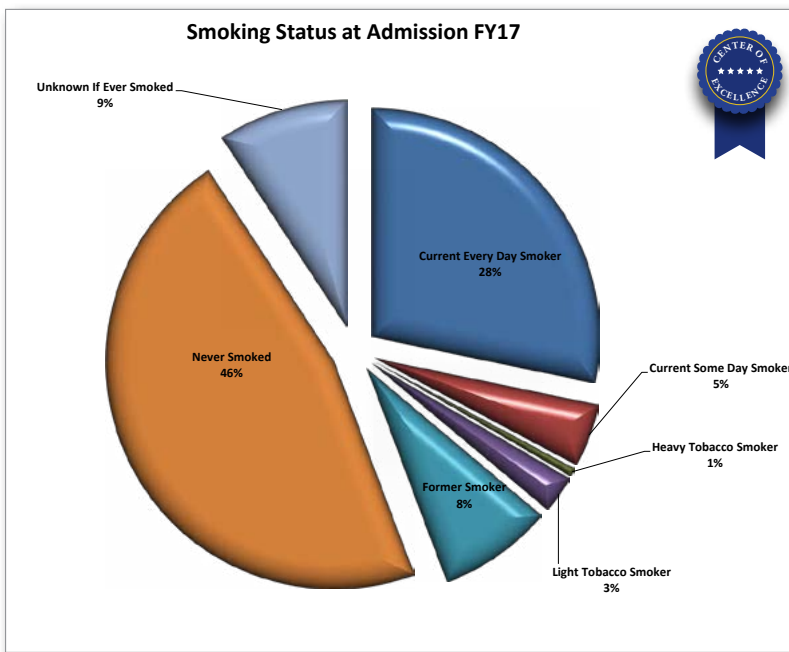
**WHITE RIVER FAMILY PRACTICE**

The Clara Martin Center has continued their 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 pa-



tients. This is done by embedding a Clara Martin Center Clinician in the WRFPP office to provide assessment, brief intervention and referral services. Over the four years that we've been working together, the hours have fluctuated according to funding availability of the practice.

For FY17 the number of contracted hours provided to WRFPP were restored to the original 8 hours per week. This was due to the staff at WRFPP appreciating the value of the services that Clara Martin Center provides to their patients and providers.



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.

The number of hours of care coordination services contracted to the WRFPP were restored to 8 hours in FY17. As a result of the restored capacity, the number of individuals served increased.

## STORY BEHIND THE CURVE

Clara Martin Center continues to be actively involved in the Vermont Blueprint and Accountable Care Organizational efforts to work with our community providers to strategize and work together to improve the care of our citizens and communities at a local level.

**Randolph Health Service Area** – We participate on the Randolph Executive Community Council (RECC) which is the community level governing body for the integration of statewide health care reform goals and quality measures. This local group is working to support state initiatives RiseVT and 3-4-50 which is 3 behaviors: lack of physical exercise, poor diet and tobacco use lead to 4 chronic diseases: cancer, heart disease/stroke, type 2 diabetes and lung disease resulting in 50% of all deaths. We also participate on the Extended Community Health Team (ECHT), SASH, Health Peer Learning Labs and Medicated Assisted Treatment meetings with the Vermont Blueprint and Gifford Medical Center.

**Upper Valley Health Service Area** – Clara Martin Center participates in several community collaborations in the Bradford/Upper Valley area including Community Collaborative and Community Collaborative Governance. Community projects including opioids and substance abuse, parenting skills, nutrition and food needs. We also are hosting a healthy living workshop held at CMC on smoking cessation.

Clara Martin Center attends the Community Health Team meeting every other month in **White River Junction** and has also participated in the quarterly **Unified Community Collaborative** meetings for the Windsor Health Service Area.

## COMMUNITY PARTNERS

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



Bradford Child and Family Team

# CHILD & FAMILY PROGRAM

The mission of the Child & Family Program at the Clara Martin Center is to provide high quality, comprehensive, and integrated prevention and community based services to children and their families. Our team fosters resilience, inspires change, helps families recover from difficult events and promotes healthy family systems. The Child and Family Program operates with the understanding that children and adolescents live within families and communities. Prevention and treatment is planned in collaboration with families and appropriate community members/professionals. All services are intended to enhance the functioning of the family system. Our services are part of a comprehensive and coordinated array of community resources intended to form a “wrap around” safety net of support for every family in need in our region of Vermont. Each “wrap around” is designed to meet the unique needs of the child and their family.

## EARLY CHILDHOOD MENTAL HEALTH (AGES 0-6)

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, case management, group programming, summer programming and respite. While general outpatient services are focused

**“Everyone here is so wonderful and kind. The environment is so caring and non stressful.”**

**– CMC Client**

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.

- **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.
- **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.

## 556 People Served

In FY17, the Child and Family Program focused on developing a vast array of group program offerings as well as continuing to provide a robust package of trauma informed programming. Our clinicians participated in agency led trainings as well as state wide trainings. This increased training allows us to better meet the needs of the children we serve. In FY17 we served 556 children and their families. In our early childhood program we provided 420 services to children age 0-6 years of age and their families. This adds up to 310 hours of services.

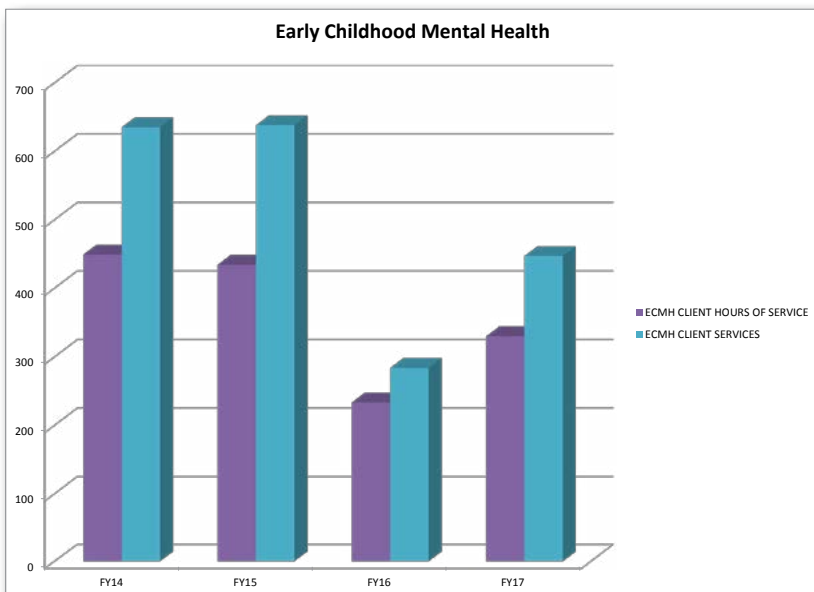
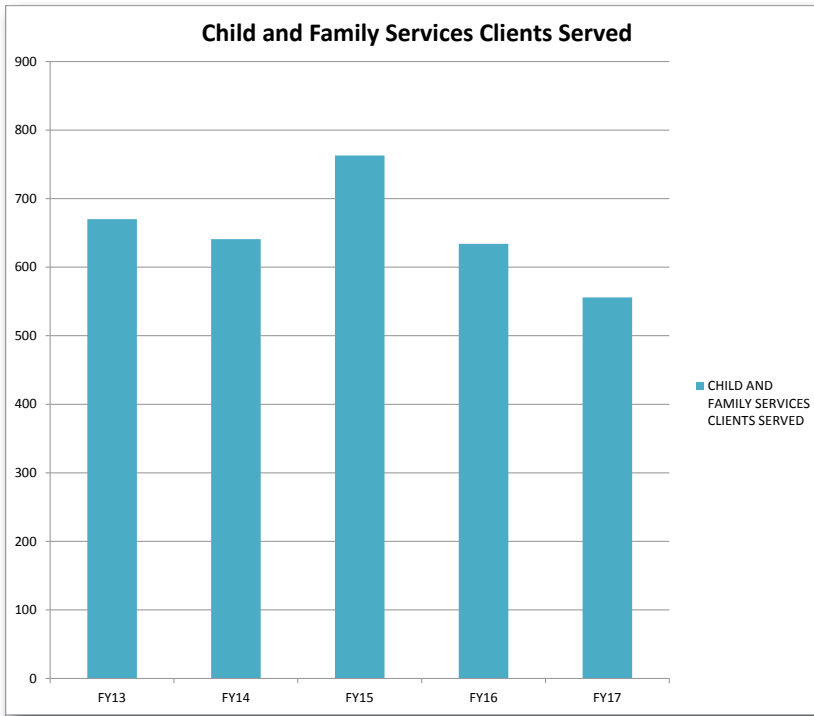
## STORY BEHIND THE CURVE

