



*deep roots ♦ strong future*

**Clara Martin Center**  
*People Helping People*

57 Years of People Helping People

**2023**  
OUTCOMES REPORT

# WELCOME



Dear Staff, Clients, and Community Members,

Greetings during this beautiful fall season in Vermont! I am pleased to report that Clara Martin Center has had another successful year serving clients and meeting the needs of our community. There is no greater privilege than supporting our rural communities and providing much needed mental health and substance use services. I would like to highlight a few areas pertinent to the agency:

- This September, we were successfully re-designated by the Department of Mental Health. This is a rigorous review process that occurs over a two-year span insuring that we meet regulations, expectations and provide high quality services to the residents of the greater Orange County area. Strengths identified were our diversity, equity, and inclusivity (DEI) efforts, our leadership, and our ability to use data to inform our care delivery system.

- We continue to be innovators and pioneers regarding the implementation our Certified Community Behavioral Health Clinic grants. Clara Martin Center was the first community mental health center in the State of Vermont to be award a federal SAMSHA CCBHC planning grant in 2021. We successfully completed this 2-year grant in February 2023. Subsequently, we were awarded another 4-year grant to continue the innovative work we started a few years ago. We just completed year one of the 2nd grant which started in September 2023. At the same time, we have assisted other designated agencies and the State of Vermont in pursuing CCBHC status. We are very proud of our continued efforts to be leaders in the field of behavioral health.

- This year, the Clara Martin Center is proud to report that we received the Governor's Worksite Wellness Award-GOLD level. This is an important achievement highlighting our commitment to ensuring we support our staff from a variety of different wellness perspectives and ensure it is a great place to work and to receive care. We value the health and well-being of our staff and clients. We need to support one another so we can take care of our clients to the best of our ability.

- We are currently in the process of developing our strategic plan for the next few years with the Board of Trustees. This is projected to be finalized in December of 2023. With so much demand for our services, it is important that we prioritize our efforts, and our strategic plan will help guide us in this direction.

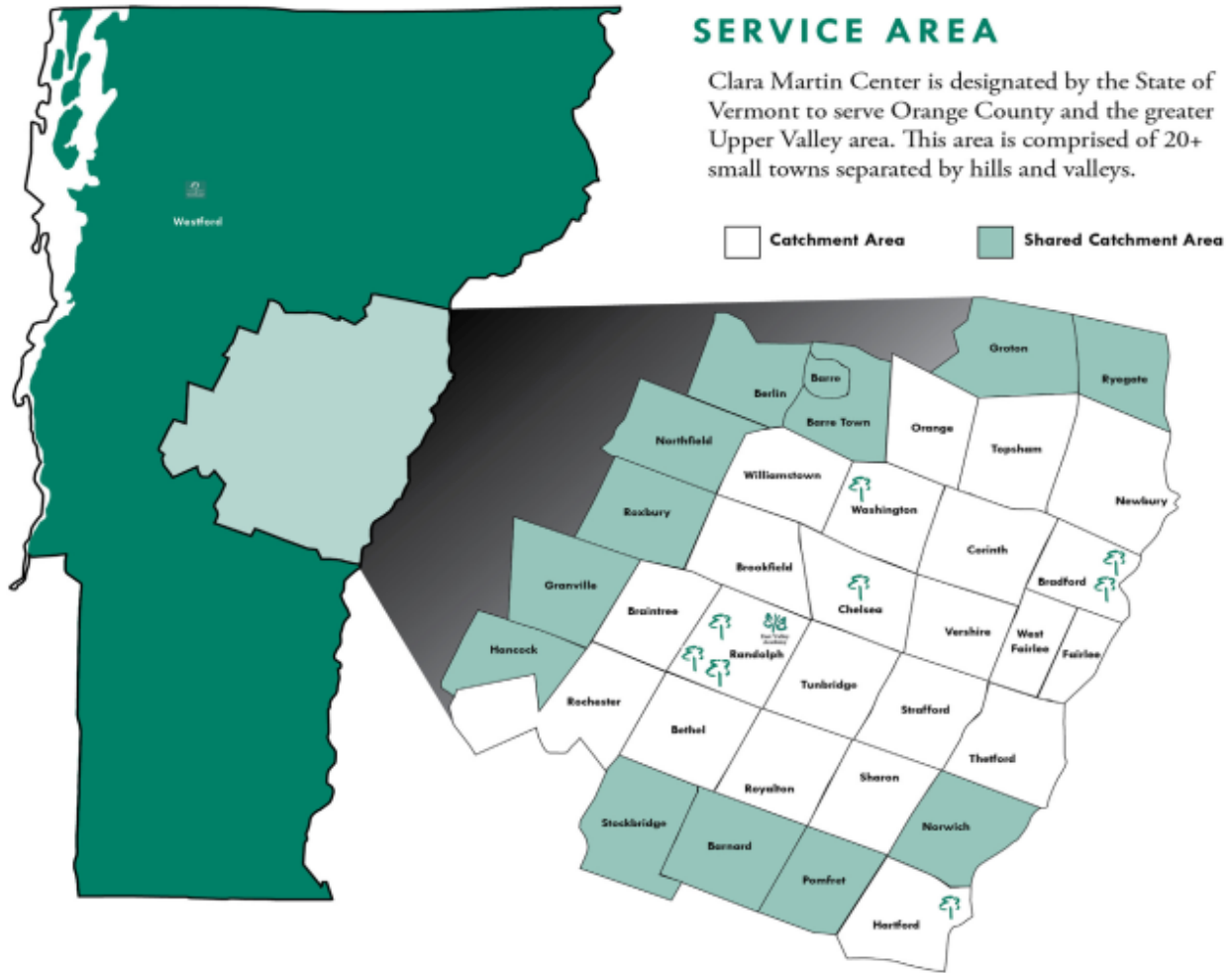
- We continue to learn, develop, and enhance our DEI efforts, providing training to staff and enhancing the quality of our services to clients.

As a leader of this organization, I continue to be in awe of the strength, commitment and resiliency of our staff and clients during very difficult times. It is a privilege to lead this organization comprised of so many exceptional people, who bring varied talents, skills, and strengths to the organization. During these uncertain times, it is comforting and re-assuring to know our organization is strong and our staff and clients can depend on the stability, consistency, and high quality our organization is known for well into the future.

With deep respect and high regard,

A handwritten signature in cursive script that reads "Melanie Sidney".

