



*Forward Together*



Clara Martin Center

55 years of People Helping People

**2021 OUTCOMES REPORT**

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

# WELCOME



*Melanie Gidney, Executive Director*

Dear Community Members, Colleagues and Stakeholders,

This has been a year like no other. One that has challenged us, tested us and brought out the best in us. I am so incredibly proud of the staff at Clara Martin Center, which is inclusive of the teams at Central Vermont Substance Abuse Services, Central Vermont Addiction Medicine and East Valley Academy. At a time when our services were needed more than ever, our team of talented, professional and resilient staff, rose to the occasion and met that demand.

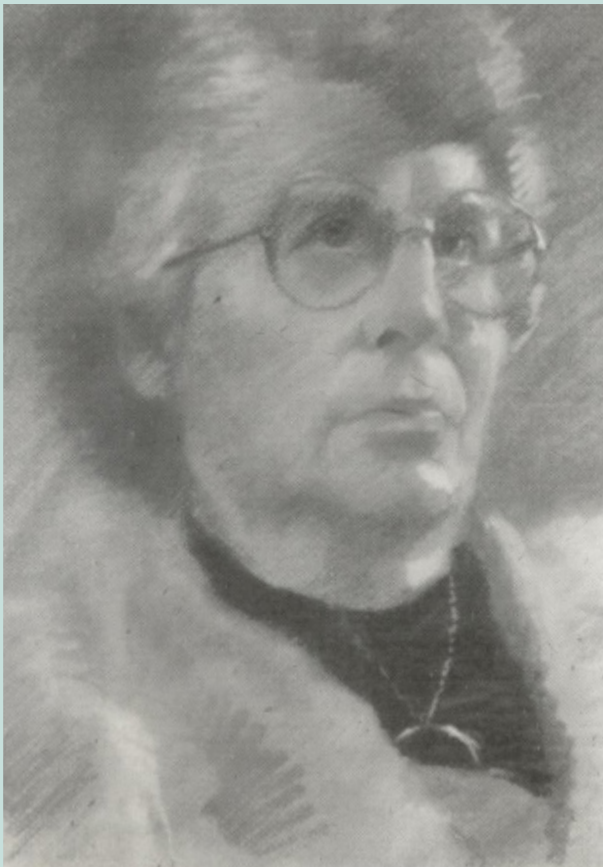
These have not been easy times as staff were impacted by the COVID-19 pandemic in the same ways that our communities were impacted. Staff felt the anxiety, uncertainty, fatigue, and so many other challenging emotions, the same as their neighbors, but continued to show up, every day, to help others. This is the epitome of our motto “People Helping People.” At a time when our system experienced an increase in demand for services, we were able to rise to meet that demand for those seeking care and still provide high quality service.

This has also been an exciting and innovative year for Clara Martin Center. Prior to the pandemic taking hold in Vermont, we had applied in March 2020 for a 2 year, \$3.8 million, SAMHSA grant to become a Certified Community Behavioral Health Clinic. We were notified of the grant award in February 2021. This grant provides a great opportunity to expand our services and meet some traditionally unmet and unfunded needs and to improve access to care. Clara Martin Center is the first community mental health center in Vermont to be awarded this grant. We are proud to be pioneers. The ability to be innovative and forward thinking at this challenging time is to be commended. This model is embraced as a best practice throughout our nation. A spirit to expand our business to meet unmet needs at the same time we are surrounded by significant challenges continues a history of Clara Martin Center hard work, responsiveness, and innovation.

Similar to all industries in Vermont, we have experienced unprecedented workforce challenges this past year. Clara Martin Center is not alone in this challenge, as it has affected all community mental health centers and substance use providers across the state. The pandemic has impacted people in unique ways. It has led to many employees questioning the work they do, at a time when there are many other opportunities in the human service field available to them. In addition, with the ability to hire new staff for the CCBHC grant, internal transitions of current staff taking new positions within the organization, and the known retirements of several key long-term staff members, the organization has had significant challenges to stabilize, support and train staff. We have done this well ensuring our culture of team work, support and focus on client care is at the forefront of what we do.

While these many challenges have tested us while we work to minimize the challenges that impact our ability to provide care, I am proud to acknowledge our leadership and management team for their dedication, stability, perseverance, and patience to lead staff during this period of time where the only thing certain was the uncertainty in each day. This challenges the best of leaders, and like staff, they have risen to this challenge and leaned in when many might have left. This is why after 55 years, Clara Martin Center remains a bedrock of the community, and one I am proud to lead as we look ahead to the next 55 years.

*People Helping People*



Clara Martin

“ This organization has a true sense of community. I feel strongly supported and appreciated. This has been one of the most positive places and encouraging environments I have ever worked in!  
– CMC Staff ”

### BOARD ADVISORY AND LOCAL PROGRAM STANDING COMMITTEE

- Arnold Spahn
- Priscilla Spahn
- Marla Simpson
- Barbara Dorn
- Margaret Bennett
- Robert Turner
- Gretchen Pembroke (staff)
- Melanie Gidney (staff)
- Tammy Austin (staff)
- Christie Everett (staff)
- Kristen Briggs (staff)

## BOARD OF TRUSTEES

### ARNOLD SPAHN (ARMY)

**Board President**

*45 Years of Service*

Representative from Randolph Center, joined board in 1976

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

### DENNIS BROWN

**Board Vice President**

*20 Years of Service*

Representative from Randolph, joined board in 2001

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

### PRISCILLA SPAHN

**Board Member**

*14 Years of Service*

Representative from Randolph Center, joined board in 2007

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

### RACHEL WESTBROOK

**Board Secretary**

*12 Years of Service*

Representative from Randolph, joined board in 2009

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

### LORETTA STALNAKER

**Board Member**

*2 Years of Service*

Representative from Royalton, joined board in 2019

### JOHN DURKEE

**Board Member**

*1 Year of Service*

Representative from Tunbridge, joined board in 2020

### DR. PAGE SPIESS

**Board Member**

Representative from Randolph Center, joined board in 2021

### CARL DEMROW

**Board Member**

Representative from Corinth, joined board in 2021

# BOARD RETIREMENTS

## Retirements

The Clara Martin Center said goodbye to two long serving members of the Clara Martin Center Board of Trustees this past year.

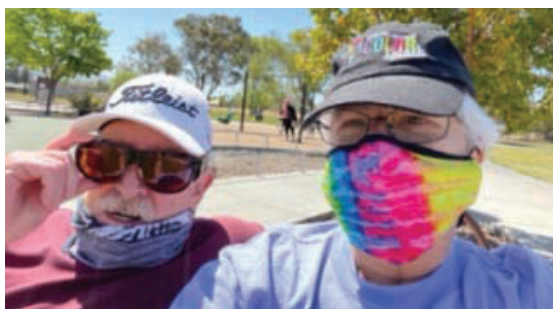
Ron Schoolcraft, Board Secretary, joined in 2005 as a representative from Randolph Center following a career that included teaching, guidance counseling, banking and being in the Army National Guard.

Marie Robbins, Board Treasurer, joined in 2010 as a representative from Randolph following a career as a Registered Nurse and practice manager.

Throughout their service on the Board, Ron and Marie were committed to ensuring that Clara Martin Center did everything under its control to ensure that mental health and substance use services remained accessible to the community and adaptable to the changing needs of those that we served.

Board service can be a difficult volunteer job, with challenging decisions to make at times. By all measures, during their service and through their guidance and oversight, Clara Martin Center has weathered many challenges and succeeded in meeting the needs of the community, while maintaining high quality care.

We thank you both for the years of guidance, wisdom, care, thoughtfulness, and accountability that you brought to the organization to help us reach where we are today.



Anne Martin & Scott Martin - Virtual Color Splash

# COVID-19 UPDATE

## COVID-19 Impact on Daily Life

Collectively we all faced the sustained impacts of the pandemic in many aspects of daily life, and the Clara Martin Center continued to adapt how services were delivered based on guidance from the State of Vermont and the Center for Disease Control. By providing services through telehealth, to creating outdoor group space, services were able to continue to be offered on a consistent basis throughout the differing time periods of the pandemic.

Staff members sustained efforts to assist in the acquisition and distribution of food to clients in need through various community events sponsored by the VT Foodbank or other agencies, as well as through grant opportunities that were made available. Along with this, staff members continued to assist clients that faced a barrier to receiving services through telehealth due to a lack of equipment, by helping them to acquire needed technology that would support telehealth appointments.

While staff worked to address the tangible needs of clients during the pandemic, what continued to be of greatest concern was supporting the mental health and recovery needs of the individuals that the Clara Martin Center serves, as people reported experiencing increased symptoms of anxiety, depression, hopelessness, substance use and burnout among others. Also, in recognition of those that passed away during this time whether due to the virus or to other causes, helping to support people through the grieving process.

The Clara Martin Center remains committed to working with individuals and our community to ensure that services continue uninterrupted until the pandemic ceases.



24 South Main Street Memorial Garden

# CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINIC (CCBHC)

## PRESS RELEASE:

### CLARA MARTIN CENTER AWARDED \$3.87 MILLION SAMHSA GRANT TO BECOME A CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINIC

The Substance Abuse and Mental Health Services Administration (SAMHSA) has awarded the Clara Martin Center a two-year, \$3.87 million demonstration grant in support of their proposal to become the first community mental health agency in Vermont to be designated as a Certified Community Behavioral Health Clinic (CCBHC). With this award, CCBHC's have now expanded to 340 agencies across 40 states bringing increased access to integrated and evidenced-based behavioral health care to those in need. Providing behavioral health and substance use services since 1966, Clara Martin Center is a certified Vermont Care Partners Center of Excellence and one of the ten designated agencies through the State of Vermont community mental health system.

The goal of a CCBHC is to increase access to, and improve the quality of, community mental health and substance use disorder treatment including in-person and family-centered integrated services. Additionally, the CCBHC grant will expand 24/7 crisis intervention services for individuals with serious mental illness or substance use disorders, including opioid use disorders, children and adolescents with serious emotional disturbance, and individuals with co-occurring mental health and substance use disorders. The grant will be instrumental in enhancing Clara Martin Center's existing service delivery system and developing greater access to care and treatment options for residents of Orange County Vermont and surrounding areas. Clara Martin Center expects to kick off this demonstration grant in the spring of 2021, with funding granted through 2023.

"We are both honored and excited to bring this opportunity to the greater Orange County area. Our team is ready to build upon our current infrastructure and work in collaboration with our community partners to offer an expanded array of high quality, accessible mental health and substance use disorder treatment services to this region. We look forward to the years ahead and how this demonstration grant will positively impact our area." ~ **Melanie Gidney, Executive Director, Clara Martin Center**

"Congratulations to the Clara Martin Center on receiving this federal grant and becoming a Certified Community Behavioral Health Clinic," said Senator Bernie Sanders, who serves as Chairman of the Senate Budget Committee and a senior member of the Health Education Labor and Pensions Committee. "The COVID-19 pandemic has highlighted and worsened so many struggles experienced by Vermonters in every walk of life, including those in need of mental health and substance use disorder treatment. Now, more than ever, we must create a federal government that works for all people, not just those at the top. I will keep fighting in Washington to make health care a right of all people in this country, and to ensure local organizations like the Clara Martin Center have the resources necessary to help all Vermonters get the care and support they need." ~ **Senator Bernie Sanders**

Senator Patrick Leahy, D-Vt., congratulated Clara Martin Center for securing the highly competitive grant award, and thanked its providers for working to reach more rural Vermonters who need treatment and support for substance use disorders and mental health emergencies.