Rebuilding after staff turnover, our program continues to utilize best practices as the key foundations of the program.

Clinically we continue to see highly acute symptomatology related to traumatic experiences in a high percentage of the children we see. With this, we are also seeing increasingly challenging behaviors exhibited by these children. These behaviors are negatively impacting their functioning at home, school and the community, resulting in an increased need for therapeutic community supports.

FY17 was a rebuilding year for the Child and Family Program. In FY16, the program experienced high turnover in our Bradford Region which resulted in a decrease in clients served. With all positions now hired, the program is working hard to increase caseloads and services delivered to the families we serve. Our program continues to provide high quality, a large variety of programming and wrap around services to our clients and families in our community.

As a program we are working collaboratively with our community partners to provide outreach and community education on the services we can provide.



## COMMUNITY PARTNERS

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



Randolph Child and Family Team

## CHILD & FAMILY PROGRAM

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.

### 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.

**“I have always had great service at Clara Martin. I recently had my grandson see someone at the center.”**

– CMC Client

- 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.

### ALCOHOL AND OTHER DRUG SERVICES

Alcohol and other drug 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 address both substance abuse and mental health together. Services are provided in individual and family therapy, as well as group therapy modalities.



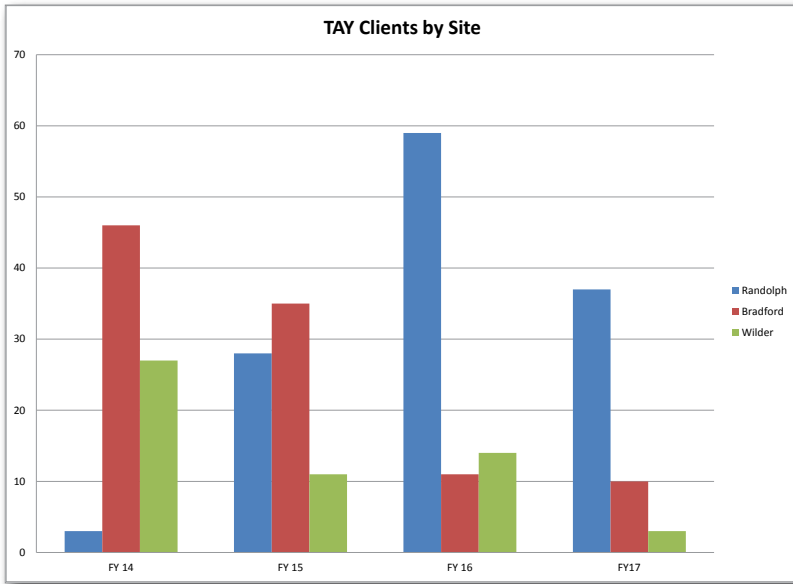
## 50 People Served

Our Transition Age Youth program served 50 young adults over the past year. Our programming continues to grow and expand, meeting the needs and interests of the clients we serve. We provide creative and engaging venues to deliver high quality therapeutic interventions that young adults engage in. Some of the new group offerings include: a gaming group, yoga and mindfulness, and a young mothers group. Using high interest activities, our skilled clinicians are able to engage these young adults in meaningful therapeutic groups that support them in their mental health and substance abuse challenges.

## STORY BEHIND THE CURVE

In FY17, our Transition Age Youth Program experienced a significant decrease in those clients aged 16-22, from 84 in FY16 to 50 in FY17. This is partially attributed to the building up of capacity in our program, however, some of what we have noticed, is that with the prevalence in symptomatology related to trauma, the clients needing the most supports are in the age population younger than our TAY population. We will continue to monitor and evaluate data available to inform future programming and demonstrate progress young adults are making in their work.

In our JOBS program, this fiscal year, we experienced a change in our contracts. In previous years, we were contracted to provide JOBS services for our Randolph, Bradford, and Hartford regions. This year however, the Department of Vocational Rehabilitation made changes to the contract, which confined our service delivery area to the Randolph region. This change in the region directly impacted the total number of clients served. With the change in service area, our number of rehab goals was changed to 6 per year. We were successful in meeting that goal of 6. Rehabs are established when a client maintains employment for 90 days.



## COMMUNITY PARTNERS

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



Wilder School Team



East Valley Academy Team

## SCHOOL SERVICES PROGRAM

### SCHOOL SERVICES PROGRAM

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

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

- Behavioral Consultation is a new addition to our menu of School Services programming. 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.

**“Thanks for being there and providing reliable resources that I did not know about!”**

**– CMC Client**

### 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.

# HOW MUCH DID WE DO?

## 87 People Served

Our school services program experienced a decrease in clients served from 100 in FY16 to 87 in FY17. This is directly correlated to the loss of school contracts, as a result of school districts experiencing tighter budgets and making decisions to go in house with positions that can serve as multipurpose positions.

While the overall number of students served has decreased, our programming continues to be strong and we focus on using innovative, best practices to best serve the clients and the schools.

## STORY BEHIND THE CURVE

East Valley Academy continues to see strong enrollment trends reaching a high of 21 in the 2016-17 academic year.