Executive Director



## 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.

# Board of Trustees

Arnold Spahn

**President**

*47 Years of Service*

Representative from Randolph Center since 1976

Dennis Brown

**Vice President**

*22 Years of Service*

Representative from Randolph since 2001

Priscilla Spahn

*16 Years of Service*

Representative from Randolph Center since 2007

Rachel Westbrook

**Secretary**

*14 Years of Service*

Representative from Randolph since 2009

Chief Loretta Stalnaker

*4 Years of Service*

Representative from Royalton since 2019

John Durkee

*3 Years of Service*

Representative from Tunbridge since 2020

Dr. Page Spiess

**Treasurer**

*2 Years of Service*

Representative from Randolph Center since 2021

Carl Demrow

*2 Years of Service*

Representative from Corinth since 2021



## BOARD ADVISORY AND LOCAL PROGRAM STANDING COMMITTEE

Arnold Spahn

Priscilla Spahn

Marla Simpson

Margaret Bennett

Robert Turner

Alan Lane

Turner Russo

Melanie Gidney (staff)

Christie Everett (staff)

Gretchen Pembroke (staff)

Jenni Campbell (staff)

Kristen Briggs (staff)





# Chief Operating Team

Name	Title	Years of Service
Jena Trombly	Director of Human Resources and Compliance	32
Melanie Gidney	Executive Director	31
Gretchen Pembroke	Director of Adult Services and Primary Care Integration	24
Dr. Kevin Buchanan	Medical Director	21
Jenni Campbell	Director of Child and Family Services	18
Michele Boutin	Health Information Director	18
Demetra Hazatonos	Clinical Director	17
Christie Everett	Director of Operations	11
Kristen Briggs	Director of Access and Acute Care Services	10
Danielle Cayton	Director of Substance Use and Criminal Justice Services	5
Tim Ross	Chief Financial Officer	1

“ Upper management- the level of support and way that they view their employees as assets and people with lives is so important. In addition, the flexibility that is afforded to get creative in providing needed services is fantastic. ”

~Staff Member

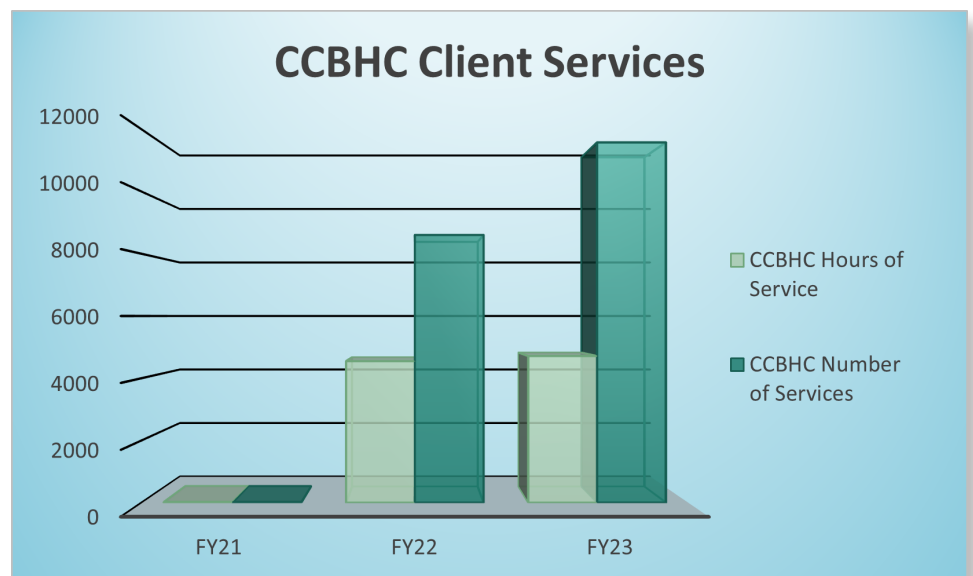
# Certified Community Behavioral Health Clinic

In recognition of the success of Clara Martin Center's first Certified Community Behavioral Health Clinic (CCBHC) expansion grant in 2021, SAMHSA awarded Clara Martin Center a 4-year CCBHC Improvement and Advancement grant through 2026 to expand on development that had begun under our original CCBHC grant. During the course of completing a community needs assessment, it became clear that two populations of people required targeted focus to enhance service delivery and care in our region.

With a focus on Transition Age Youth ages 16-22, efforts began under the new grant to identify gaps in service delivery and strengthen programming for this population. Providing therapeutic supports in the youth's environment help adolescents and young adults succeed and develop caring relationships by being held to high expectations and giving them opportunities to participate and contribute to their communities.

As part of the CCBHC development, recruitment efforts began to hire peer support positions focused on the mentorship and support of TAY and their families. Services are being enhanced to further incorporate substance use treatment, as well as therapeutic adventure-based programming that allow youth opportunities to work on treatment goals at any level of engagement or stage of treatment. These services focus on developing self-esteem, problem solving skills, goal setting, communication skills and working cooperatively with others.

Along with the TAY population, there remains an awareness that individuals between the ages of 60 to 79 are the fastest growing segment of Vermont's population, so the demand for services for older Vermonters will continue to rise. Services for older Vermonters provide psychological services to older Vermonters in their home or in the office and provide interventions to improve mental health symptoms, overall functioning and quality of life, while also addressing substance use concerns and isolation. A focus of development for this population is the broadening of services and supports that can be provided in the community or an individual's home, as well as workforce training to address the needs of this population and better identify the presence of mental health and substance use issues to provide effective services.



# Certified Community Behavioral Health Clinic (cont.)

While the Agency worked independently to implement CCBHC services at Clara Martin Center, we also continued our leadership role in statewide discussions of the future of CCBHC in Vermont with other Designated Agencies and the State of Vermont. During this period, three other agencies were successful in receiving their first CCBHC grants in 2022, and in 2023 the State of Vermont was successful in receiving a one-year CCBHC planning grant to explore statewide certification criteria, develop a Prospective Payment System (PPS) for Medicaid reimbursable services, and prepare an application to join the federal CCBHC Demonstration program. Through this work, Clara Martin Center is well positioned to effectively provide services to address the needs of individuals living in Orange County and the greater Upper Valley for years to come.

“ CMC is amazing! Not only does the agency care about the communities served, they care about their staff community! I came here almost three years ago trying to find a positive connection, an agency I could settle with. CMC did not let me down. In the almost three years I have felt part of something, respected, cared about...very much like a family. My supervisor has been VERY supportive when I have been struggling with work to personal stuff. My coworkers make me feel honestly happy, accepted and part of something bigger than me. I love how CMC supports the populations served as well as making sure the staff are healthy and happy. An amazing holistic approach! A huge thank you goes out to CMC for creating a place in this world where I can grow/develop as a professional and enjoy the journey along the way!”

~Staff Member

# CMC Initiatives

## Worksite Wellness

Self-care and overall wellbeing is a critical to support our workforce as they provide care to others. Here at Clara Martin Center we continue to build and strengthen a culture of wellness throughout all of our programs and locations, that promotes employees to make healthy choices and to live a healthy lifestyle. Our dedicated Employee Wellness Committee designs, plans and implements wellness focused activities and programs for staff to participate in, including both on-site and off-site options, some of which include family members. Our culture of wellness is supported from a robust Employee Assistance Program (EAP) that provides staff with a multitude of on-line and app based resources including webinars, coaching and counseling on topics ranging from financial, emotional, physical, legal and family concerns. Our EAP company offers free books to employees, and provides special member discounts. Our health insurance carrier Blue Cross and Blue Shield of Vermont provides both financial and technical support to our wellness initiatives, and our insurance broker relationship with One Digital offers a plethora of wellness resources to staff including the monthly Mental Health Minute & Live Well Work Well Newsletters. Some of our wellness events from 2022 – 2023 include sponsorships of the Governors Corporate Cup Challenge, support to The Prouty, participation in Vermont’s National Alliance for the Mentally Ill (NAMI) walkathon, apple picking, family ice skating, quarterly healthy snack boxes, flowers for mental health awareness month, heart health awareness & educational trainings. Individual sites also implement site-based activities for staff to promote engagement and social connections. As a result of Clara Martin Center’s focus on employee wellness, this year we were recognized as a supportive place to work, and honored with the Gold Level Governor’s Worksite Wellness Award.