"While much of our recent attention has been focused on the economic challenges brought on by this pandemic, we know that there are still far too many people who are struggling in isolation, and we must do all that we can to get them the help they need," Leahy said. "As Chairman of the Senate Appropriations Committee, I am committed to funding these critical programs and I am grateful for the work of Clara Martin Center in meeting the challenge." ~ **Senator Patrick Leahy**

"Congratulations to Clara Martin Center, on this incredible achievement! Clara Martin Center is a member of Vermont Care Partners (VCP). VCP, a network of 16 community-based agencies providing mental health, substance use disorder, and intellectual and developmental services and supports, has made accessible, high quality services a high priority over the years. All the agencies are committed to an integrated delivery system with more than 50% of services provided in the community where people live, work, and play. As a leader in this field, we know CMC will share in best practice and lessons learned in this CCBHC grant process enabling all VCP agencies to continue to enhance their efforts throughout the state". ~ **Simone Rueschemeyer, Executive Director, Vermont Care Network/Vermont Care Partners**



CCBHC Staff Training



## CHIEF OPERATING TEAM

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

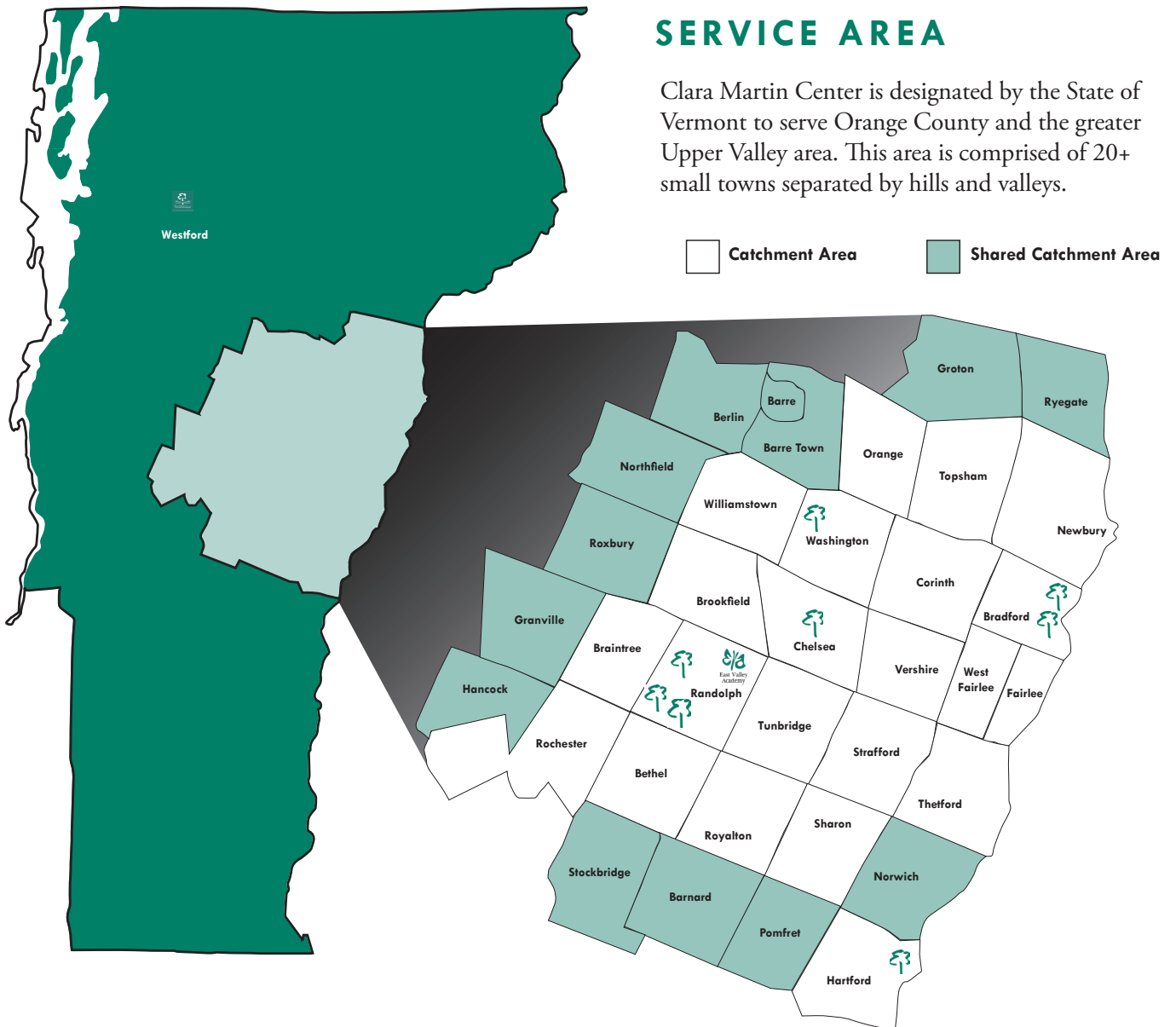
Employee	Title	Years with CMC
Jena Trombly	Director of Human Resources and Compliance	30
Melanie Gidney	Executive Director	29
Amanda Higgins	Administrative and Operations Manager	22
Gretchen Pembroke	Director of Adult Services and Primary Care Integration	22
Dawn Littlepage	Clinical Director	21
Dr. Kevin Buchanan	Medical Director	19
Tammy Austin	Director of Child and Family Services	18
Demetra Hazatones	Regional Director	15
Michele Boutin	Health Information Director	14
Jenni Campbell	Interim Director of Child & Family Services	11
Christie Everett	Director of Operations	9
Kristen Briggs	Director of Acute Care & Access Services	8
Mark Hamilton	Chief Financial Officer	6
Danielle Cayton	Director of Substance Abuse and Criminal Justice Services	4
Gayle Plumb	Public Relations Manager	3



*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.





## 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.



# ABOUT US

## Philosophy and Practice

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

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

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

### 1) Social Competency

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

### 2) Problem Solving Skills

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

### 3) A Sense of Meaning & Purpose

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

# CMC INITIATIVES

## Electronic Health Record Upgrades

One of the pinnacles of high quality care is the maintenance of a robust electronic health record system (EHR). A dynamic EHR that enables providers to easily manage client records and keep accurate documentation of services provided, simplify communication among care team members and outside organizations that an individual is connected with, and measure quality of the services allows clinicians to evaluate effectiveness of the care provided and be responsive to the needs of the individual being served.

This year, in part due to the needs of the CCBHC grant, the Clara Martin Center was able to invest resources into the upgrade and development of enhancements to the current EHR in use at the agency, MyAvatar NX. NX is a web-based EHR design that allows for customization for staff workflows that enhance quality care for clients, make client information easily accessible to those providing care, and allow for daily scheduling/prioritization of duties for staff. The installation of both CareConnect Inbox and Care Quality allows for the simplification of communication amongst internal and external providers to help achieve better population health management and care coordination, and works to remove the barriers of siloed healthcare data to see the full picture of an individual's integrated care needs. Moreover, with a continued eye on measuring quality, Care Pathways Measures platform was installed which allowed easy visualization of clinical, financial, and operational data to monitor key performance indicators. This allows the data to be filtered and aggregated by program, service type, client access and more to effectively be able to put the use of data to work to improve services for those seeking care.



## Addressing Food Insecurity

As the pandemic continued to impact our communities, support needs beyond mental health and substance use services became more acute. The Clara Martin Center sought out different opportunities to join existing initiatives or seek out new sources of funding to help provide for basic needs, including free and healthy food for clients that had a need.

Through the Vermont Everyone Eats program, nutritious meals prepared by Vermont restaurants were made available to those in need in our Bradford region, with a planned expansion to Randolph in this coming year.

Along with this, grant funding was awarded through the Vermonters Feeding Vermonters program which provided funds to pay local farmers a fair market rate to purchase fresh food and produce grown and sourced in Vermont. Staff also availed themselves of all produce and perishable distribution events at the Vermont Foodbank to bring food back to our region for clients that did not have independent means to access.

As a community mental health provider, we recognize the impacts of hunger and food insecurity on overall health, and will work to address the complexity of needs at each opportunity.



# CMC INITIATIVES



## Employee Wellness

The ability to take care of our community requires a healthy and supported workforce. This year an initiative was undertaken to evaluate how Clara Martin Center actively supports the wellness of our staff and to explore ways to enhance wellness offerings.

Through providing opportunities for staff and their family members to go apple picking at local orchards in the fall, to accessing unlimited online yoga sessions one month, to learning how to engage in self-administered acupuncture over a series of education sessions, and providing fresh flowers for planting to each staff in the spring were just some of the new ways the agency worked to support the health and well-being of all the incredible staff. The importance of this work is even more critical during this challenging time to seek out new ways to support staff.

## Nicotine Cessation Program

In August 2020, the Clara Martin Center was awarded a grant through the Vermont Department of Health, Tobacco Control Program to increase the implementation and sustainability of wellness programming, including tobacco cessation in CRT/CSP facilities and other DMH designated agencies. The goals of the grant include increasing knowledge of and access to evidence based quit support services in DMH designated agencies, increasing the rate of successful quit attempts among individuals with behavioral health conditions, and increasing health outcomes among individuals with behavioral health conditions.

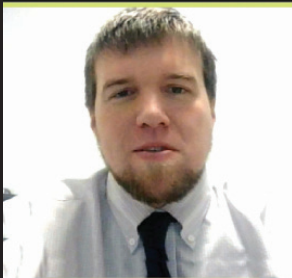
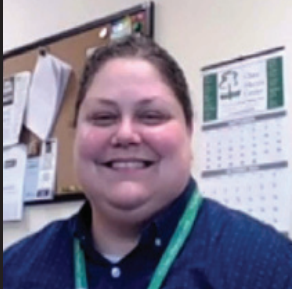


The work will contribute to achieving the Healthy Vermonters 2020 Goals for Tobacco Prevention and Control and reducing health disparities among Vermont's most vulnerable populations, individuals with serious mental illness. The nicotine cessation programming dovetailed nicely into the existing Wellness Programming that has been a cornerstone of the Community Support Program. Through this grant all staff received baseline training in nicotine cessation, however, five staff received extensive training to be certified as Tobacco Treatment Specialists (TTS) including two nurses, three case managers, including one staff with lived experience. The program included a wraparound team approach where clients received support, if they chose to, from TTS staff and case managers. In addition, the medical team prescribed nicotine replacement therapy to those interested as well as non-nicotine replacement options were made available.

At the close of the grant on July 31, 2021, eight clients had successfully quit nicotine use (13%) and twelve clients decreased their use (20%). 35% of clients that were identified as nicotine users engaged in some aspect of the Nicotine Cessation Program. These positive outcomes were achieved despite the pandemic, which limited the ability to deliver face-to-face supports. The success of this grant has led to its renewal for FY22.

The work will also expand Wellness programming, including on-site tobacco cessation counseling, increase and refine data collection abilities at the agency, and support other designated agencies interested in implementing Wellness programming.