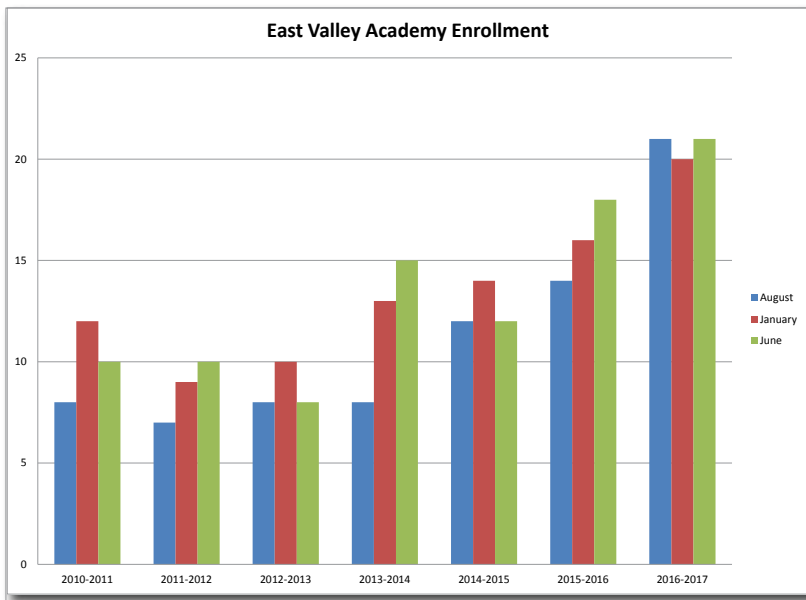
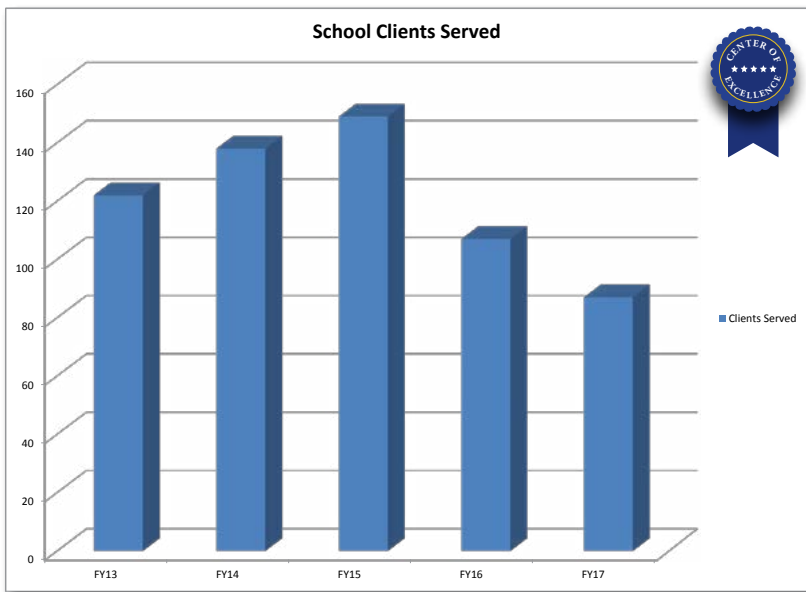
EVA's program design allows for students who struggle in typical school settings to receive the therapeutic and educational supports necessary for them to succeed educationally, and to develop the skills necessary to successfully transition back to their sending school or to be successful in their communities post-graduation. This past year, we saw an increase in the overall number of students enrolled, which can be attributed to many different factors including the continuing complexity of the mental health symptoms that our children are experiencing, and the collaborative working relationship that our agency has with our area schools. We are able to support schools in assessing the needs of the students, and identifying how our services can best support the students.

**“I am both happy and proud to be a part of this Agency!”**

– CMC Staff



School Services Team





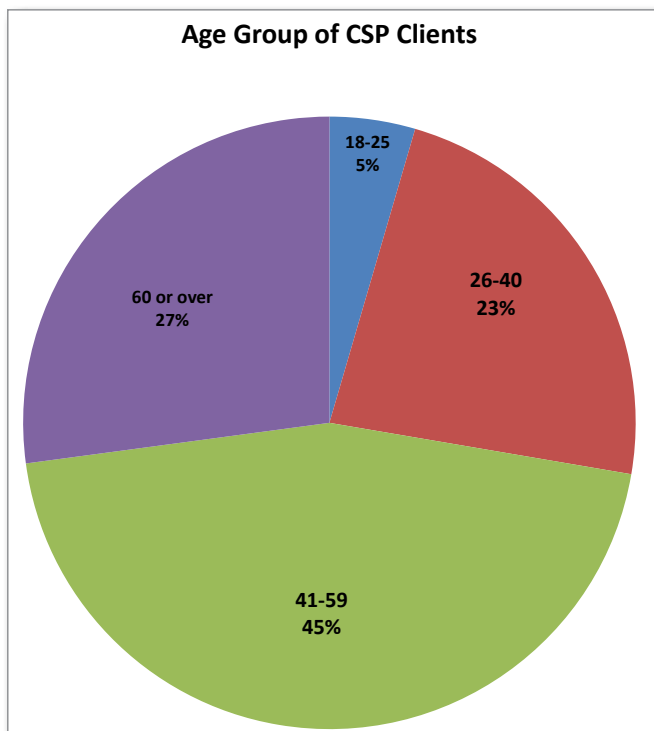
Bradford Community Support Team

## 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



**“It is amazing the support and activities that are offered by the CSP program. I recommended CMC last week to a friend.”**

**– CMC Client**

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

### Eligibility Criteria

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

### Specific Programmatic Criteria:

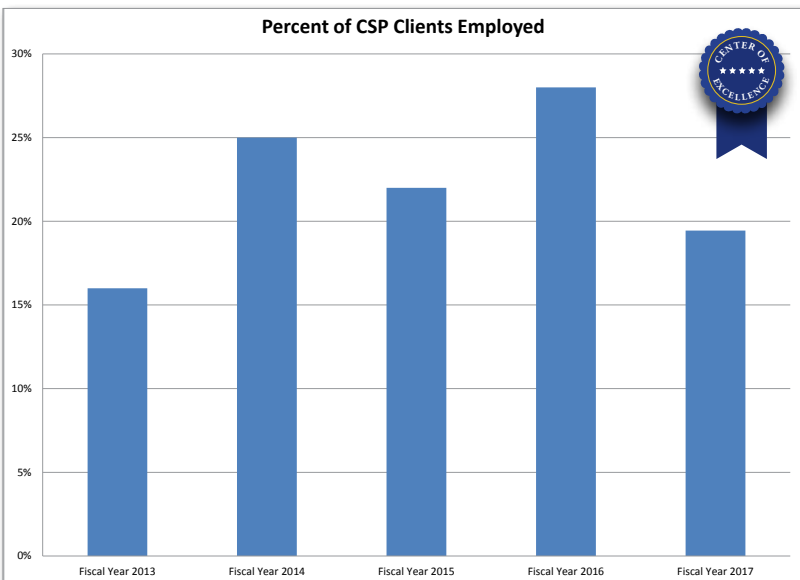
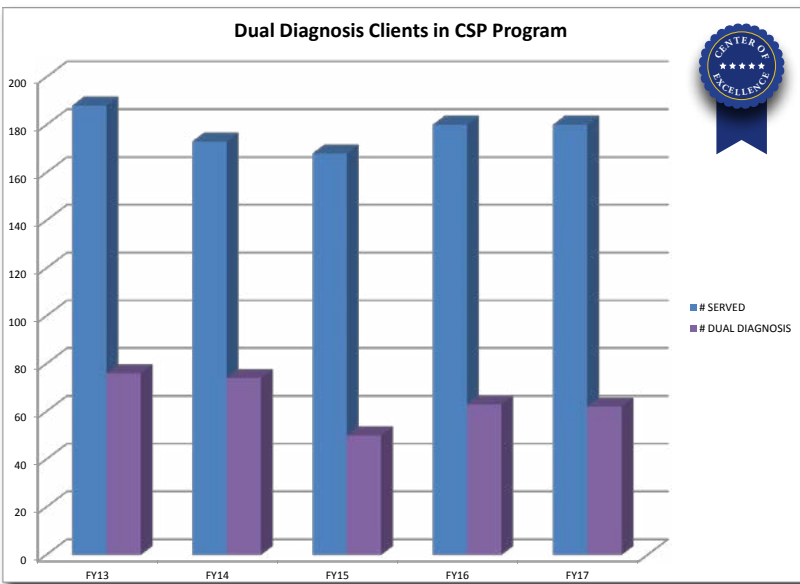
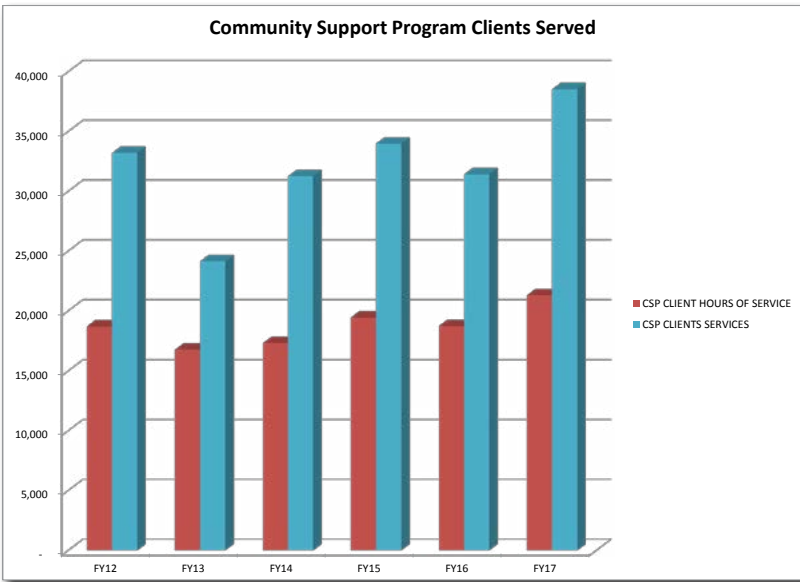
Most clinical services are available to all clients in the CSP if they are clinically indicated by the individualized