## Access

Clara Martin Center continues to embrace Access as a lens through which to look at client care delivery and community mental health. This allows us to appreciate the role we all have in this work and the impacts to care. Through optimization processes, we have been able to match workflow with role and requirements, leading to prioritizing utilization of time across the agency. The Same Day Assessment Pilot Program in Wilder has allowed for individuals in need of substance use services to get support by walking in during identified hours when they are ready for treatment, decreasing the need for scheduled assessments and decreasing the rate of no-shows/cancellations across the agency. Clara Martin Center continues to focus on protocols and the information we collect from clients in order to streamline processes and lessen barriers to active and potential clients.



# CMC Initiatives

## Collaborative Network Approach

The Clara Martin Center began participating in the statewide training opportunity for Collaborative Network Approach in the fall of 2022. CMC supported four staff in completing the training process, solicited feedback from participants, and reviewed the process in leadership. In the fall of 2023, CMC supported additional staff to attend a training reviewing CNA and an additional two staff will complete the full training between 2023/2024. The Collaborative Network Approach (CNA) is a way of working that emphasizes using the client's words, supporting client choice in decision-making, including clients' family and natural supports in healing and planning conversations if the client is open to this and transparent and collaborative decision-making. A priority of CNA is to support the resilience of the client's relationships with family/friends and other "natural supports" during times of difficulty, and to see them as valuable resources in responding to crisis situations. Vermont's CNA has its roots in the Scandinavian practices of Open Dialogue and Needs Adapted Treatment.

Open Dialogue (OD) is both a therapeutic intervention and a way of organizing services. OD is an integrative approach that embodies systemic family therapy and incorporates some psychodynamic principles. It embraces a network perspective, bringing together both social and professional networks, to provide continuity of psychological care across the boundaries of services. It encourages families to meet immediately and frequently after referral to openly explore acute mental health crises. The approach aspires to create a space where decision making is transparent and service users are able to find new words for their experiences. OD privileges community treatment over hospitalization.

“ I think CMC provides an invaluable service to both the community and the individual clients they serve ”

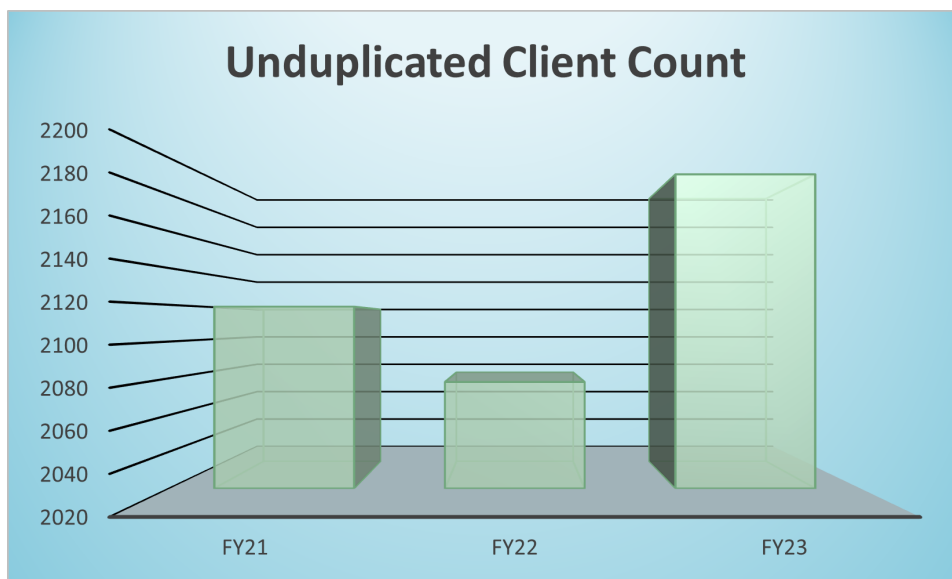
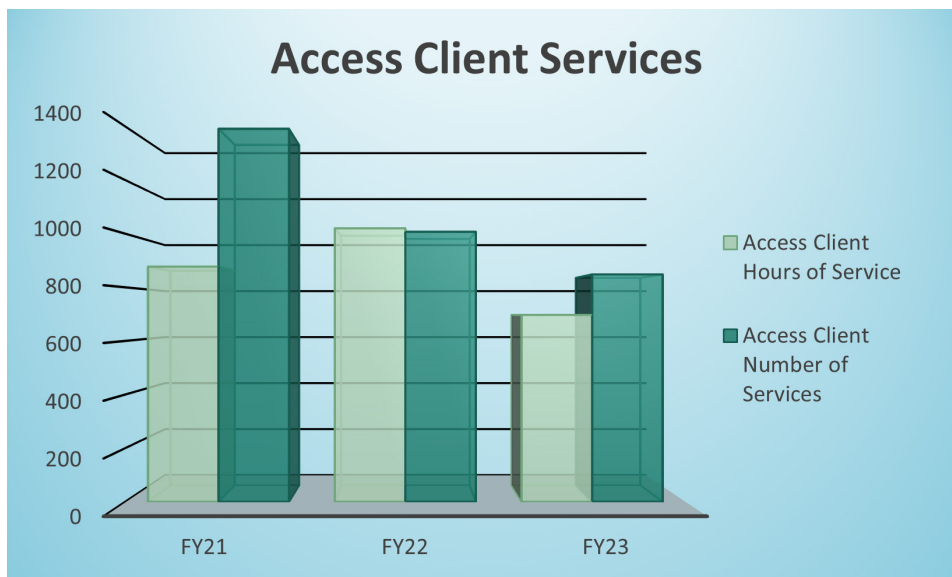
~Client





# Access Program

Entry point for the majority of services offered at the Clara Martin Center. Access staff members work to assist individuals in addressing any barriers to care, that may include financial or transportation difficulties, streamlining entry into services in a timely manner, and supporting someone through completion of the intake process.