# ACCESS PROGRAM

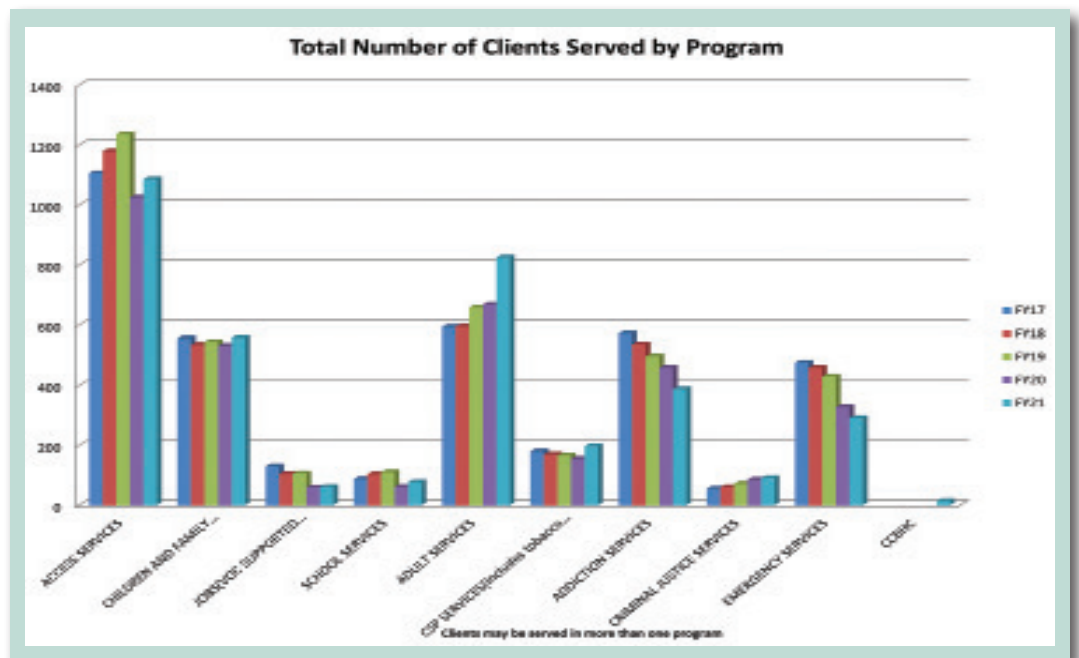


Access Program Team

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

### Services can include:

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



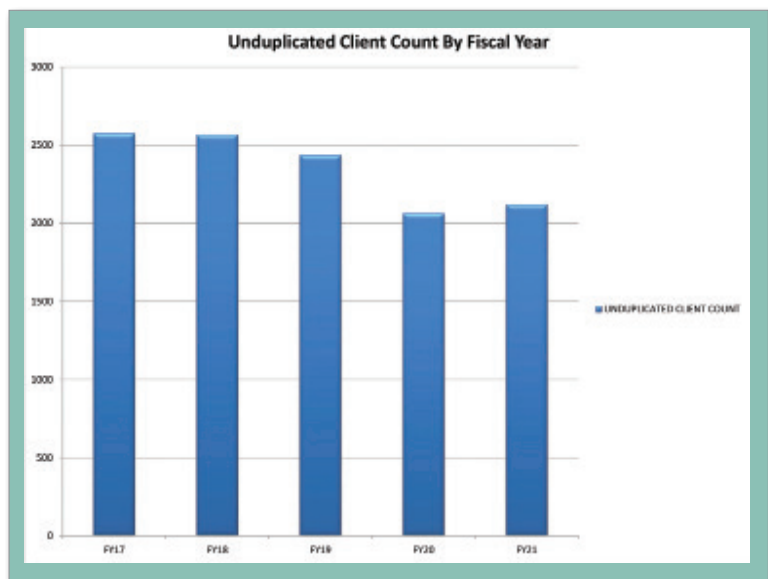
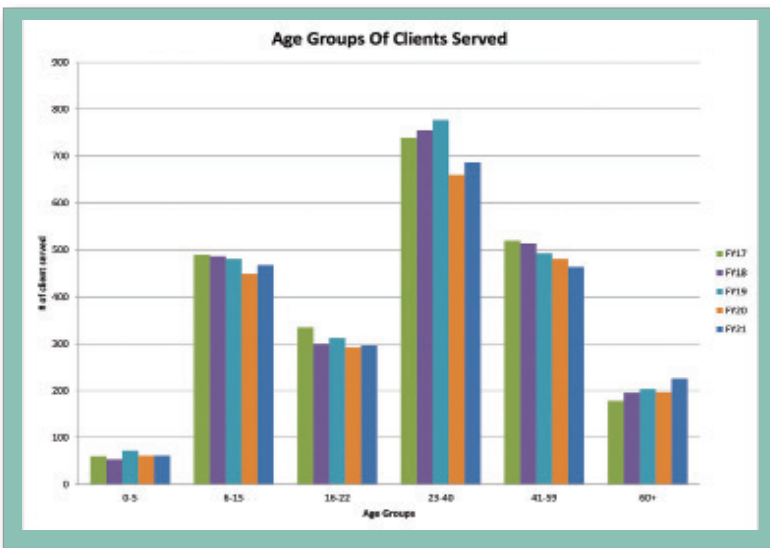
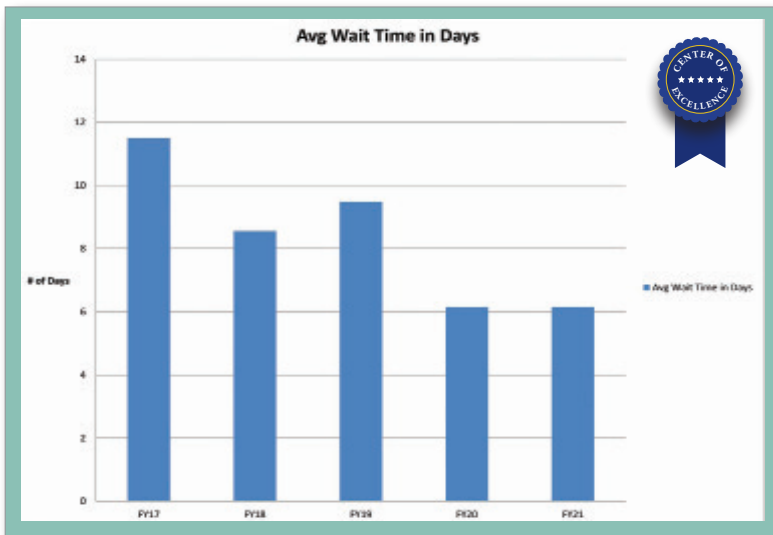
**1,086**  
People Served

## HOW MUCH DID WE DO?

### STORY BEHIND THE CURVE

The Access Program of Clara Martin Center continues to evaluate and shape the delivery of care for individuals entering services. As COVID-19 started, the Access Program began to see a decrease in outside referrals to the agency as less in person services occurred across all systems of care. Throughout the pandemic, the Access Program continues to seek out ways to improve delivery of care and has been an integral component, supporting the shift to increased service delivery, virtually and by phone, amid COVID-19 as well as continue to make progress toward Same Day Access across different sites at the agency. As outside and self-referrals are continuing to increase, specifically with more people seeking mental health, substance use or integrated services for the first time, the Access team remains focused on wait times that individuals experience and continued work to support clinical availability in each program to meet the needs.

“  
I cannot say ENOUGH amazing things about our experience! Your services have been a GODSEND to our family!  
- CMC Client  
”



# ACUTE CARE PROGRAM

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

## EMERGENCY SERVICES

- Available to all ages 24 hours a day, 365 days a year either through in person emergency screenings or by telephone/virtual support based on need
- Designed to be intensive, time limited, and are intended to resolve or stabilize the immediate crisis through direct treatment, supportive services to significant others, or arrangement of other more appropriate resources
- Can be provided in the office, in the local hospital/ emergency department, at home or other places within the CMC service area
- Provide proactive training opportunities to the communities we serve that include Youth/Adult Mental Health First Aid, CPR, Team Two Law Enforcement/Mental Health collaboration, and Assessing for Lethality as part of Zero Suicide efforts

## Case Management Services

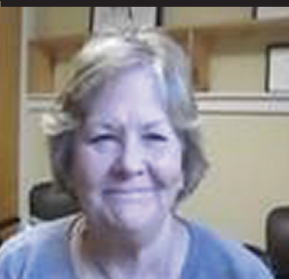
- Short term case management available to adults, 18 years or older, who are either already engaged in outpatient services or those in the process of connecting with outpatient services who are not traditionally eligible for case management services through other programs



*It's nice to know you are there!*  
- CMC Client



*Thank you so much for your services. I've been directed into better life management. And there is also friendly and helpful staff members.*  
- CMC Client



Acute Care Program Team

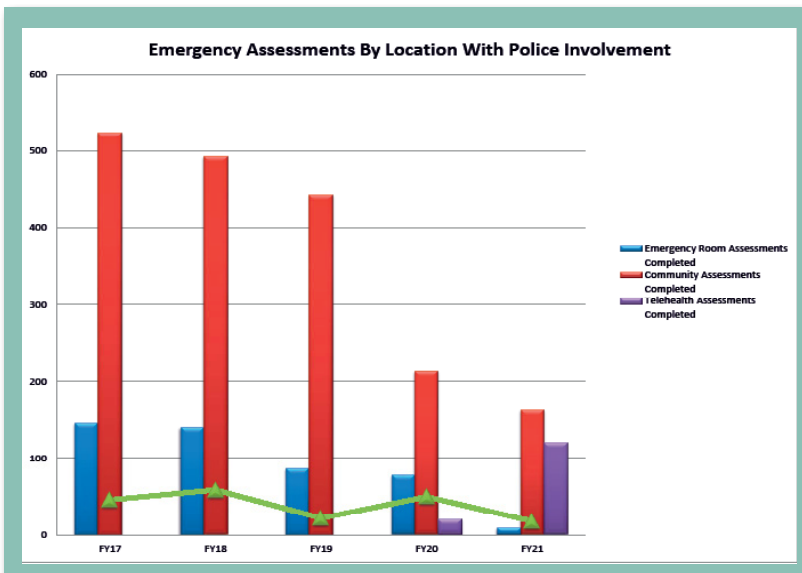
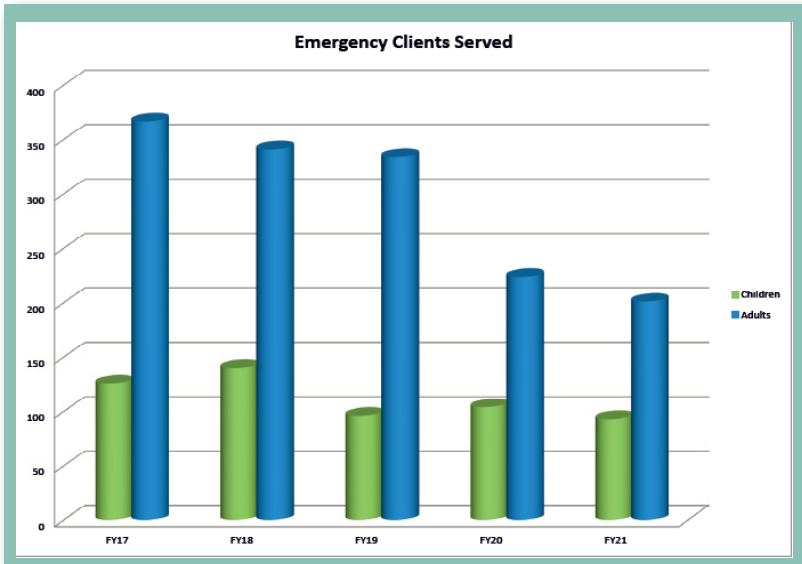


CMC takes care of its employees  
and recognizes their value.  
– CMC Staff



**292**  
People Served

## HOW MUCH DID WE DO?



### STORY BEHIND THE CURVE

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

### COMMUNITY PARTNERS

- Gifford Medical Center
- Vermont State Police
- Orange County Sheriff's Department
- Washington County Mental Health Services
- Health Care and Rehabilitation Services of Vermont
- Little Rivers Health Care



# RESIDENTIAL PROGRAM



*Individuals at Clara Martin have been great at assisting me with individual goals and needs.*  
- CMC Client



## CHRIS'S PLACE

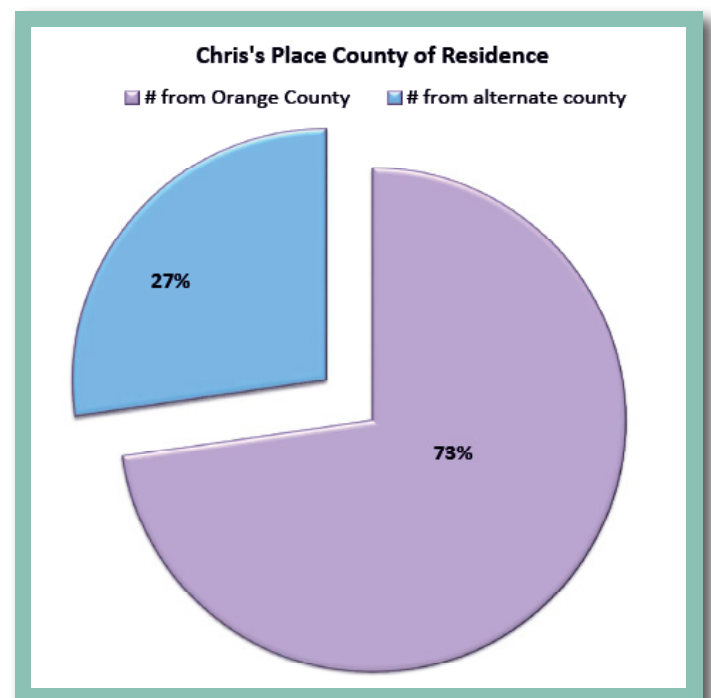
Chris's Place remains a valuable resource in the Clara Martin Center service area as an alternative setting to a hospital admission. For adult community members who are experiencing a period of time in their life when they need additional support, they may arrange a voluntary admission to the Chris's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

## SAFE HAVEN

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

Eligibility criteria:

- Must be 18 years of age or older
- Must have mental health or substance use diagnosis
- If beds available, may admit homeless individuals without a mental health or substance use diagnosis
- Meet current HUD definition of homelessness and have documentation of such
- May stay up to two years