## 180 People Served

Despite a decrease in the total number of clients enrolled in the program, FY17 data shows a jump in the number of services provided to clients in the program as well the number of hours of service. 72% of the individuals in the program are between the ages 41-60+.

## STORY BEHIND THE CURVE

The program continues to adjust and adapt to support the complex needs of the clients seeking services. The program focuses on providing individualized and group supports that fosters resiliency and self reliance. There is strong attention placed on supporting people in their overall health and recovery. For FY17, the program saw a slight decrease in the percentage of people employed in the program. Employment continues to be emphasized and targeted despite having less funding and resources available to provide this support within the program and agency.



## 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 gym



Randolph Community Support Team

## COMMUNITY SUPPORT PROGRAM

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

### 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

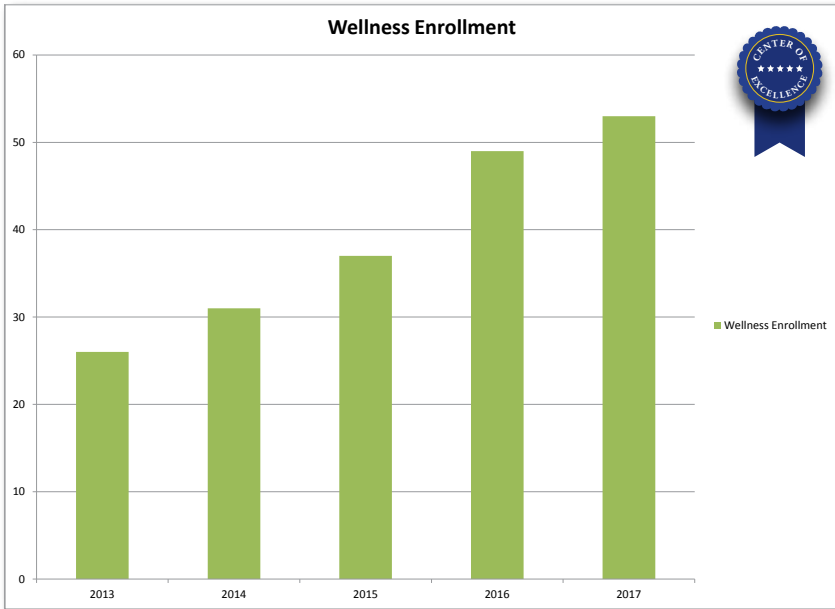
Supporting clients in moving forward with their vocational goals is recognized by Clara Martin Center as an important aspect of recovery, and the Agency continues to promote this evidence-based component of treatment. The program did see a decrease in the percentage of people employed in the program which can be partly attributed to the decrease in funding and resources available to support it.

## HEALTH AND WELLNESS PROGRAM

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

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

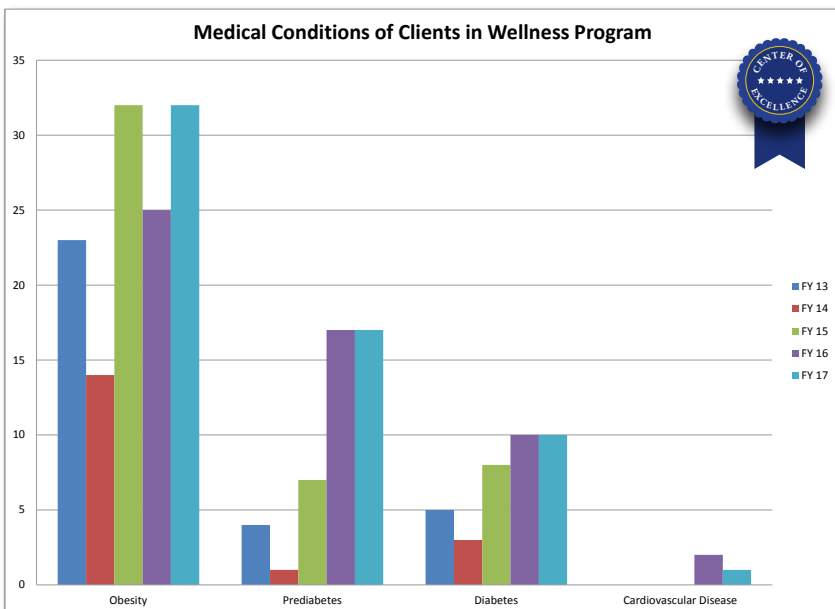
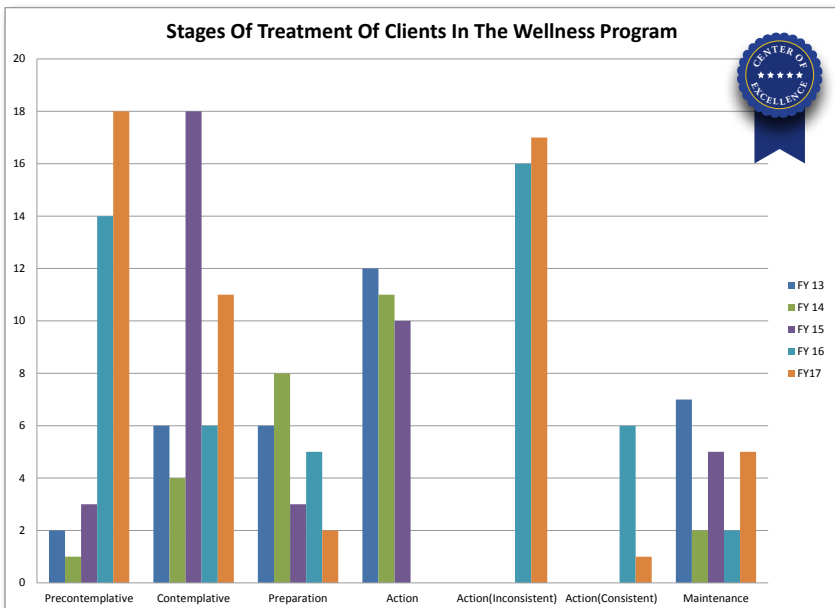
# HOW MUCH DID WE DO?