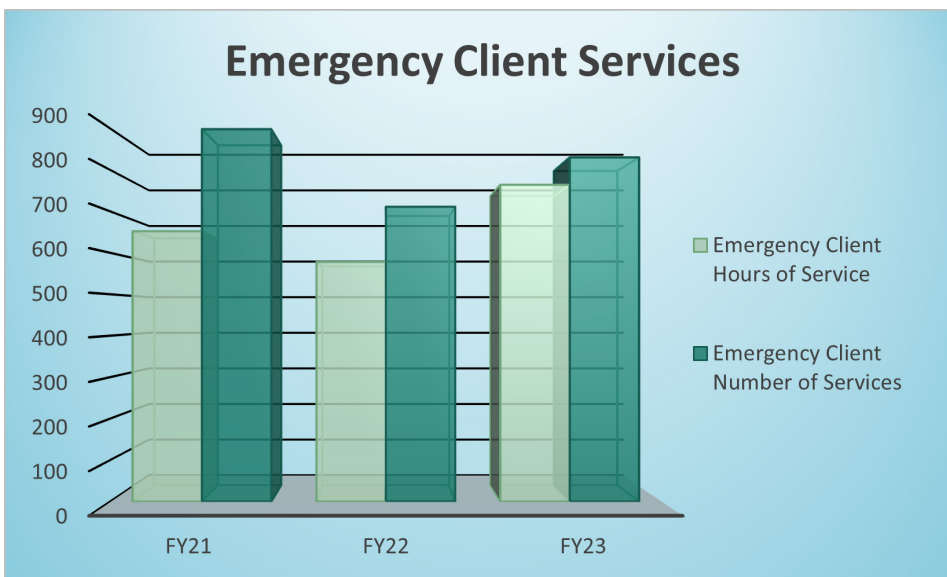
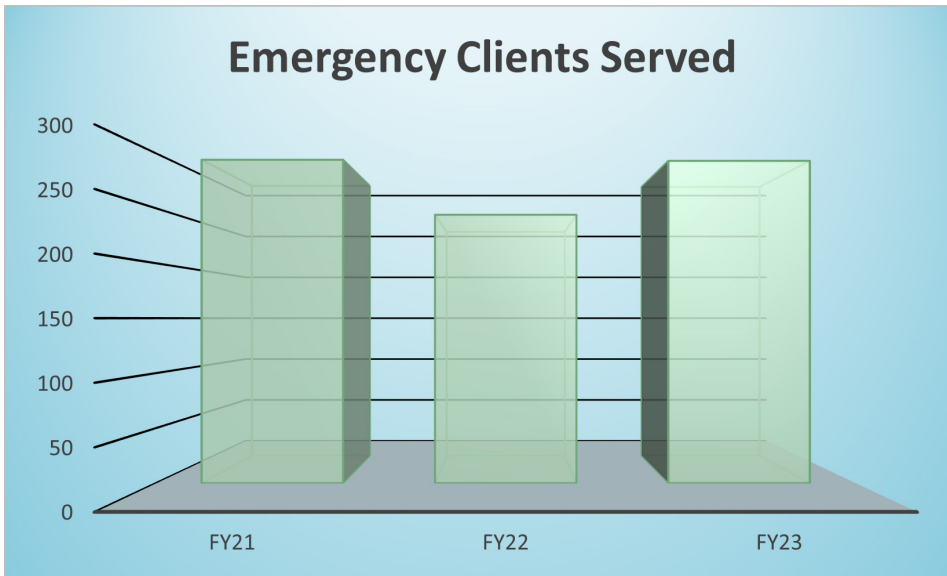


662  
People Served



# Acute Care Program

Provides immediate access to emergency support through a number of different avenues for individuals in times of crisis. Available 24 hours a day, 7 days a week by telephone or in person, the Acute Care team responds to help individuals through trying times in their lives, to recover quickly from difficulties, and help foster resilience.



293  
People Served

# Residential Program

## Safe Haven

Safe Haven continues to provide a recovery oriented living environment for homeless adult individuals who have a mental health or substance use diagnosis. Safe Haven provides a place to live within the community while working on personal goals in a safe and supportive recovery-oriented environment. The Safe Haven project works to build a community of people with lived experience, both to provide supports within the house amongst the guests, as well as within the larger community.

## Chris's Place

Chris's Place remains a valuable resource to individuals as an alternative setting to a hospital admission. For adult community members who are experiencing a period of time when they need additional support, they may arrange a voluntary, short-term 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 support.



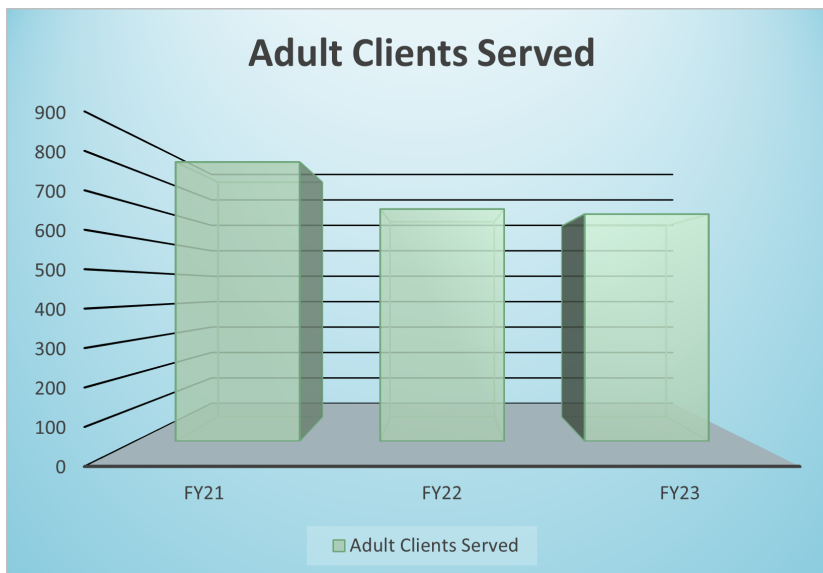
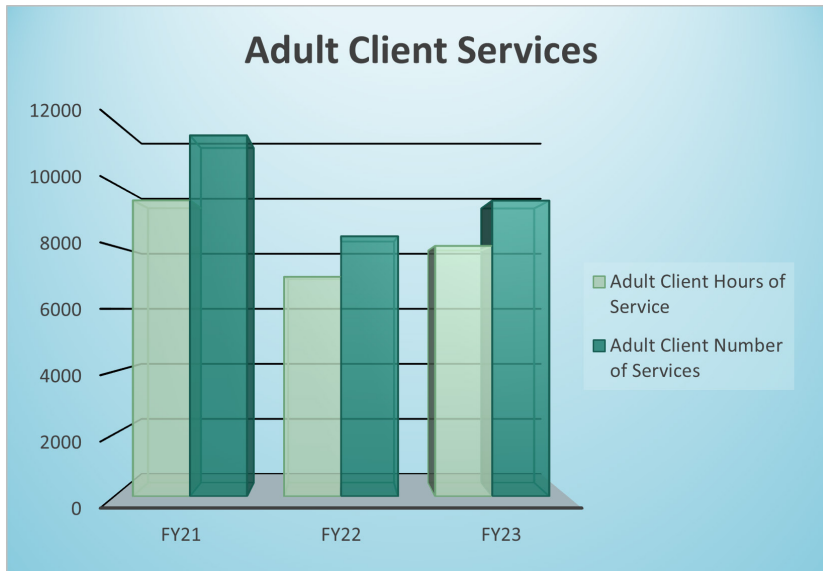
“ Thank  
you for your great work  
on helping myself and others  
so we can be physically and  
mentally better ”

~Client



# Adult Outpatient Program

Provides outpatient mental health services to adults in an individual and group therapy basis, and promotes health and wellness by offering individualized support services. Case Management services provide additional resources to the program.