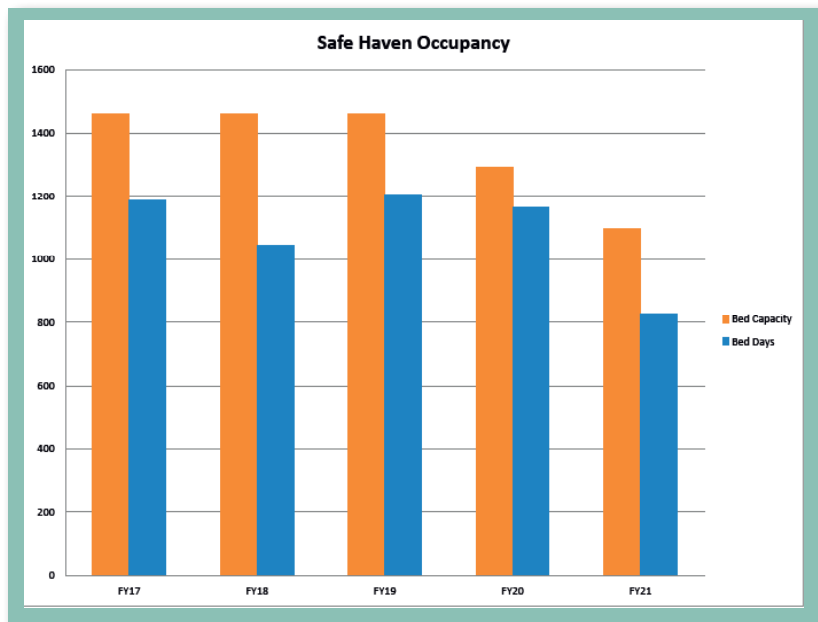
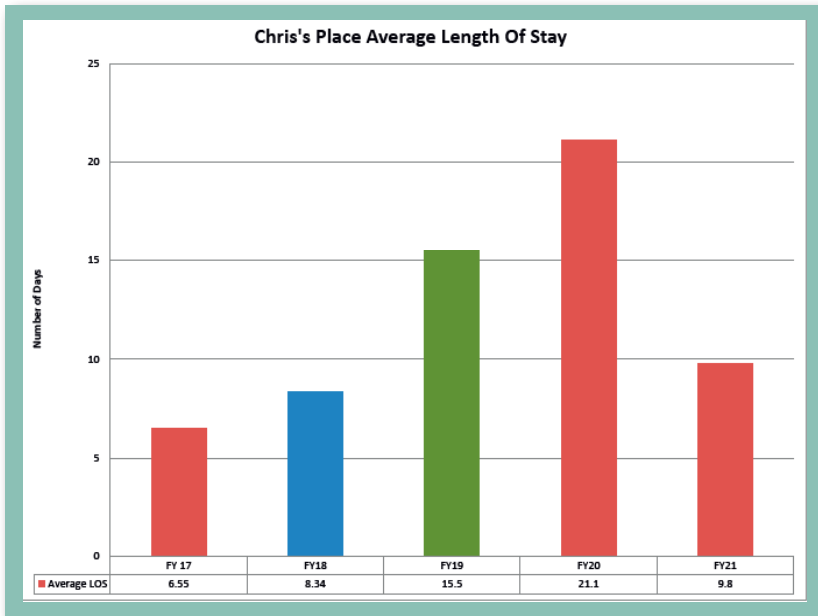


## HOW MUCH DID WE DO?

### STORY BEHIND THE CURVE

Chris's Place remains a strong community resource for individuals who need a more intensive support on a short-term basis, but want to seek an alternative setting for care than admission to a hospital. This past year, the program continued to assist the vast majority of those that were seeking care by providing that alternative, thereby helping to support and resolve the crisis period so they could return home to their community without the need to seek a higher level of care. This year, the program continued to see the impact of enhanced homelessness resources as well as COVID-19 resulting in a lower number of referrals with a longer length of stay. Part of the year was operated at a lower capacity to allow for social distancing practices and procedures for the safety of guests, staff, and the co-located Safe Haven Program.

Homelessness and lack of safe and affordable housing options continue to be an area of impact on individuals in this region. At Safe Haven, this has resulted in individuals staying for longer periods until they can access permanent housing. What has historically been a 3-6 month stay for residents has expanded in recent years to 12-18 months. This year, COVID-19 presented challenges to new admissions in the program as reduction in capacity to allow for social distancing practices and difficulty of people transitioning between housing options led to less new admissions into the program. Additionally, due to enhanced homelessness resources across the state in connection to COVID-19, there have been a lower number of referrals for Safe Haven over the course of the year. We anticipate an increase in referrals as the resource enhancements across the state related to COVID-19 decrease over time. Clara Martin Center continues to support clients in accessing housing resources external to the agency as well as supporting people in securing housing in the new development of 28 S. Main Street, which continues to operate at capacity.



### COMMUNITY PARTNERS

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



# ADULT OUTPATIENT PROGRAM

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

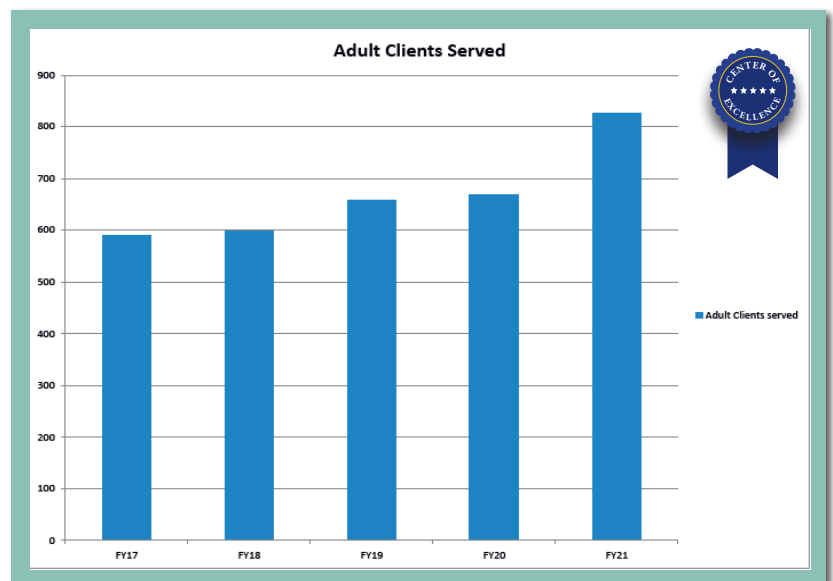
## Objectives

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

## Clinical Services

- Assessment
- Individual, Couples or Family Therapy
- Psycho-educational Groups
- Case Management
- Psychiatric Evaluation, Medication Review and Monitoring
- Psychiatric Consultation to Primary Care Physicians
- Care Coordination

“  
 We truly are People  
 helping People...we care  
 about all of our employees  
 and the clients we serve.  
 – CMC Staff”



## Evidence Based Practice Treatment

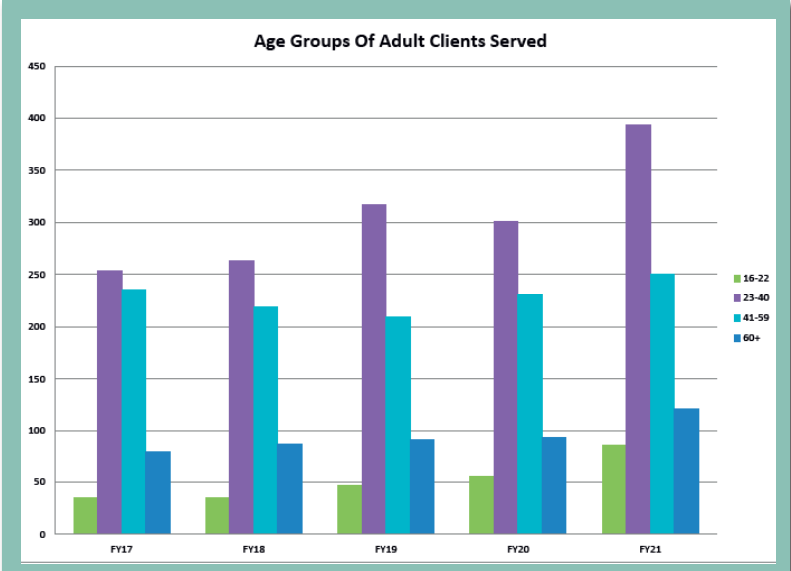
- Cognitive Behavioral Therapy
- Integrated Dual Diagnosis Treatment: Individual and Group
- Dialectical Behavioral Treatment Programming
- Wellness Recovery Action Plan groups
- Seeking Safety
- Mindfulness
- Recovery-Oriented Cognitive Therapy (CT-R)

“  
 This is the only workplace I have ever worked where my needs are considered.  
 – CMC Staff  
 ”

Case Management support is available to help augment the clinical services for Adult Outpatient clients with the goal of addressing social determinant of health issues that create barriers to care including housing, transportation, health insurance, or other benefits. Challenges in these areas may negatively impact a person’s ability to engage in services, and address their basic needs.

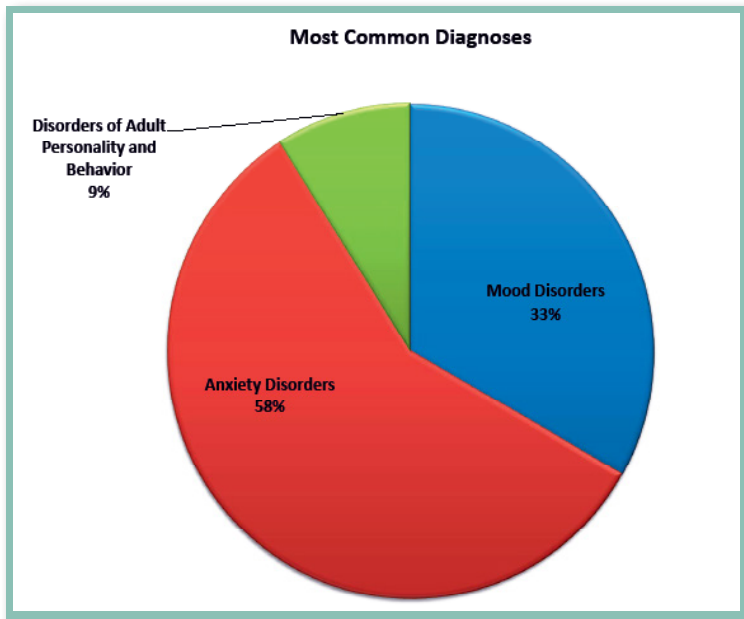
## BLUEPRINT COLLABORATION

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





## ADULT OUTPATIENT PROGRAM... CONTINUED



“  
 Clara Martin rules!!!  
 - CMC Client  
 ”

“  
 Everybody is great and I cannot say anything better. I know if I know someone who needs help Clara Martin will be the first name that I say.  
 - CMC Client  
 ”



**825**  
People Served

## HOW MUCH DID WE DO?

### STORY BEHIND THE CURVE

This past year, with the presence of COVID-19 impacting every aspect of our lives, the Adult Outpatient program provided service to more people than it has in the past five years, 157 more people than last year. The program saw an increase from all ages looking to access services, with the highest number of people in the age range of 23-40 years old. The top presenting issue was anxiety and the number two issue was mood disorder. The program also saw an increase for those seeking support for both mental health and substance use issues. Even with the increase in people looking for support, the Clara Martin Center was able to accommodate the demand without a wait-list for services. The program was able to adapt to the challenging environment and offer the flexibility of telehealth, telephone or in person services.



There's often been a conversation of: "Let's get that person some Everyone Eats meals," and that has been successful -- being able to deliver those meals and have somebody eat them who would otherwise have a challenging time doing that for themselves.

### COMMUNITY PARTNERS

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

# PRIMARY CARE INTEGRATION PROGRAM

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

## Objectives

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

## Broad Clinical Services

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

## Bradford Clinical Services

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

## Chelsea Clinical Services

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

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

## Randolph Clinical Services

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

## Wilder Clinical Services

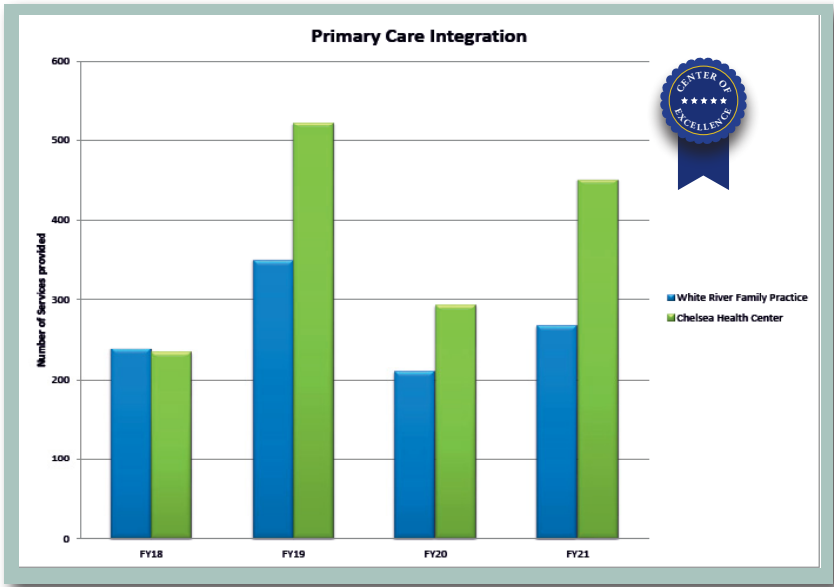
- Clara Martin Center provides co-located care coordination services at the White River Family Practice one day per week which includes short term counseling and referrals



*Everyone is usually positive and are always willing to offer a helping hand. Nonjudgmental environments. As a boots on the ground worker I feel supported and appreciated greatly by upper management at CMC.*

– CMC Staff





**719**  
Services Provided

# HOW MUCH DID WE DO?

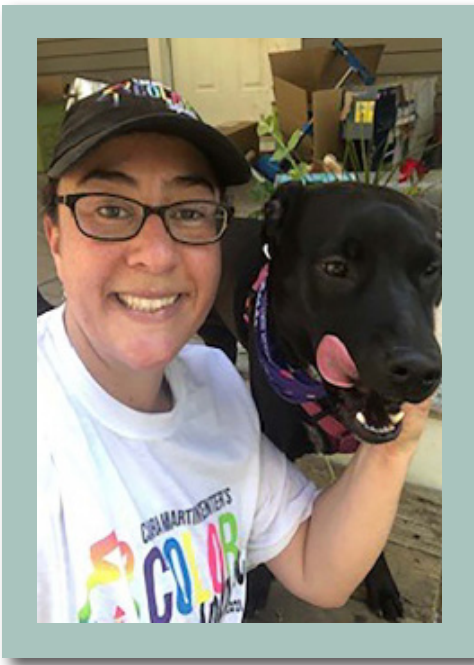
## STORY BEHIND THE CURVE

The number of services provided at the Chelsea Health Center and the White River Family Practice increased during FY21. Moving to a flexible service delivery resulted in clients having the option of telehealth, telephone or in person services. Individuals seeking services were able to be seen without experiencing a wait which, due to an increase in volume of people seeking support, was quite common across the community mental health system.