The Health and Wellness program continued to see an increase in enrollment and participation in FY17. 50% of the individuals enrolled in the CSP program in Randolph participate in the Health and Wellness Program.

## STORY BEHIND THE CURVE

At the Clara Martin Center, good physical health is considered a critical factor in obtaining and sustaining good mental and overall health. The Health and Wellness Program is fully embraced and supported by all staff in the program. The number of groups has expanded to now include access and support five days per week for individuals to either Curves or the Vermont Technical College fitness center. In addition, wellness and nutrition groups are offered as a way to provide support and education to people in the program. The goal is to try to help individual clients improve their overall physical health through eating healthier and being more active as well as quitting smoking and accessing medical care on a regular basis.



**“High intelligence, great support for one another, effective work in the community.”**

**– CMC Staff**



## ALCOHOL AND OTHER PROGRAM

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

### Objectives

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

### Clinical Services

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

**“I feel that my counselor is very well trained, competent, and familiar with the issues we speak of. She has my trust. Thank you.”**

**– CMC Client**

- Weekend IDRP (Impaired Driver Rehabilitation Program)
- Emergency Services
- Case Management

### 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 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 after-care group as the maintenance portion of this program.

### OUTPATIENT RECOVERY AND AFTER CARE GROUP

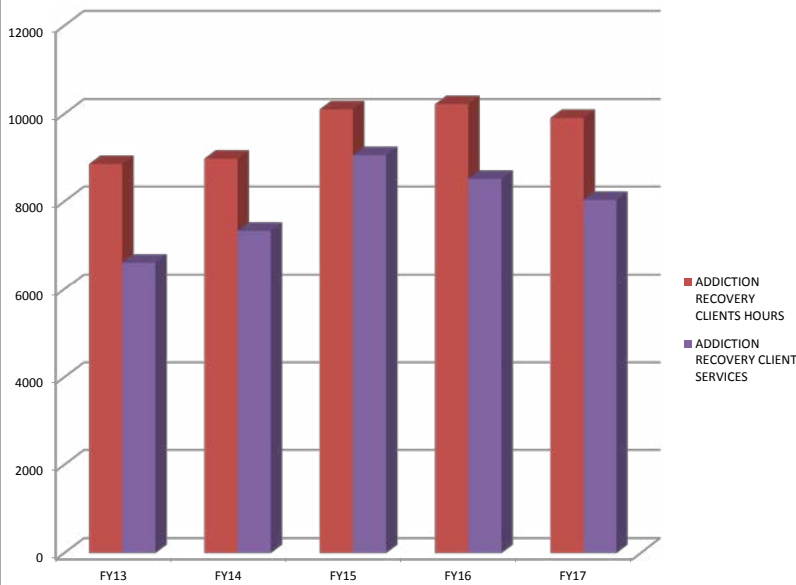
Recovery Group enhances relapse prevention skills and broadens client understanding of recovery as a lifestyle change.

### MOTIVATIONAL GROUP

Motivational Group helps clients develop increased awareness of the impact of alcohol or drug use has had in their



### Alcohol and Other Drug Program Hours and Services



## 572 People Served

Clara Martin Center's Alcohol and Other Drug 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 a decrease of clients served over the past year.

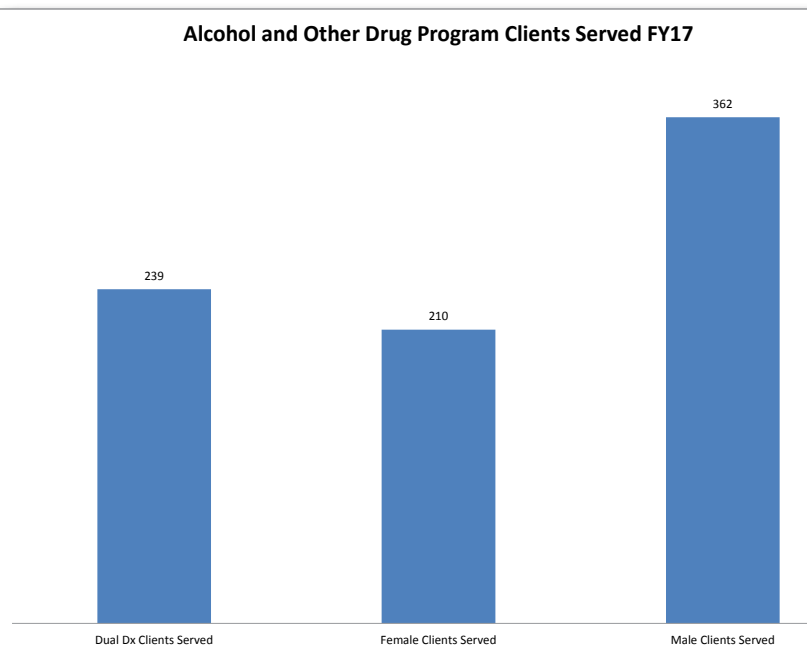
## STORY BEHIND THE CURVE

The amount of treatment provided in the Alcohol and Other Drug program has seen a small decrease over the past year. Rationale for this decrease relates to the ongoing workforce challenges the system is enduring. Open positions within programs results in less services the program is able to offer. The need for services continue to be in high demand as well as the complexities of the population.

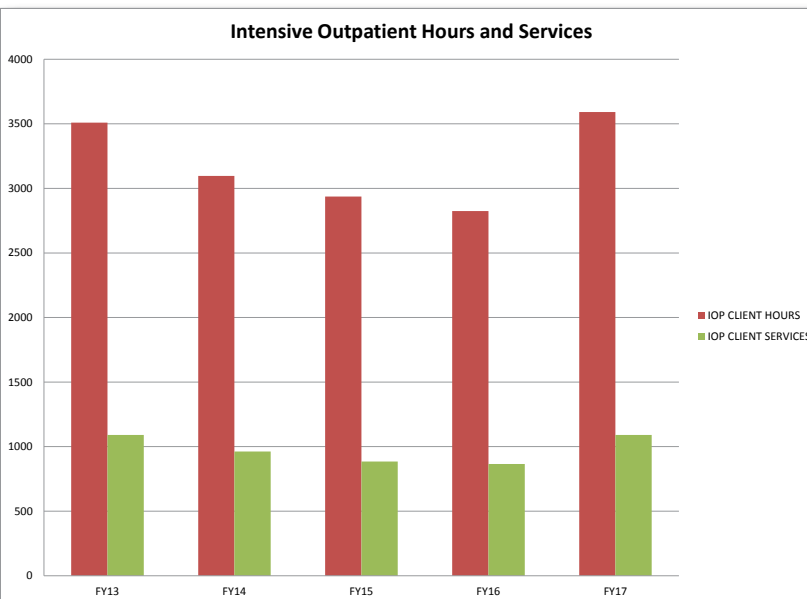
The ReachUp program, which serves families with co-occurring mental and substance abuse needs, has seen an increase in overall numbers of clients, services and hours. Increased attention and effort in providing case management with this population has helped to identify clients in need of this service as well as assistance in getting them connected with the agency.