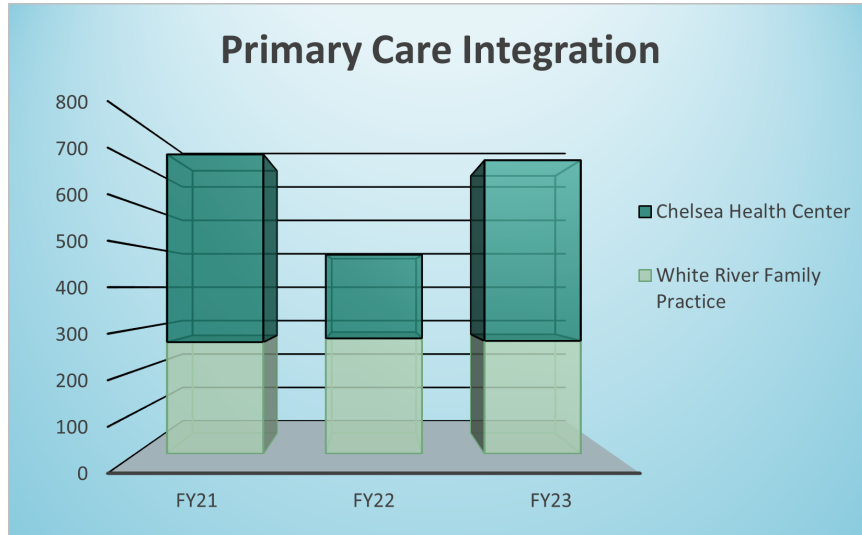


671  
People Served

ADULT OUTPATIENT

# Primary Care Integration Program

Ensures access and coordination with primary health care services for those accessing services at the Clara Martin Center. Clara Martin Center maintains strong, collaborative relationships with primary care practices within our service area.



Look for our sign at the  
Chelsea Health Center!

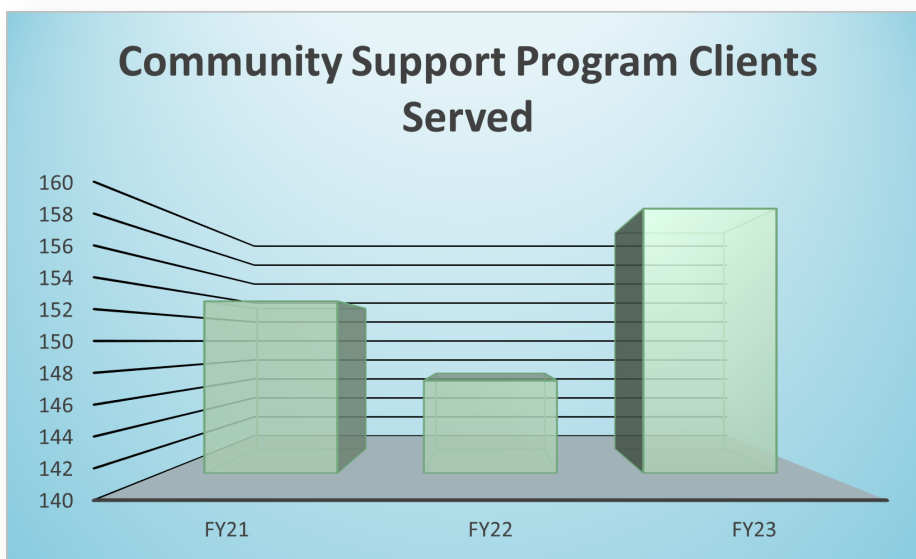
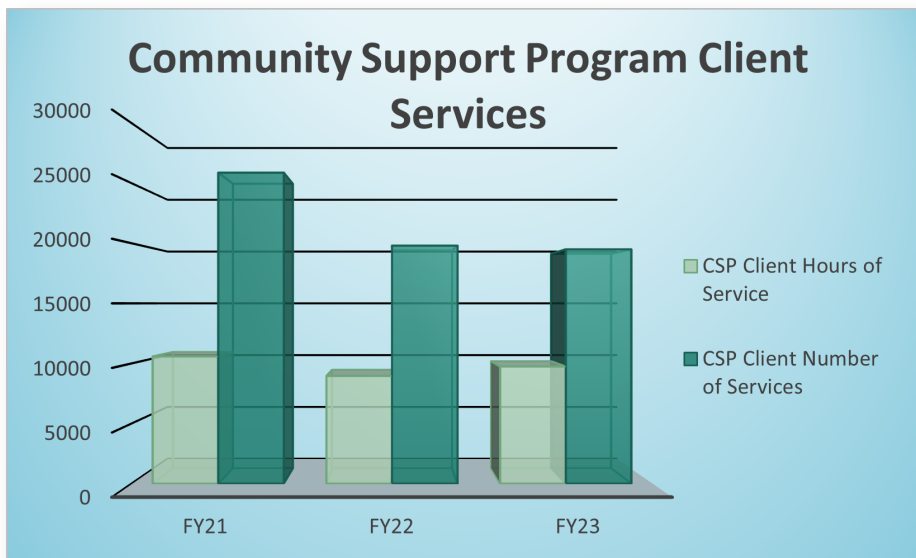
705  
People Served





# Community Support Program

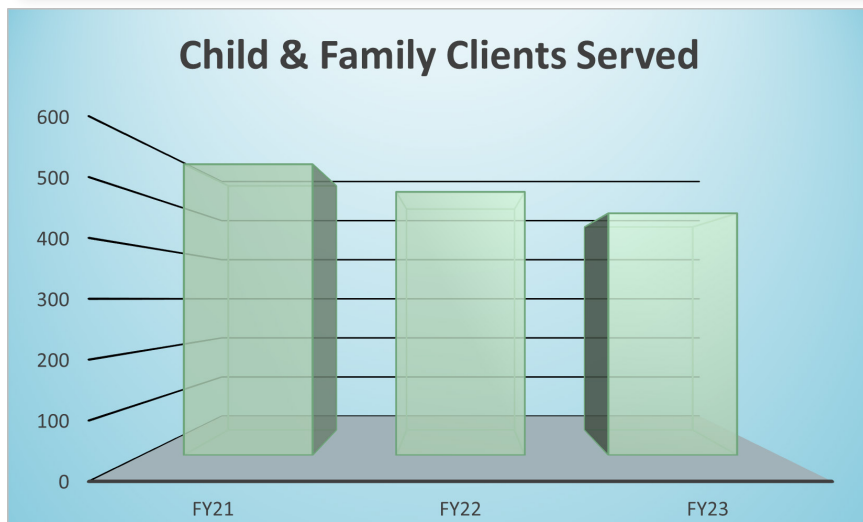
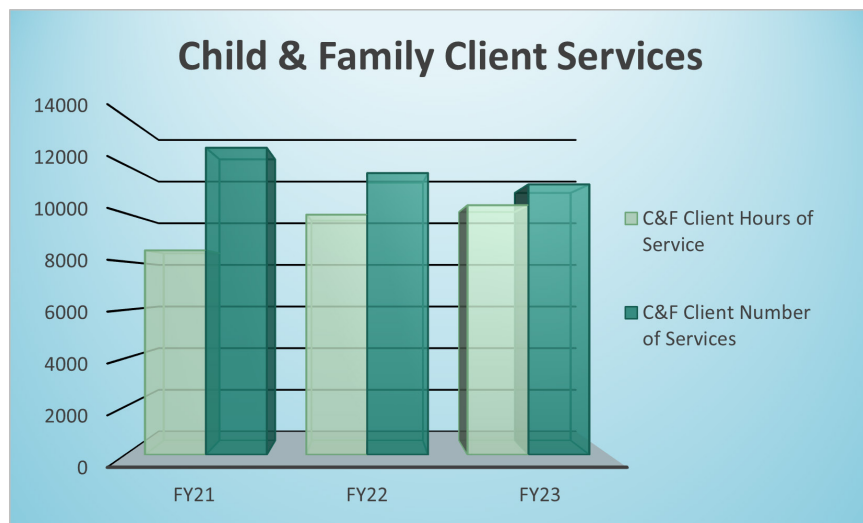
The Community Support Program (CSP) assists individuals with mental health challenges in achieving and sustaining the highest quality of life consistent with their abilities, needs, personal ambitions, and available resources. CSP serves adults, 18 years of age or older, who meet specific eligibility criteria set forth by the Vermont Department of Mental Health. All CSP clients, regardless of need, are assigned to a primary case manager and seen at least annually by a member of the medical team.