Clara Martin Center staff continued to work closely with Gifford Health Care to provide care management for individuals attributed to One Care that were seen by both Clara Martin Center and Gifford Health Care. Clara Martin Center participated as the lead care coordinator for individuals in the Community Support Program (CSP) and those engaged in our Medication Assisted Treatment (MAT) Program.

## WHITE RIVER FAMILY PRACTICE

The Clara Martin Center has continued its collaborative relationship with the White River Family Practice (WRFP) that began in 2013. The aim of the collaboration is to increase access to mental health services for their patients. This is done by embedding a Clara Martin Center clinician in the WRFP office to provide assessment, brief intervention and referral services.



- ### 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
  - Support and Services at Home (SASH)
  - Chelsea Health Center Board
  - Vermont Chronic Care Initiative (VCCI)



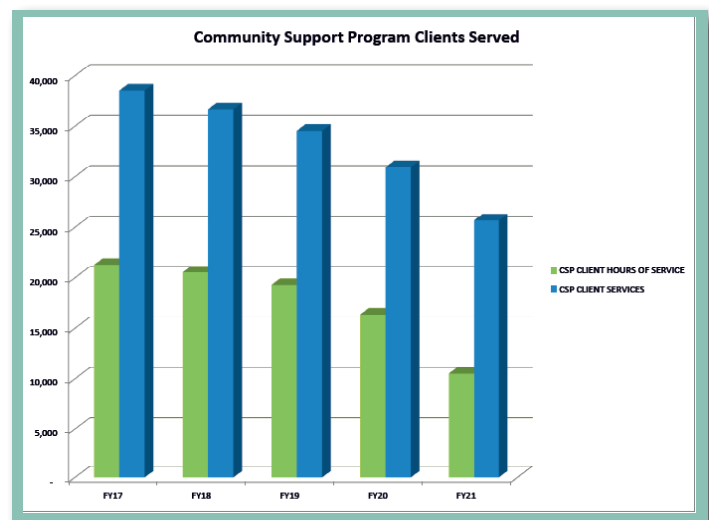
Bradford Community Support Program Team

# COMMUNITY SUPPORT PROGRAM

The Community Support Program (CSP) assists individuals with mental health issues in achieving and sustaining the highest quality of life consistent with their abilities, needs, personal ambitions, and available resources. The program strives to instill wellness in 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 a community based on their personal choices
- To insure that services provided are individualized and emphasize health, wellness and recovery
- To insure wherever possible, services be used that are based on evidence-based treatment models
- To insure that treatment goals are directed by the individual
- To teach individuals how to handle the stressors they face in life
- To minimize the usage of psychiatric hospitalizations
- To minimize the usage of involuntary treatment, either in inpatient or outpatient settings
- To identify all diagnoses, both mental health and substance use, and to treat both concurrently within the same treatment team
- To provide an understanding of mental illness, of medications, and of symptoms
- To support individuals in gaining self confidence to improve their living situation

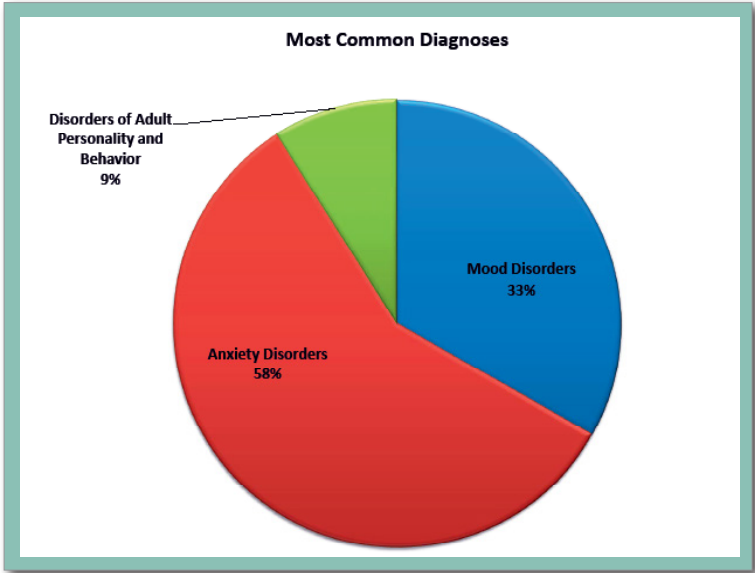


## Eligibility Criteria

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.



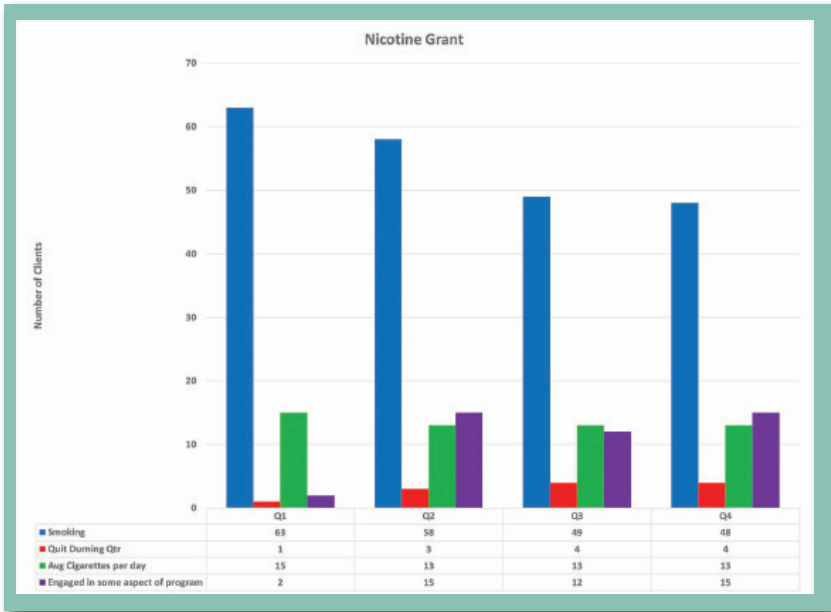
**153**  
People Served



## HOW MUCH DID WE DO?

### STORY BEHIND THE CURVE

The number of clients served by the Community Support Program remained steady for FY21. The number of services and the total hours of services provided in the program saw a decrease as the pandemic continued to grip the world. Although essential services continued to be provided face to face, the variety of groups and activities offered in person continued to remain scaled back due to safety concerns.



### COMMUNITY PARTNERS

- Gifford Health Center
- Support and Services at Home (SASH)
- Bayada Home Health
- Tri-Valley Transit
- Central Vermont Council on Aging
- Capstone Community Action
- Visiting Nurse Association
- Riverbend Residential Care Home
- Division of Vocational Rehabilitation
- Vermont Technical College
- Little Rivers Health Care



*Randolph Community Support Program Team*

# COMMUNITY SUPPORT PROGRAM

## Specific Programmatic Criteria

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

## Clinical Services

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

## Evidence Based Practice Treatment

- Integrated Dual Diagnosis Treatment: Individual and Group
- Dialectical Behavioral Treatment Programming
- Wellness Recovery Action Plan groups
- Seeking Safety
- Individual Placement and Supports (IPS) model for Vocational Services
- Recovery-Oriented Cognitive Therapy (CT-R)
- Tobacco Treatment Specialist (TTS) programming

## 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.

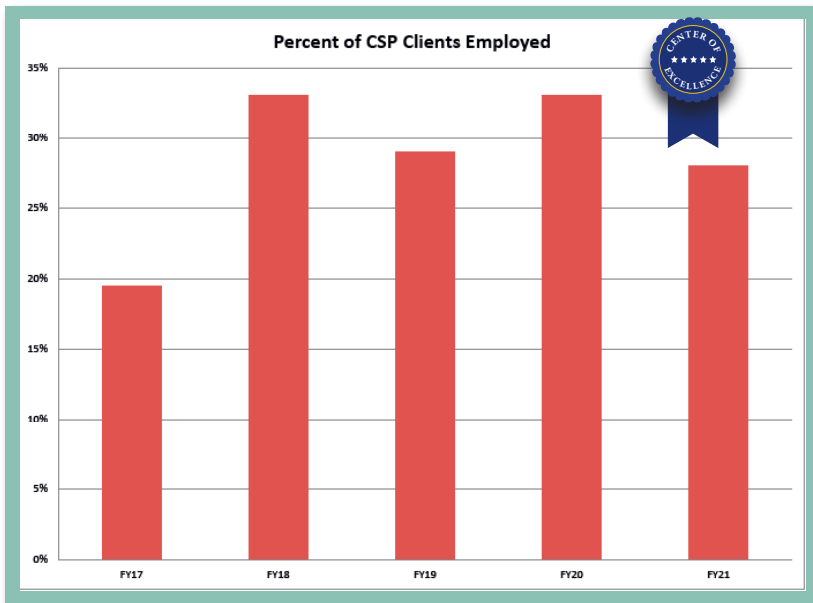


## HOW MUCH DID WE DO?

### STORY BEHIND THE CURVE

The Vocational Services Program remained very active during FY21 and saw a 28% employment rate. As well, the program was successful at supporting a number of clients to be connected to higher education and training programs.

The Wellness program continued to provide services, including a “Walk and Talk” group, as well as individualized physical health activities such as stretching and strength training was provided via telehealth and telephone. In addition, the program was awarded a grant from the Vermont Department of Health Tobacco Control Program that supported the development of the Nicotine Cessation Program. The end of the grant year results showed that 35% of clients that used nicotine participated in some aspect of the program. The program saw a 13% quit rate and 20% of clients decreased their use. This grant was renewed for a second year.



## 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 – 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 clients to promote wellness
  - Communicate regarding health needs of clients
  - Foster an integrated approach to wellness for CSP clients

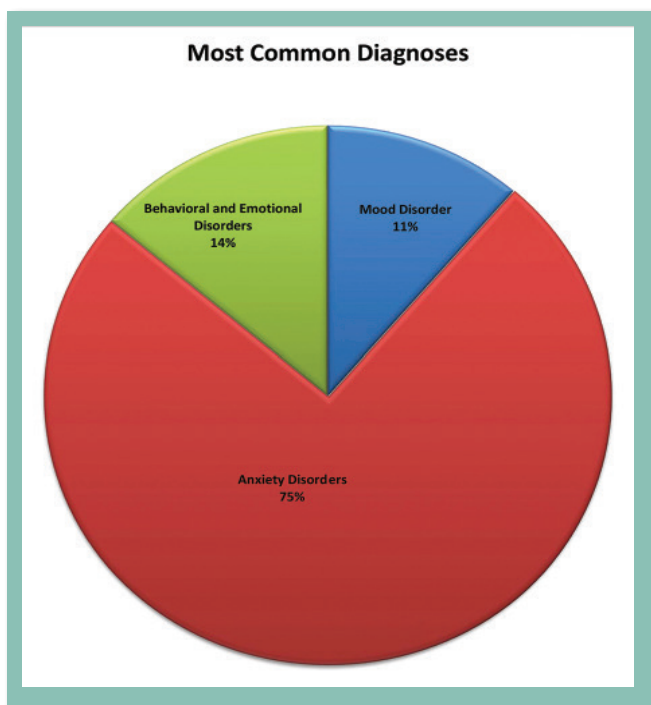


Bradford Child & Family Program Team

“  
 We are very happy with our  
 experience.  
 - CMC Client  
 ”