Clara Martin Center was successful in launching an additional day time Intensive Outpatient Program in Randolph. This additional programming has met the needs of the community and clients and is reflective in the overall hours and services which is the highest it has been over the past 5 years.

### Alcohol and Other Drug Program Clients Served FY17



### Intensive Outpatient Hours and Services



## COMMUNITY PARTNERS

- Turning Point
- Vermont Department of Corrections
- Primary Care Offices
- VT Dept. of Child and Family Services
- Upper Valley Haven
- Restorative Justice Centers

lives. In addition, we hope to help increase the client's level of motivation to make healthier and safer decisions regarding their substance use. The group meets once each week. This group also meets IDRPs recommendations for ongoing counseling towards license reinstatement.

## CO-OCCURRING ISSUES GROUP

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

## SEEKING SAFETY GROUP

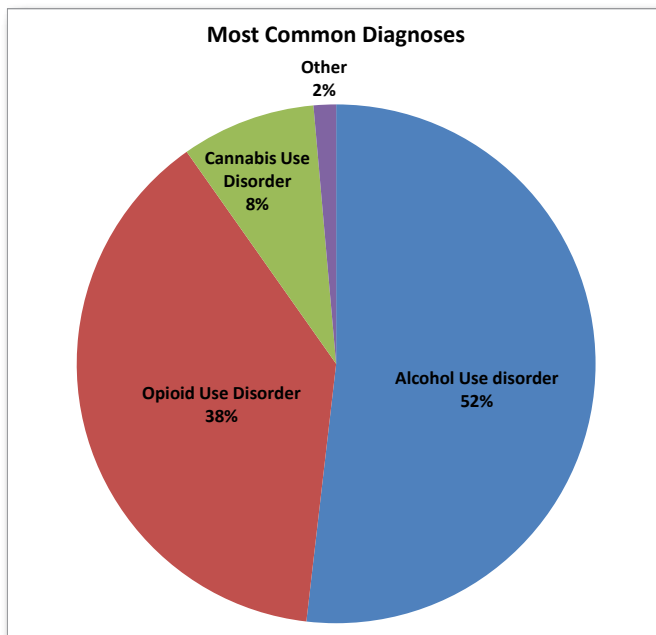
The seeking safety group is a present-focused therapy to help people attain safety from trauma/Post Traumatic Stress Disorder and substance abuse. The group is gender specific and consists of 25 topic areas related to trauma and substance abuse.

## ADOLESCENT OUTPATIENT COUNSELING

The adolescent group helps participants develop increased awareness of the impact alcohol or drug use has on 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 IMPAIRED DRIVER REHABILITATION PROGRAM (IDRP)

IDRP 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 IDRP to eligible participants which includes the IDRP intake evaluation, the IDRP educational program, and the determination of whether or not further treatment is recommended.



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
- Family Member's Educational and Support Groups
- 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.

## ANGER MANAGEMENT

Anger management services can be provided in either a group or individual setting. This service aims to pro-

## 55 People Served

The number of clients served within Clara Martin Center's Criminal Justice program has decreased over the past year.

## STORY BEHIND THE CURVE

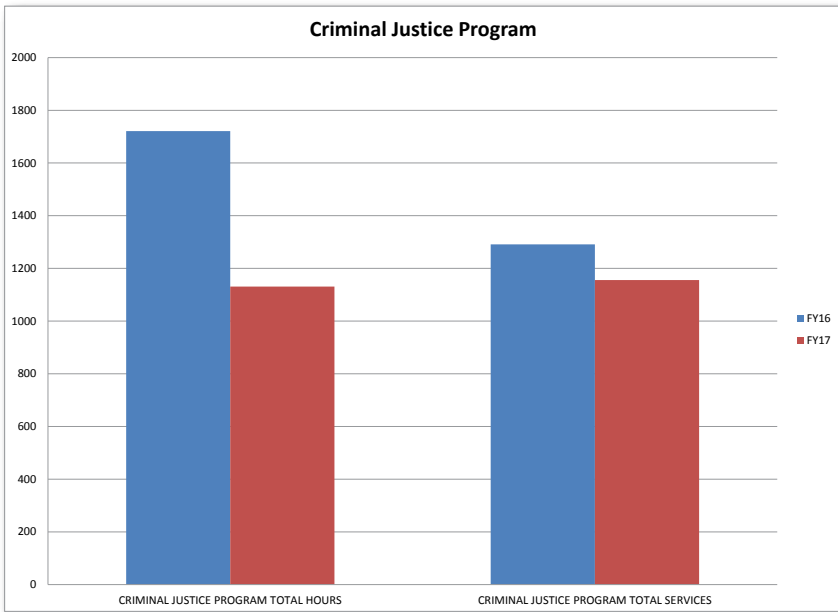
In FY16, Clara Martin Center made the programmatic decision to put our efforts towards maintaining our community based Criminal Justice and Domestic Violence programming and to no longer provide services within the correctional facilities.

This is partly due to the Department of Corrections programming going in a different direction than the agency could support, and the Department focusing their contract needs with the private sector.

Our focus in the Criminal Justice program since that time has been specifically on two programs, community based sex offender programming and domestic violence accountability programming.

Funding to support both programs have been cut over the years through AHS grant changes, legislative cuts and Medicaid group rate cuts. Due to these cuts, changes were made to consolidate and hold shorter groups.

Since that time Clara Martin Center has been successful in no longer needing to consolidate groups and has increased the number of community based sex offender groups across two sites.



vide clients with skills necessary to identify and effectively manage emotions that may lead them to engage in threatening or assaultive behaviors.

## RE-ENTRY CASE MANAGEMENT

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

## COMMUNITY BASED SEX OFFENDER TREATMENT

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

## COMMUNITY PARTNERS

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

# STAFF ANNIVERSARIES

## 30 years:

Robin Wheeler

## 10 years:

Adam Bindrum

## 25 years:

Melanie Gidney

## 5 years:

Christie Everett  
Ashley Armstrong  
Charlie Baughman  
Danielle Ferry  
Michelle Harkins  
Amanda Maurier  
Jenny Wade  
Lester Walbridge