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People Served

# Child and Family Program

Provides outpatient mental health services to children and their families in an individual and group therapy basis and promotes health and wellness by offering individualized support services to enhance the functioning of the family unit. Case Management services provide additional resources to the program. 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. Early Childhood Mental Health Services serve children ages 0 to 5, General outpatient services serve children ages 6 to 15, and Transition Age Youth (TAY) Services serve ages 16 to 22.

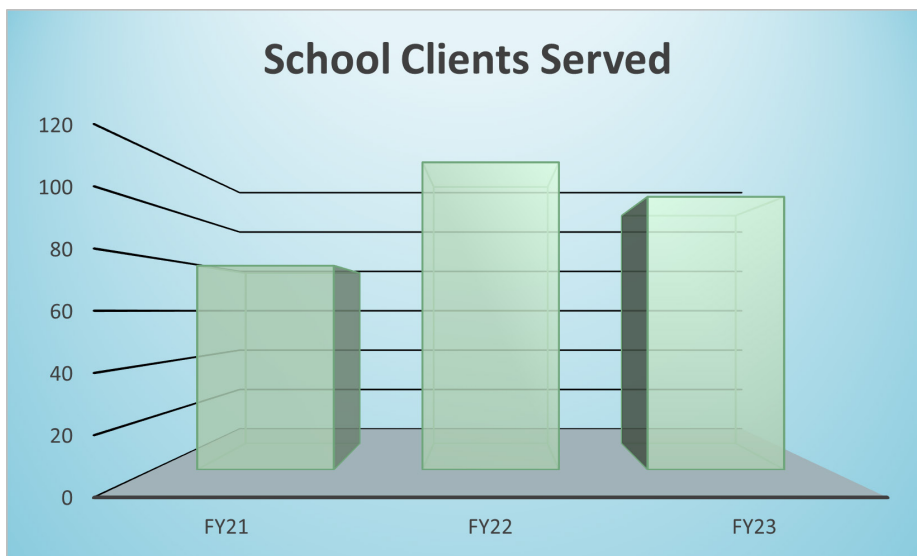
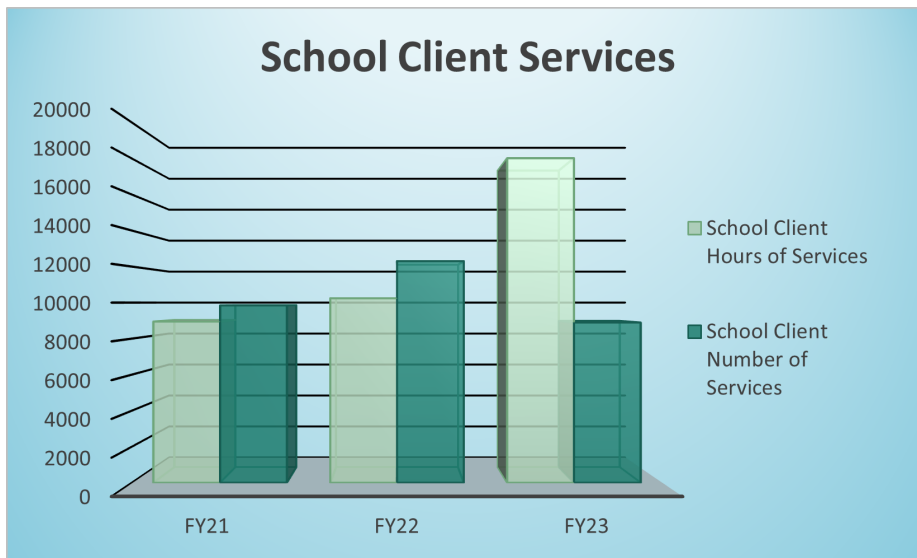


464  
People Served



# School Services

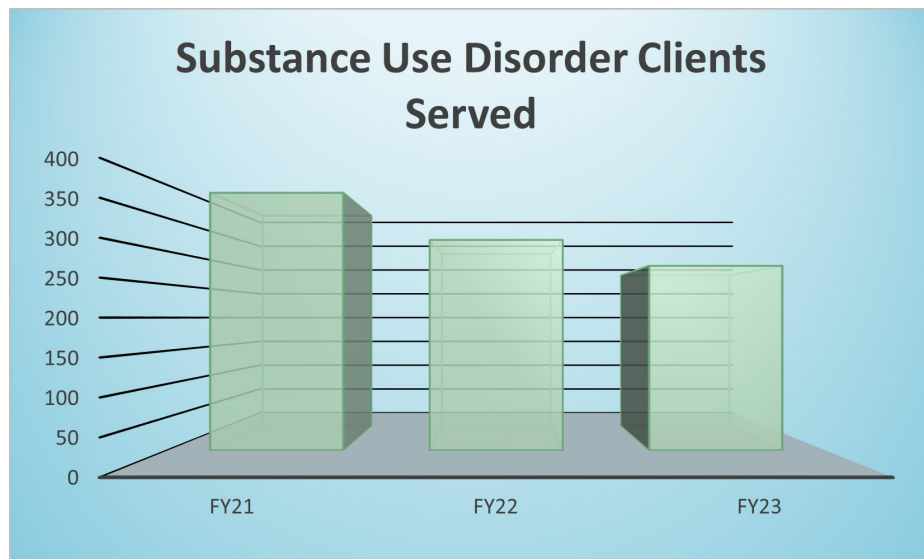
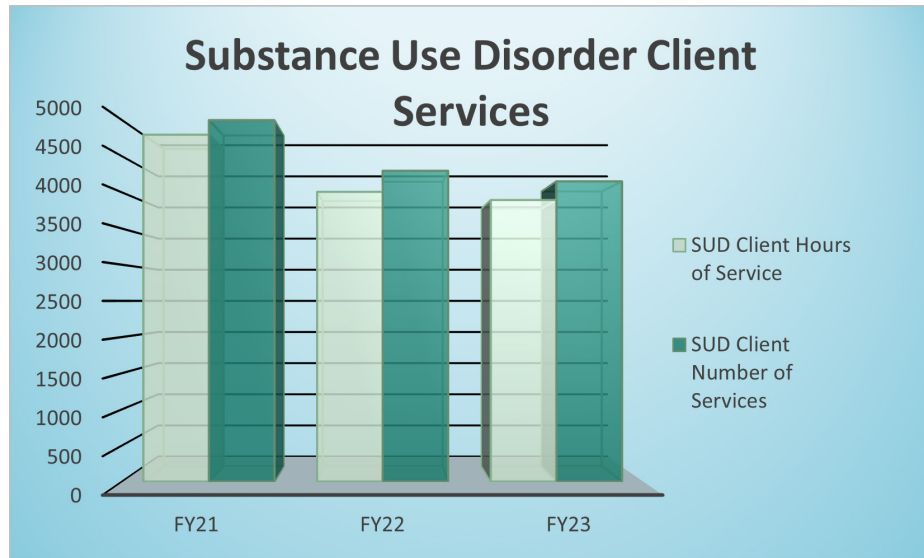
School services provides a continuum of student centered supports and interventions that allow students with mental health challenges to be successful student learners. School services include Behavioral Analysis, Behavioral Consultation, Behavioral Intervention, School Based Clinicians, and Alternative School Programming at East Valley Academy.