## CHILD AND FAMILY PROGRAM

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



### EARLY CHILDHOOD MENTAL HEALTH (AGES 0-5)

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

### GENERAL OUTPATIENT SERVICES (AGES 6-15)

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

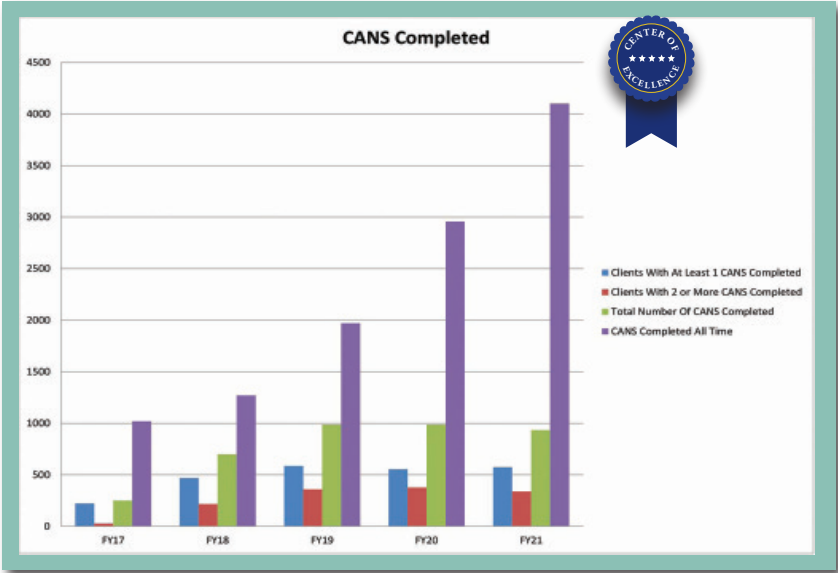
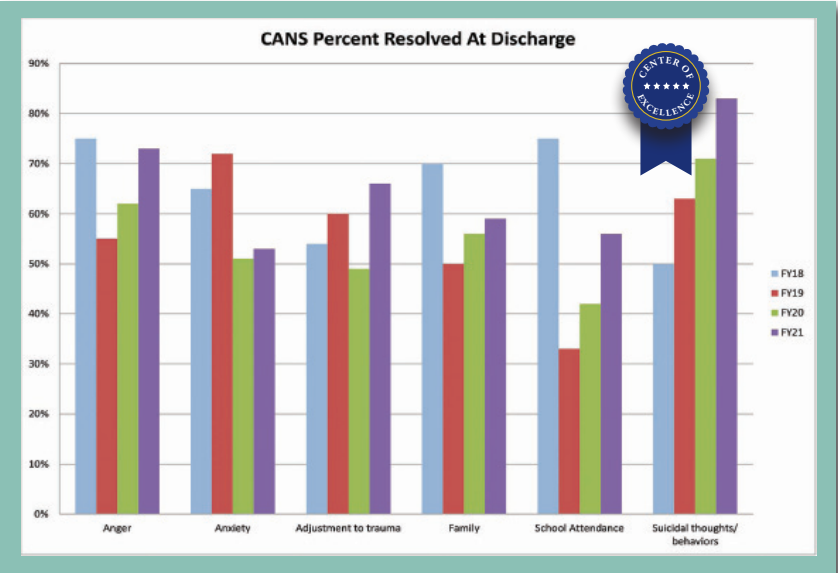
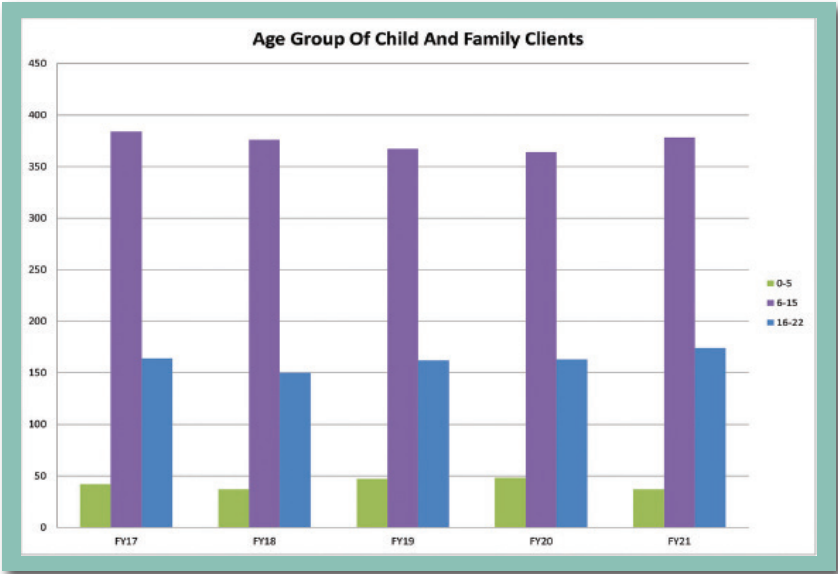
**558**  
People Served

# HOW MUCH DID WE DO?

## STORY BEHIND THE CURVE

FY 21 began with many thoughts and expectations of a positive move out of the COVID-19 pandemic. With restrictions initially loosening, and then tightening up again, we as a system have had to learn how to reinvent the services we provide, and provide the most effective modalities in such a way to keep our clients and staff healthy and safe. COVID-19 has changed the landscape of how services are delivered and the creativity in which services are provided. The shift we saw in March 2020 continued as we navigated providing services within primarily a remote and technology assisted world through telehealth means. As a program, it has been a drastic shift to rethink how we provide services and be creative in meeting needs.

Despite these ongoing challenges, our program saw an increase in the total number of Children and Families served in FY 21 at 558 as compared to 532 in FY 20. This increase in clients, and increased acuity of symptoms tells the story of the effects of the COVID-19 pandemic, and related community and health restrictions, on the clients and families we serve. Despite the increasing client counts, the number of services and the hours of service did decrease. The total hours of service decreased from 12,526 hours of services provided in FY20 to 8,465 hours of services provided in FY21. Similarly, total number of services provided, decreased from 13,546 to 12,715 services provided in FY21 compared to FY20. This is due to a substantial decrease in the amount of outpatient groups, and in person community based supports offered because of safety with increasing COVID numbers as well as the changed nature of providing services via remote means. Skill work and sessions via telehealth looks very different than it does in the community, and it is difficult to engage our younger clients in lengthy telehealth sessions. Understandably, many of our clients have experienced screen fatigue, which makes engagement in therapeutic treatment difficult.





## 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. We are excited to announce that starting effective FY22, JOBS services will be available in both the Randolph and Bradford Regions
- Adventure Programming – The adventure based programming consists of a dynamic package of services that engage clients in their treatment through experiential learning and adventure based treatment. We foster resiliency and inspire change for children and adolescents by incorporating their whole self, including strengths and competencies that are brought out through active forms of treatment. The adventure based program is a part of a comprehensive and coordinated array of community resources intended to promote self-discovery and meaningful relationships through hands on learning in a group format. Elements of the program include:
  - Monthly day trips (for two age groups 12-15, and 16-18)
  - Week-long wilderness trips
  - Booster weekends
  - Challenge group for teens
  - Summer group programming
- Leadership Development – Through the state’s Youth In Transition (YIT) initiative, the TAY program focuses on developing the voice of young adults to speak out and share their experiences. This has proven to have tremendous impact and success in engaging local communities in a supportive process of understanding and destigmatizing our youth.

While our TAY Adventure Programming is the largest element of our programming that has been affected by COVID-19, we are optimistic that these services and community activities will be able to resume in FY22.



### ALCOHOL AND OTHER DRUG SERVICES

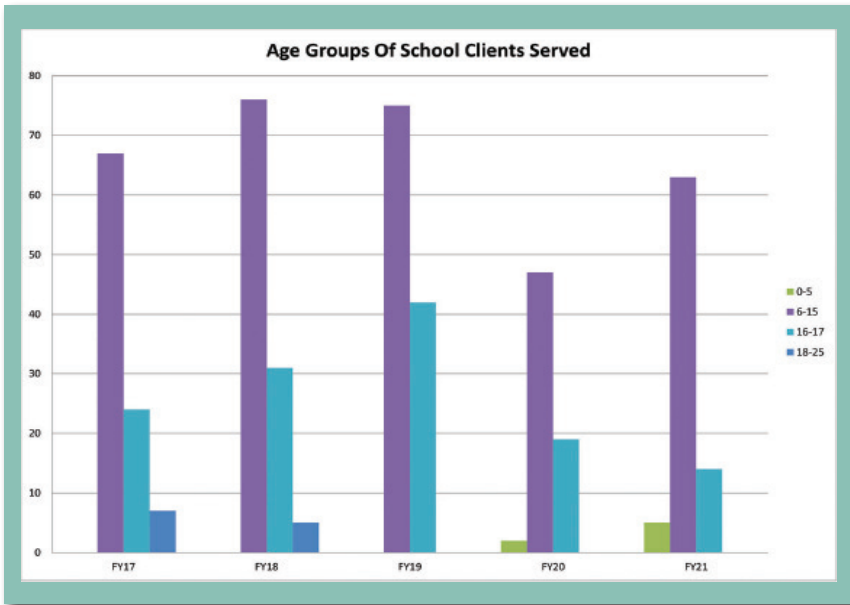
Alcohol and other drug treatment, education and skills based services are embedded into our Transition Age Youth service programming. The Clara Martin Center is a co-occurring treatment agency that provides comprehensive treatment to address both substance use and mental health together. Services are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

# HOW MUCH DID WE DO?

## STORY BEHIND THE CURVE

The total young adults served in our TAY program increased from 163 in FY20 to 174 in FY21. As compared to other populations within our program, transition age youth generally do well connecting via remote and telehealth means and the majority have requested to continue to use this platform even as our program has reopened and been available to offer face to face services. The clients in this population are more comfortable with the use of technology, as well as many of the young adults are responsible for attending and navigating their own clinical services, which allows additional flexibility for scheduling and attending sessions using telehealth, thereby removing some of the inherent barriers that transportation challenges sometimes adds to the follow through of services.

Our JOBS program continues to work hard to support young adults in being able to receive vocational supports, and supporting these young adults in job readiness skills in a time when the unemployment rate has risen, and available positions are on the rise. One positive and exciting move forward includes the addition of a JOBS clinician in our Bradford Region. We are excited to see what the next year holds for the JOBS program and young adults in our region.



“  
*The actual space AND the staff make such a difference from what I might have anticipated. The welcoming staff and the comfortable setting are a great combination, and I enjoy my appointments. A short "commute" is also a plus. Thanks for caring. - CMC Client*  
 ”

- ### 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



“  
 I enjoyed my time here.  
 Thank you!  
 - CMC Client  
 ”

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 Analysis, Behavioral Consultation, Behavioral Intervention, School Based Clinicians, and Alternative School Programming.

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

### ALTERNATIVE SCHOOL PROGRAMMING

East Valley Academy (EVA) is a licensed independent school that provides educational and therapeutic services to youth with severe emotional and behavioral challenges in grades 3-12. Youth who attend EVA are referred and tuitioned by their school. Clara Martin Center oversees all therapeutic as well as academic aspects of EVA.





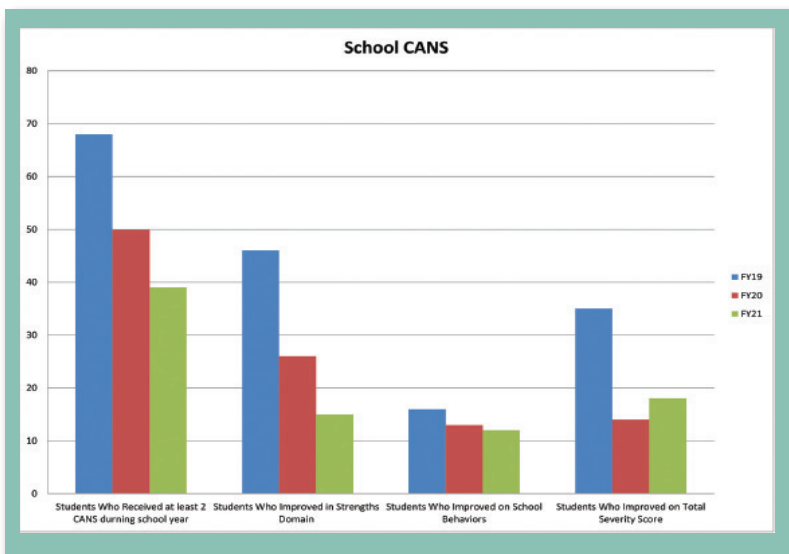
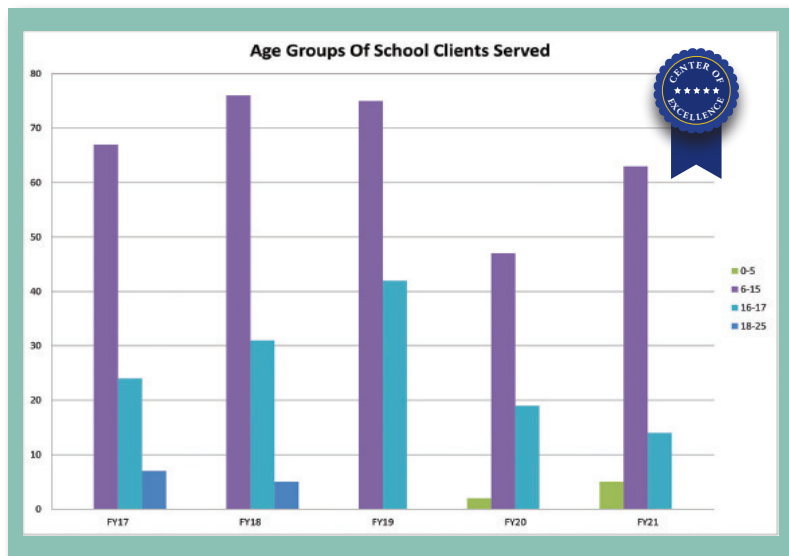
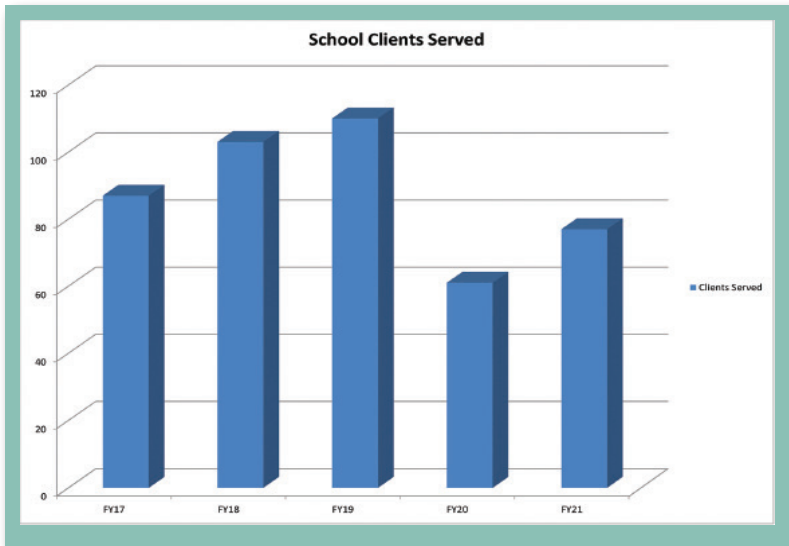
77  
People Served