## 20 years:

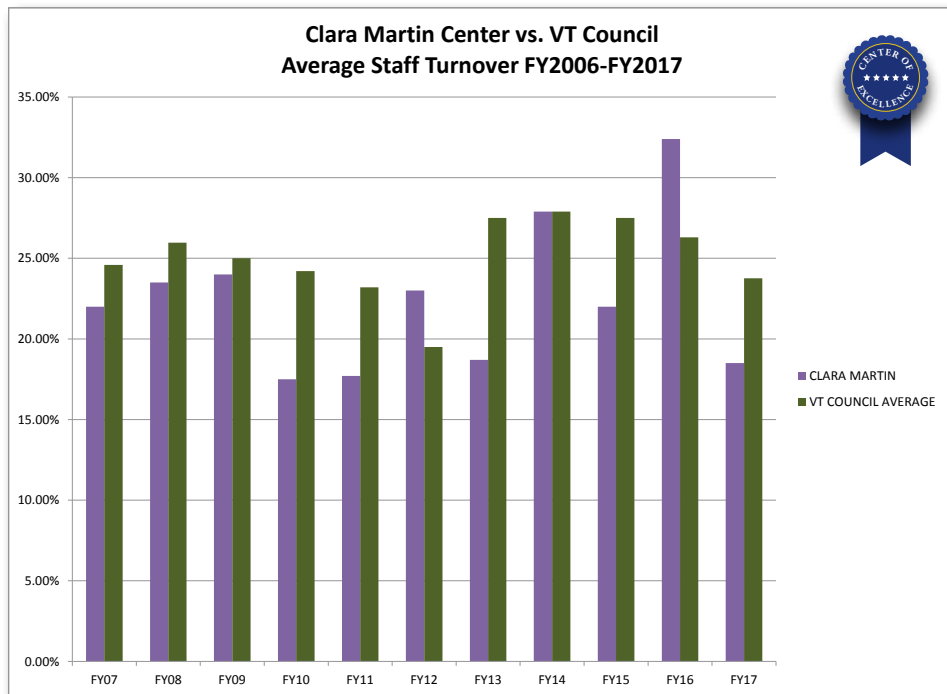
April Ketchum

## 15 years:

Kevin Buchanan

**“This is, hands down, the best work place environment I have experienced. I know it will be hard to ever top it, should I no longer be a part of the CMC agency.”**

– CMC Staff



## FY17 STAFF SURVEY

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

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

Data is based on 100 staff responses.

**88%**

of staff feel driven to help the agency succeed.

**87%**

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

**75%**

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

**80%**

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

**97.61%**

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

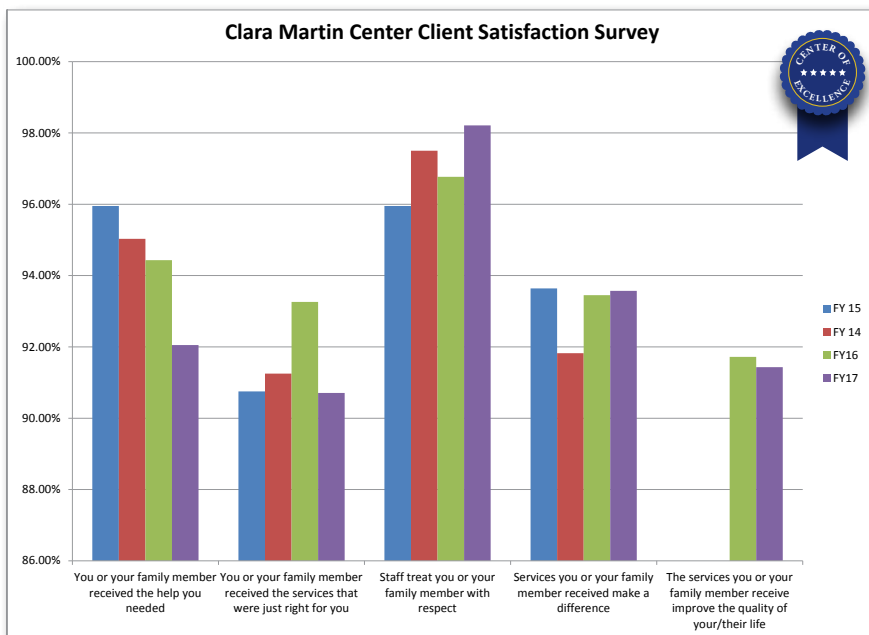
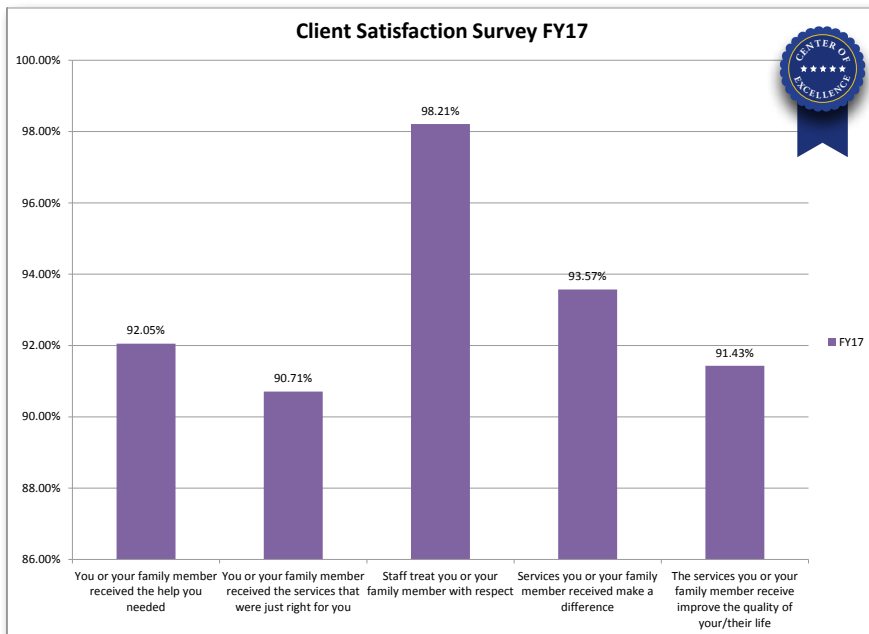
**93.8%**

reported that the services they received made a difference.

**7.4 out of 10**

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

Over the past five years, 1,387 people have responded to our annual Client Satisfaction survey.



**“This place is awesome, and I think everyone here is very amazing. I feel like this place is an oasis of productivity. Everyone needs raises, and more funding for mental health should come here. Only praises for Clara Martin. I owe my life to Clara Martin.”**

– CMC Client



## 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 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 program of Clara Martin Center, Washington County Mental Health Services and the 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.

**“The Team-based approach offers a supportive, nurturing environment in which to work.”**

**– CMC Staff**

### COLLABORATIVE SOLUTIONS CORPORATION

In 2007, Clara Martin Center, The 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, Gifford Health Care and The Medicine Shoppe pharmacy to provide services in the rural towns of Chelsea, Tunbridge and Washington.



## VERMONT CARE PARTNERS

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

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

The Vermont Care Network works to develop the state-wide 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:

## 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)

**“In my opinion, Clara Martin Center does a great job in providing services to people. The staff is always friendly and helpful and every person that works there deserves to be recognized.”**

– CMC Client

- 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 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



## THE BREWSTER MARTIN EXCELLENCE AWARD

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

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

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

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

## ADAM BINDRUM WINS 2016 AWARD

Adam Bindrum came to the agency in March 2006 as a Child and Family Case Manager part time as he was enrolling in his master’s program & would be starting an internship in May of that same year. He left CMC in September to finish his MA program. Adam returned to CMC in June 2007 as a full time Restorative Justice Clinician in our child and family program. He received his

LCMHC in 2009 and his LADC in 2011. Today he regularly leads the week long Adventure program, supervises interns and crosses program lines by seeing adult clients as well as transition age youth.

- Adam is a consistent source of support for new staff.
- Adam shows leadership in everything he does.
- Adam is a teacher of skill and professionalism.
- Adam is able to balance being personable and establish strong trusting relationships with clients.
- Adam is able to work with the most difficult populations of clients with success.
- Adam is respected by all staff and never passes judgement.
- Adam is honest, dependable, loyal, compassionate and professional.
- Adam is able to translate his skill across multiple settings in the office and community settings.
- Adam is able to develop a strong trust with clients which creates an environment for them to recover.
- Adam always has a smile on his face and greets you with a cheerful “hello” or “good morning”.
- Adam is respected and has great relationships with our community partners.
- Adam is warm, engaging and positive in his everyday outlook.
- Adam has a clear vision as to what he wants to do and what he does not want to do.
- Adam is able to focus his energy on what he is doing.
- Adam exemplifies quality, commitment and excellence.
- Adam is able to inspire and train new providers with some of the most difficult populations we serve.