103  
People Served

# Substance Use Disorder Program

Promotes healthy lifestyles by reducing the harmful effects of alcohol and other drugs on the client, family, and community. The program provides comprehensive treatment which addresses the needs of both the person with a substance concern and the people affected by the substance concern. Services include individual, group and family therapy, outpatient recovery and aftercare services, motivational groups, and Intensive Outpatient Program (IOP) services.

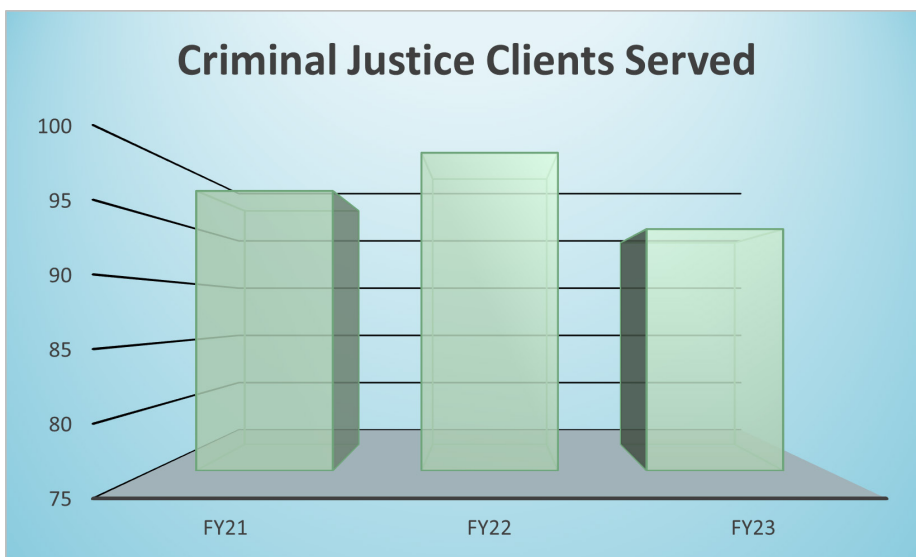


278  
People Served



# Criminal Justice Program

Provides assessment and treatment services to people who have been, or are currently involved with the court or corrections system to enhance their ability to function and thrive effectively in the community, re-enter the community successfully, and reduce the risk of committing additional crimes. Services provide through the Criminal Justice Program include Domestic Violence Accountability Program (DVAP), Anger Management, Sex Offender Treatment (SOT), and Re-Entry Case Management.

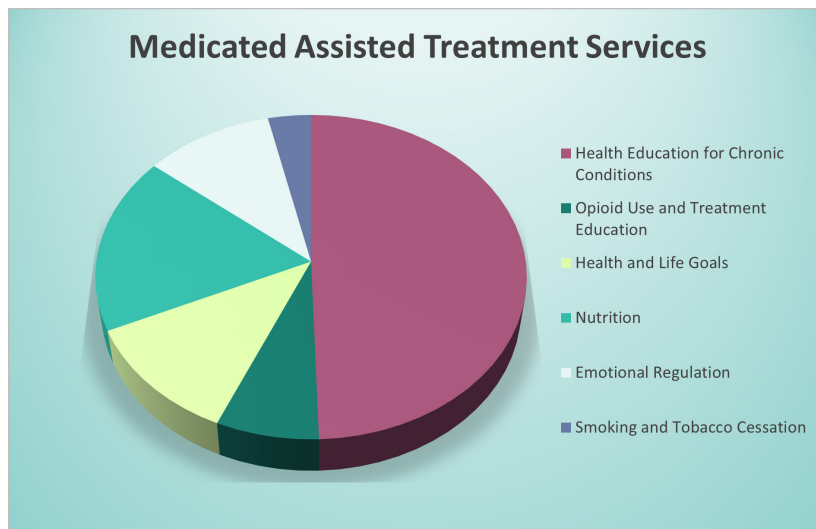


94  
People Served



# Medicated Assisted Therapy

The Medication Assisted Treatment (MAT) program at CMC offers harm reduction and recovery support using medications, combined with psychiatry, therapy and nursing supports for people with Opioid Use Disorder (OUD). At a minimum of once per month, clients receive an individual or group therapy service, a toxicology screening, and a nursing support meeting with our CMC MAT nurse. The ultimate goal of the MAT program is to support clients in reducing/eliminating cravings for substances, reduce risk for adverse health outcomes such as overdose; and support clients in living a self-directed life.



25  
People Served

“ I believe one day I will no longer need the level of care I need now. The support of my therapist makes me feel this confidence ”  
~Client



# Staff Anniversaries



Hoyt Bingham  
Danielle Cayton  
Tanya Croke  
Phil Dimond  
Brian Emmons

Sam Howe  
Nina Lloyd  
Amanda Plante  
Kathleen Robbins  
Ashley Shepard



Courtney Baker  
Kristen Briggs  
Heather Hood  
Donna Kendall



Aida Busconi  
Christalee Kinney  
Darrell Smith  
Laurie Tiemann-Farrington  
Mary Tucker



STAFF ANNIVERSARIES

# Client Satisfaction Survey

Over past 11 years, clients have responded to our Annual Client Satisfaction Survey 2,763 times!