## HOW MUCH DID WE DO?

### STORY BEHIND THE CURVE

In FY21, our School Based Services were able to serve a total of 77 clients in our school programming, up slightly from the 61 served in FY20. Behavioral Interventionists provided supports to 4 students in 3 schools, while Behavioral Consultation and Behavioral Analyst services, as well as an embedded School Based Clinician were added for one school district. The enrollment in our Therapeutic Independent School, East Valley Academy, reached 21 students.

COVID-19 continued to impact schools in their ability to remain in person and fully meet the needs of students across the region, state and the nation. Schools in Orange County/Northern Windsor County, for the most part, were either in person full time, or utilized a hybrid model combining in person and remote/virtual attendance. Of the 77 clients served in our School Services Program, we were able to obtain two data points by administering the School CANS (Child and Adolescent Needs and Strengths) Assessment for 39 students at the beginning of the school year, and again at the end. Of those 39 students, 15 showed improvements in the Strengths Domain, 12 demonstrated improvement in their School behaviors, and 18 demonstrated overall improvement on their severity scores.



I enjoy coming to work every day. Everyone is friendly and supportive of one another. This organization takes a client centered and strengths approach to working with the community and that is so important!

– CMC Staff





# ALCOHOL AND OTHER DRUG PROGRAM

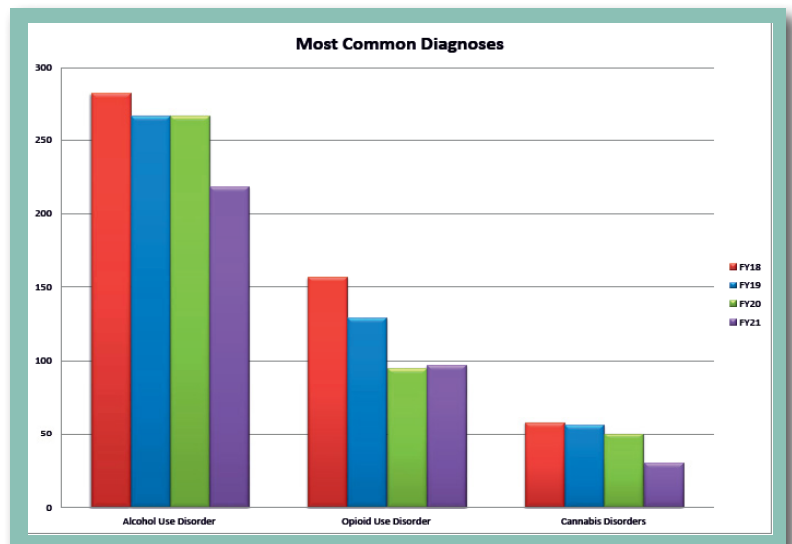
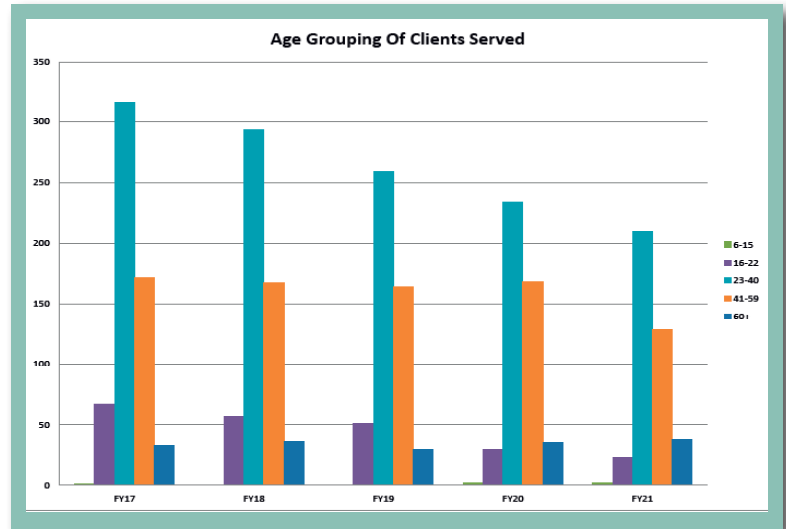
The Alcohol and Other Drug Program promotes healthy lifestyles by reducing the harmful effects of alcohol and other drugs on the client, family and community.

## Objectives

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

## Clinical Services

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



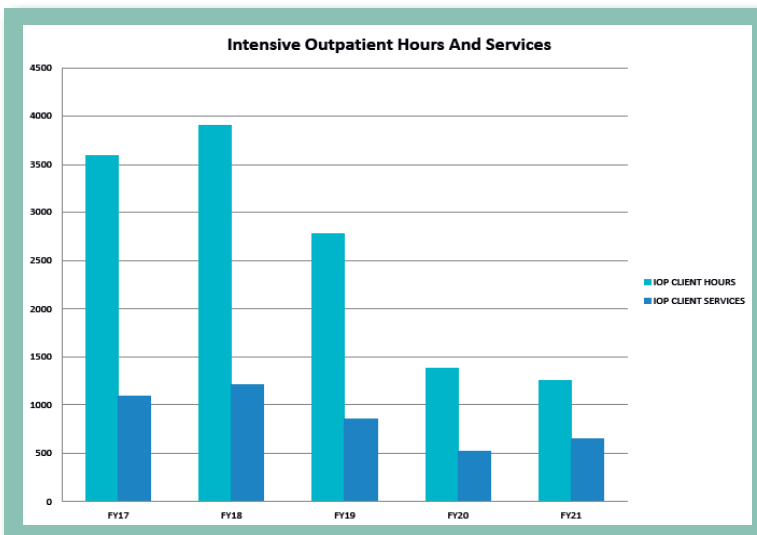
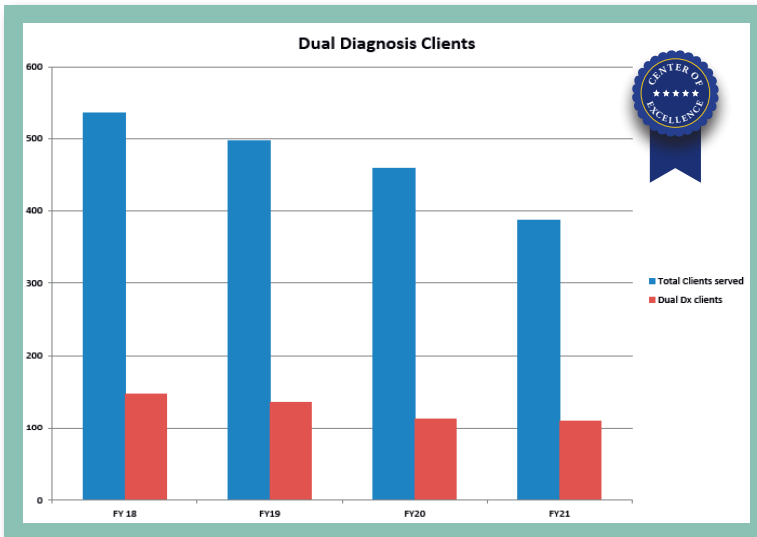
## QUITTING TIME

### INTENSIVE OUTPATIENT PROGRAM

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

### OUTPATIENT RECOVERY AND AFTER CARE GROUP

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



## HOW MUCH DID WE DO?

### STORY BEHIND THE CURVE

The need for services and complexity of this population has remained steadfast over the past year. The pandemic has resulted in increased relapse episodes, overdose rates, and difficulty accessing community recovery support throughout the state. Substance use concerns are notorious for increasing and worsening when an individual experiences isolation and disconnection from support systems. We are always finding creative ways to meet these needs while maintaining the health and safety of staff and our clients. We have seen through the increased flexibility of telehealth support a reduction in no-show rates for substance use disorder clients, a positive change over the past year.

The Intensive Outpatient Program continues to provide evening IOP services. The IOP clinicians have steadily facilitated our IOP programming via Zoom, without an interruption in services since COVID-19 prompted all services to be conducted via telehealth. We have not sacrificed quality in our programming as we continue to engage virtually with clients in the group format.

Our Medication Assisted Treatment program remains steadfast, providing comprehensive therapeutic, nursing, psychiatry and care coordination for clients receiving MAT services.

With the new CCBHC funding, we look forward to offering more creative, out-of-the-box approaches to substance use treatment that transcend funding challenges. We also are excited to develop more nursing care support and education within our AOD program, as a result of CCBHC funding to support additional RN positions.

### COMMUNITY PARTNERS

- Vermont Department of Corrections
- Department of Child and Family Services
- Southeast Regional DUI Treatment Docket
- Turning Point
- Restorative Justice Centers
- Gifford Medical Center

# ALCOHOL & OTHER DRUG PROGRAM

... CONTINUED

## MOTIVATIONAL GROUP

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

## CO-OCCURRING ISSUES GROUP

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

## MORAL RECONATION THERAPY

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

# CRIMINAL JUSTICE PROGRAM

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

## Objectives

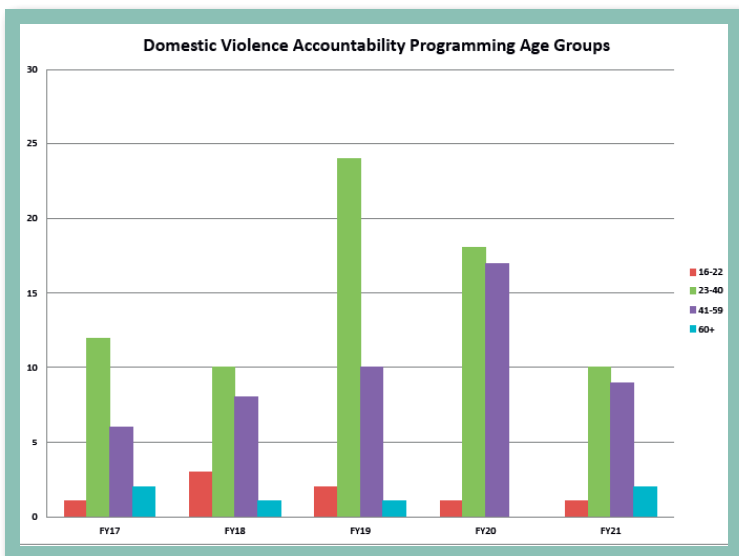
- Deliver specialized outpatient services in our Randolph, Bradford and Wilder sites
- Provide psychosocial assessments, individual therapy, specialized group therapy, family education, and support groups consistent with best practices
- Provide programming that is gender, culture and trauma sensitive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

## Clinical Services

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

## DOMESTIC VIOLENCE ACCOUNTABILITY PROGRAMMING

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





## HOW MUCH DID WE DO

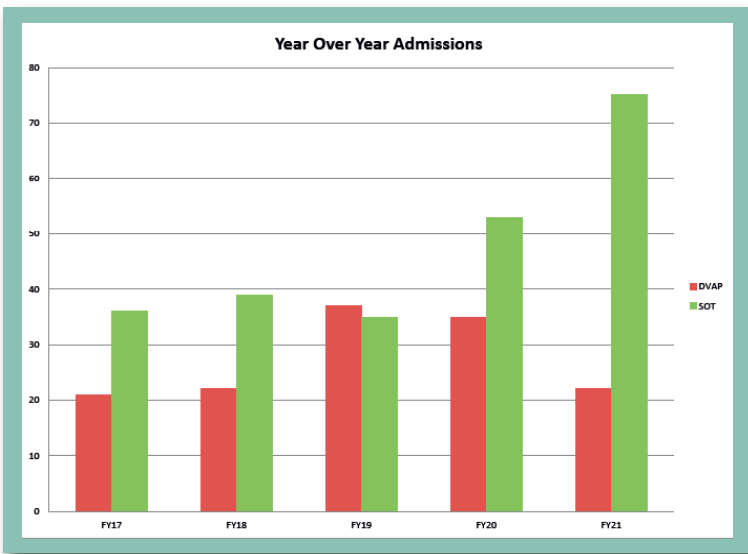
### STORY BEHIND THE CURVE

This year, the Criminal Justice Program saw an increase in total clients served as well as total hours served per client. We continue to focus on two programs – Domestic Violence Accountability Programming (DVAP) and Sex Offender Programming (SOT). All DVAP and SOT programming is being conducted via Zoom, and we have been able to meet the need of maintaining group offerings with a population that has limited technological and internet access through the use of phone and video services.