His supervisor says it all in his last evaluation “Adam is a skilled, dynamic clinician who brings a great deal of creativity, enthusiasm, dedication and energy to the C/F team. Adam is eager to take on challenging cases and is supportive of his colleagues. He is eager to help out in any way he can. He is an instrumental cheerleader amongst his colleagues. When the team is faced with difficult situations, he is the first to look at the optimistic side & offer levity to the situation.” Adam is friendly, pleasant, professional and fun loving. The agency services have improved over the years and he has helped in many of these program initiatives. Adam is deserving of the honor and respect this award stands for and he is an excellent model of the Clara Martin Center motto “People Helping People”.



## ARNY SPAHN: A MAN DEDICATED TO HELPING PEOPLE

When you look around the community, it's common to see the same friendly, familiar faces at all the community events. Arny Spahn is one of those faces. His spirit and commitment to the community can be seen and felt through Central Vermont and beyond. Spahn has worked on several local town projects and served on many boards, including the Clara Martin Center board.

To honor Spahn's work and commitment to his local communities, Clara Martin Center has placed a granite bench at their 24 South Main Street site in Randolph, for the community to enjoy as they stroll by. The agency also named an annual award in his name – the “Arnold Spahn Community Service Award.” The first Arny Spahn award was given to Marla Simpson at the agency's annual meeting in 2016.

Back in 1976, Arny Spahn was appointed to the board of trustees by the town of Brookfield's selectboard. Thankfully for the agency and community, he has been there ever since, serving as Treasurer, President and as a member of all committees of the board. Spahn has devoted his entire life to helping others, and his more than forty years of service with the Clara Martin Center board have continued that commitment.

Growing up in Providence, Rhode Island, Spahn's first “real” job was working at a counter in a diner attached to the bus station. Serving people - making them lunch, making them feel good - started his devotion to serving others.



Marla Simpson accepts the first Arnold Spahn Community Service Award at the 2016 Annual Meeting



Spahn said “At that age, I was one of those on the lower social end. But I started to see that there were lots of other people with less hope, less skills, less means than me.”

At the age of 18 he left to join the Air Force and later worked in Danbury, CT building high voltage test equipment – he eventually became the company's staff photographer and technical writer, where the concept of duty became even more important to Spahn. “Combining the idea of giving because I could, with the idea of having a duty has carried through to today.” Spahn said.

Arny's love of photography brought him to Vermont in the 1970s to attend a photography course in Woodstock, VT. Soon after that visit, Arny and his wife Priscilla moved to Vermont where they opened their own photography business, Bridge Hill Studios. Their photography business started in their home in Brookfield and eventually moved into a studio in Randolph village until their retirement in 1997.

Spahn's interest in the mental health field stems from his family's experience with mental illness. When Spahn was a preteen, he remembers his cousins struggled with mental illness. At the time, he did not know what it was, but he knew the children were challenged and kept at home by his uncle.

Spahn sees a need to monitor and promote access to mental health services for the good of the community. “We provide health services as important as physical health. When we fail, it can be totally catastrophic. When we succeed, we can save lives and we can help people function happily. I believe we have the expertise and compassion to succeed far more than we fail.” Spahn said about the work being done at the Clara Martin Center.

“Clara Martin Center is a place where everyone can find help working through whatever is causing unhappiness.” Spahn said when asked what he wished others knew about the agency. “When tragedy strikes, from a suicide to a natural disaster, we are available. When the situation calls for it, there is no charge.”

When Spahn first came to Clara Martin Center the agency was very small with only one office in Randolph. Spahn credits the steady growth in services and size of the agency over the last 25 years to Executive Director, Linda

**“Combining the idea of giving because I could, with the idea of having a duty has carried through to today.”**

**– Arny Spahn**

Chambers’ leadership, but admits that perhaps the fact that the Board has been pretty stable, has allowed that growth to happen. Stability at the board and executive level have provided smooth leadership transitions according to Spahn. “Probably the best thing to happen [to the agency] is the smooth transition between CEOs. There has not been a time in any of the three transitions among four CEOs when I felt that the Agency was not moving forward very smoothly, without any visible staff disruptions.”

The mental health field is continually evolving and this has been true for Spahn’s tenure, which has led the agency through initiatives such as helping to rebuild the downtown, launching an independent school, and establishing an electronic health record. According to Spahn “My personal devotion comes partially because I feel that I’m trusted and respected, partially that I’m actually effective. I just know that without being an advocate,

there would be less support for Clara Martin Center and the work we do.”

Spahn believed the implementation of the new Electronic Health Record provided opportunities for future planning at Clara Martin Center. “Having good policies means our data is safe and accessible, and contains helpful information. Knowing what we are doing, and what the trends are, lets us work better and more efficiently.” he said.

One of the biggest initiatives for the agency was the decision to drop developmental services. “We could see that that half of the agency was a financial burden which we could not sustain. I think the State is still having difficulty in affording the services which the DD side needs and deserves.” Spahn said.

Another big initiative was to develop East Valley Academy, Clara Martin Center’s independent school in East Randolph. Spahn said “It started as a way to take a few students with behavioral problems aside so they could learn what they needed to fit into a schoolroom. We became more sophisticated and started taking on the most difficult kids in our service area. Today, we can work with kids almost all the way from first grade to graduation, keeping them on an educational path.”

Acting on his deep personal devotion to help communities, Spahn urged Chambers to work with Peter Winslow to rebuild 10 Main Street after several fires had gutted Main Street, saying it was “for the health of downtown.” Spahn admitted “Taking part in rebuilding Randolph after the fires was a big financial risk. I thought that we could work it out, and Linda did. I think Clara Martin Center played a major role in saving downtown Randolph.”

When asked about the future of mental health, Spahn commented “My biggest hope right now is that the federal government will understand that there is an obligation to help folks who are unable to help themselves, that parity between mental and physical health is necessary. As a nation, we need to focus on addiction as a major disease.”

For now, Spahn will continue his focus on making an impact at a local level. “Clara Martin Center is a vital part of life in our service area. We do a lot of good here, and have a lot of positive influence in the State because we are very good at what we do.” Spahn said. This can be attributed, in part, to Spahn’s long dedication to the agency and commitment to ensuring that the clients are always at the heart of every decision.



CLARA MARTIN CENTER

# COLOR

2<sup>nd</sup> annual  
5.19.2018

# Splash

A FUN AND COLORFUL 5K FOR EVERYONE!

**SATURDAY**  
**MAY 19, 2018**

**THETFORD ACADEMY**  
**WOODS TRAIL**



24-Hour Emergency Service

1-800-639-6360

[www.claramartin.org](http://www.claramartin.org)

 /claramartincenter

### Walk-In Clinic

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



#### Randolph

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

#### Ayers Brook

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

#### Community Support Program

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

#### Safe Haven and Chris's Place

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

#### East Valley Academy

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

#### Bradford Farmhouse

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

#### Bradford Main Site

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

#### Chelsea Health Center

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

#### Wilder Office

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

#### Regional Alternative Program (RAP)

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

#### Central Vermont Substance Abuse Services

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

#### Central Vermont Addiction Medicine

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