The 2023 Client Satisfaction Survey results show that:

8.9 out of 10 people said they would refer a family member or friend to Clara Martin Center

86.1% reported that the services they received made a difference



Clara Martin Center  
*People Helping People*

93.3% reported that Clara Martin Center treats them with respect

“ The services at Clara Martin have all around been a great experience ”

~Client





# Staff Satisfaction Survey

94.57%  
I Feel Driven  
to Help the  
Organization  
Succeed

89.25%  
I'd Recommend  
CMC to Family  
or Friends for  
Employment

“ Very strong financial management making for long-term financial stability of the organization. Largely open lines of communication from top to bottom. Strives to provide a living wage to staff. ”

~Staff Member

89.25%  
I'm Encouraged  
to Take Action  
When I See A  
Problem

83.87%  
I Feel  
Supported in  
My Job



STAFF SATISFACTION

# 2023 Awards

Every year, Clara Martin Center gives out the Vocational Services Award, the Arnold Spahn Community Service Award and the Dr. Brewster Martin Award to honor deserving colleagues and community members who embrace the CMC motto of "People Helping People" and exemplify community engagement and advocacy for the needs of individuals experiencing MAT or SUD challenges. The recipients of these awards embody that philosophy with their work over the past year.

## Dr. Brewster Martin Award



### Courtney Ness

The 2022 Dr. Brewster Martin Excellence Award is given annually to a Clara Martin Center employee in honor of a caring country doctor, whose strong support of this agency and the citizens of Orange County and beyond, will always be remembered for his work and dedication. This year, the award was presented to Courtney Ness, Child and Family Clinical Case Manager and Transition Age Youth Coordinator. Courtney's commitment to community mental health shines brightly through her work with her clients, bringing her knowledge, resourcefulness, empathy, and compassion to every interaction. She maintains a client focused environment, focused on their strengths and empowering them to succeed in future endeavors. Courtney is truly a People Helping Person.

“ I have relied on the Clara Martin Center many times when I have been in crisis. I am so grateful that I can walk into the clinic and see a counselor if I am struggling in between sessions with my regular counselor. My regular counselor has been a tremendous help to me. Thank you for all that you do.”

~Client





# Arnold Spahn Community Award

## Have Justice, Will Travel, Inc.

The 2022 Arnold Spahn Community Service Award was presented to Have Justice, Will Travel, Inc. HJWT provides legal and supportive services to battered, low-income women and their children, while also working to break the generational cycle of abuse within rural families by reducing the gaps in resources for victims of domestic abuse. In addition to this, they provide furniture and other items to improve the lives of their clients. They have assisted several CMC clients over the years and helped a CMC employee who donated a house full of items to their organization. HJWT has helped their clients escape from various situations, moving their items in the process. They truly go above and beyond to improve the lives of their clients and the community around them.



# Vocational Award

## HireAbility

The 2022 Vocational Service Award was presented to HireAbility in recognition of their work over the last 5 years. Through their collaborative efforts, they have provided employment placement for 73 clients, and educational placements for 34 clients. HireAbility takes client preferences and needs into account and provides individual services to assist each client with their job goals. They provide so much for our clients, including paid work experiences, career training offsets, benefits counselling, vehicle repairs, tuitions, and funding for computers, tools, clothing, and footwear. HireAbility is a true partner in promoting learning and career opportunities and continue to create an environment where clients are set up for success.



# Collaborations

## Gifford Health Center



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

## Collaborative Solutions



In 2007, Clara Martin Center, Howard Center and Washington County Mental Health Services joined together to establish a new corporation called Collaborative Solutions Corporation. This entity was developed to create Community Recovery Residences (CRR) to assist the State of Vermont with the census at the Vermont State Hospital and to meet the step-down needs of hospitalized individuals. The first CRR established was Second Spring South, a licensed Level III Care Home located in Williamstown, Vermont. Second Spring North opened in Westford, Vermont in 2013.

## Vermont Care Partners



Clara Martin Center is one of the sixteen member agencies of Vermont Care Partners. The Vermont Council of Developmental and Mental Health Services and the Vermont Care Network came together under the partnership of Vermont Care Partners to provide statewide leadership for an integrated, high-quality system of comprehensive services and supports. The Vermont Council focuses on national and state policy development, lobbying, and advocacy to strengthen developmental, mental health and substance use services. The Vermont Care Network works to develop the statewide network that integrates the full continuum of health, wellness and social services. By providing care beyond health care and through enhanced services, collaboration and integration, the network improves value, health outcomes, and life satisfaction.



# Collaborations (cont.)

## Little Rivers Health Center

Little Rivers Health Care is a 501(c)(3) non-profit and Federally Qualified Health Center funded in part through a grant from the U.S. Department of Health & Human Services and generous community support. Little Rivers Health Care is a Health Center Program grantee under 42 U.S.C. 254b, and a deemed Public Health Service employee under 42 U.S.C. 233(g)-(n) with respect to certain health-related claims, including medical malpractice claims, for itself and its covered individuals. Their service area includes the Vermont towns of Bradford, Corinth, Fairlee, Groton, Newbury, Ryegate, Thetford, Topsham, Vershire, West Fairlee, and our neighboring "border" towns in New Hampshire.



## Walk-in Hours



**Clara Martin Center**  
People Helping People

### Walk-In Clinic Hours:

**Randolph Office:**  
Tues 2:00pm - 4:00pm  
Thurs 1:00pm - 3:00pm  
**Bradford Office:**  
Mon 12:00pm - 2:00pm  
Fri 10:00am - 12:00pm

### Contact us:

Randolph - 802-728-4466  
Bradford - 802-222-4477  
Wilder - 802-295-1311

**24-Hour Emergency Service**  
**800-639-6360**  
National Crisis Hotline  
Call or Text - **988**



**Clara Martin Center**  
People Helping People

### Walk-In Locations:

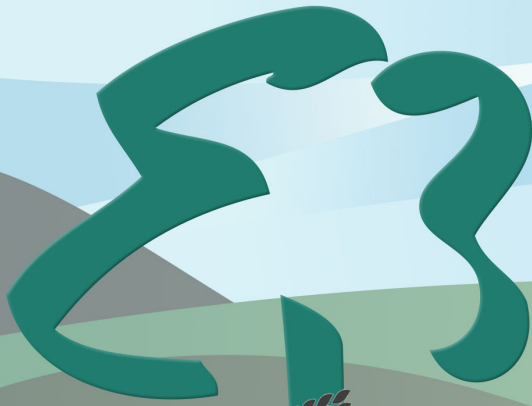
**Randolph Office:**  
11 North Main Street  
Randolph, VT 05060  
802-728-4466

**Bradford Office:**  
1483 Lower Plain  
Bradford, VT 05033  
802-222-4477

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

**24-Hour Emergency Service**  
**800-639-6360**  
National Crisis Hotline  
Call or Text - **988**

Our NEW emergency access info cards are available now!



*deep roots* ◆ *strong future*

# Clara Martin Center

## Randolph Main Site

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

## 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

## Wilder

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

## Chelsea Health Center

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

## Safe Haven & Chris's Place

4 Highland Avenue  
P.O. Box G (mailing address)  
Randolph, VT 05060  
(802) 728-4466