We made a change in our approach to working with individuals engaged in DVAP. All DVAP facilitators received training in the ACT-V model, a values-based approach with foundations of Acceptance and Commitment Therapy. This model is more in alignment with our person-centered agency values and shows greater efficacy and promise for longstanding behavior change within this demographic.

The Criminal Justice team began a new contractual agreement to provide services for people with offending behaviors, who are currently supervised by Rutland and Addison County Probation and Parole. This contract involves a hybrid model of telehealth and in-person services. This approach supports clients who have transportation and other barriers to access services, in a state with few providers who specialize in working with this unique population.

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



### ANGER MANAGEMENT

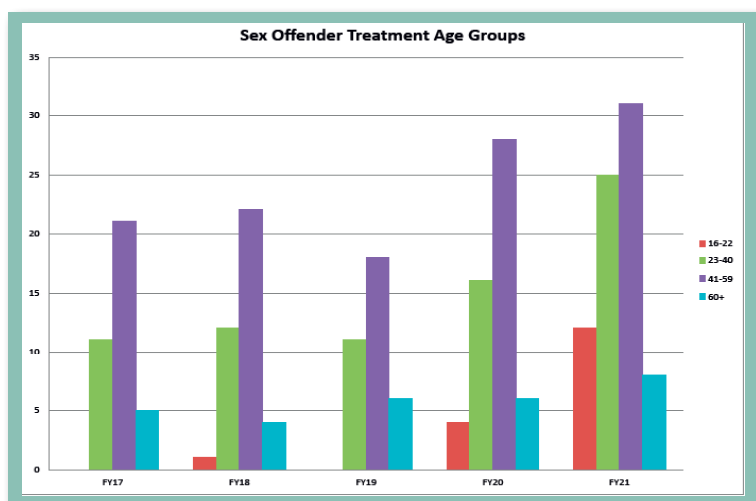
Anger management services can be provided in either a group or individual setting. This service aims to provide clients with skills necessary to identify and effectively manage emotions that may lead them to engage in threatening or assaultive behaviors.

### RE-ENTRY CASE MANAGEMENT

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

### COMMUNITY BASED SEX OFFENDER TREATMENT

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



#### COMMUNITY PARTNERS

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

# CLIENT SATISFACTION SURVEY

**94.77%**

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

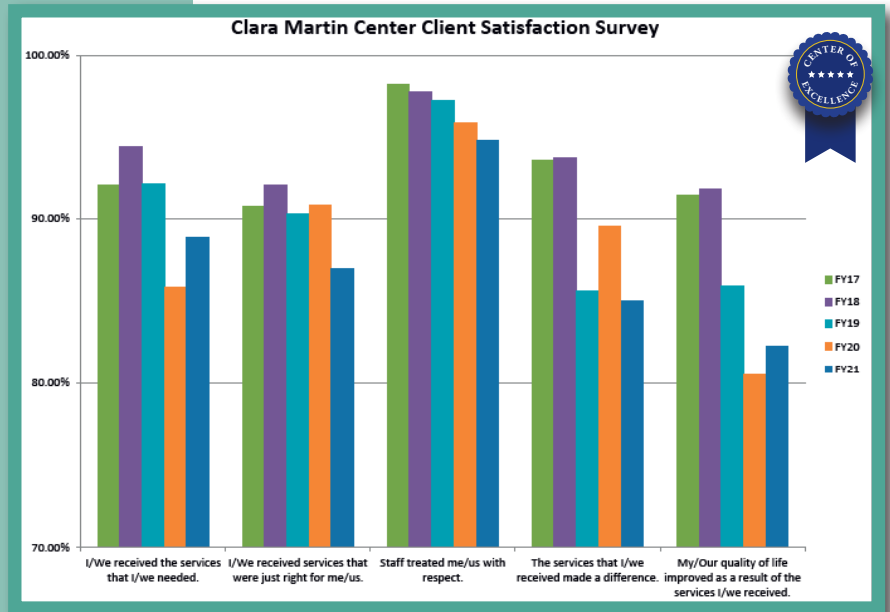
**84.97%**

reported that the services they received made a difference.

**8.2 out of 10**

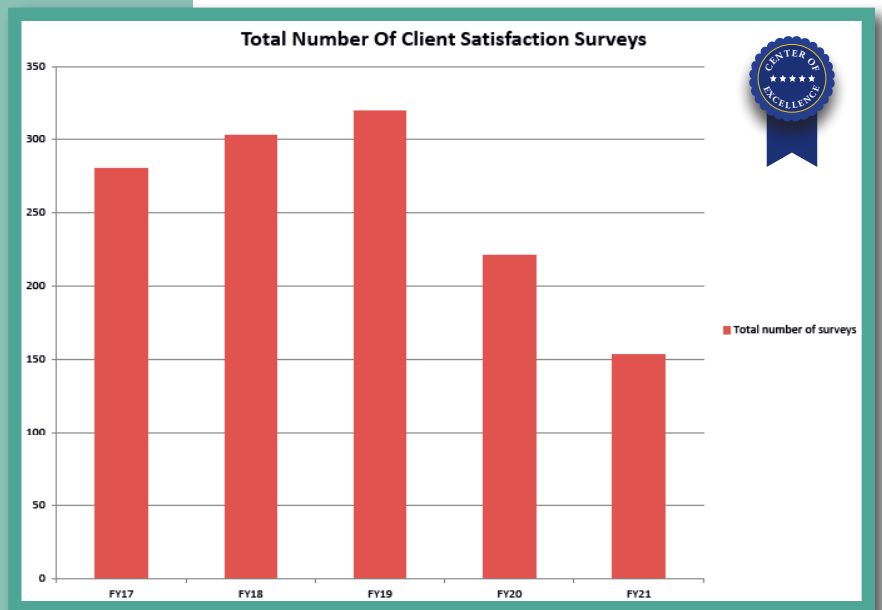
people said they would refer a family member or friend to Clara Martin Center.

Results from the 2021 Client Satisfaction Survey



“  
*I'd like to thank all the staff for keeping me motivated and socializing more often and to schedule my vaccine.*  
 - CMC Client  
 ”

Over the past nine years, 2,383 people have responded to our annual Client Satisfaction survey.



# STAFF SATISFACTION SURVEY

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

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

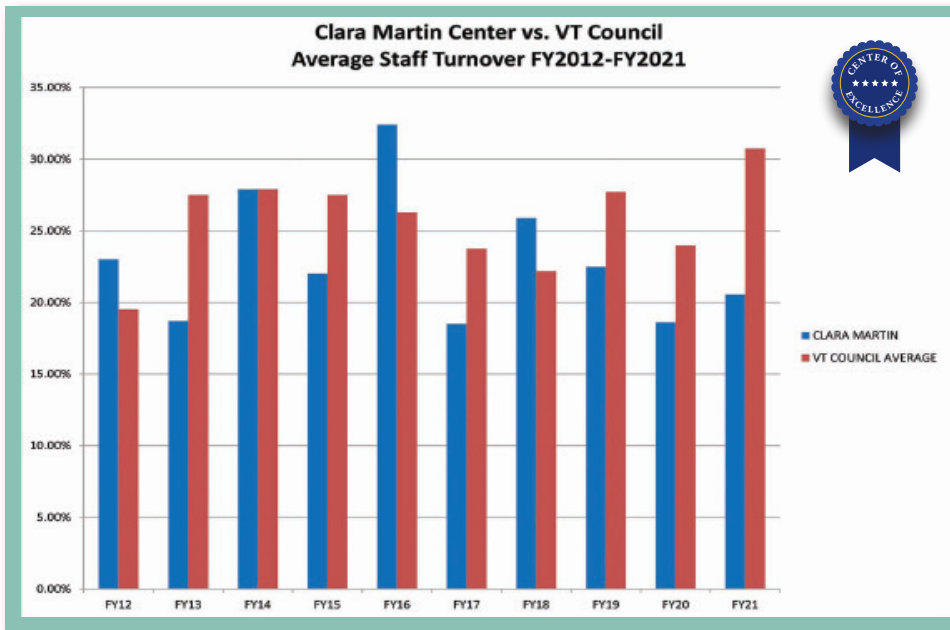
Data is based on 115 staff responses.

**86.84%**  
of staff feel driven to help the agency succeed.

**79.84%**  
of staff would recommend this agency to a friend or family member for services.

**88.70%**  
of staff would recommend this agency to a friend or family member for employment.

**77.19%**  
of our staff agree that they are supported in their job and can get help when they need it.



“Supervisors are responsive to employee needs. Employees are well compensated and are provided additional compensation when the budget allows. Employees’ mental health and well-being are monitored and supported.”  
– CMC Staff

## STAFF ANNIVERSARIES

### 30 years:

Jena Trombly

### 20 years:

Tom Breslin  
Mindy Farnham

### 15 years:

Demetra Hazatonos  
Bridgette Herbst  
Cori Luppino  
Andrew Nuss  
Paula Riviezzo

### 10 years:

Shannon Brennan  
Elliot Montrone

### 5 years:

Samantha Diehl  
Crystal Irish  
Kate Lohutko  
Courtney Ness  
Jim Siegel  
Melanie Williams  
David Wrong

# THE BREWSTER MARTIN AWARD

## Danielle Drown Wins 2020 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 which we all stand on today. The commitment of the Board is to the community and to the staff who serve our communities with courage and strength, all of which is essential to the success of each citizen.

Danielle Drown was first hired on August 12, 2013 as a Hospital Diversion Case Manager and after 2.5 years she left for a short time. Danielle’s second hire date was February 16, 2016 and she was hired as a Specialized Care Case Manager.

- **Danielle is a kind, generous and incredibly skilled clinician and case manager**
- **Danielle is always eager to help others; staff, clients and the community**
- **Danielle is a natural leader who uses her gifts to bring people together**
- **Danielle goes above and beyond to ensure that her clients are getting the best care possible**
- **Danielle is always eager to listen and motivated to help others in any way she can**
- **Danielle’s smile and wit brighten the office anytime she is near**
- **Danielle makes you feel comfortable, safe, and ensures that you feel heard and listened to**
- **Danielle is the epitome of resourcefulness, helping clients get their needs met by all reasonable means possible**
- **Danielle has developed community connections and established and fostered relationships with community partners for resources and funds**
- **Danielle has engaged and created programs to aid clients and promote awareness of mental health needs**
- **Danielle is accessible, supportive and compassionate toward clients and fellow staff alike**
- **Danielle is humorous, friendly and down-to-earth**
- **Danielle will go to great lengths to help a client or coworker**
- **Danielle is a beacon of light and hope for her clients when they are struggling and is a source of strength and encouragement in the midst of uncertain times**

Danielle is very deserving of the honor and respect this award stands for and she is an excellent model of the Clara Martin Center motto “People Helping People”.



# THE ARNOLD SPAHN COMMUNITY AWARD

## 2020 Arnold Spahn Community Service Award Presented to:

**Peg DeGoosh, Director  
Francis Atkinson Residence in Newbury, VT**

- In recognition of being an invaluable resource and care-giver devoted to helping others in our local area, for over a decade.
- Peg has been a role model for community engagement and advocacy for the needs of individuals experiencing aging and physical and mental health challenges.
- Peg has extended a warm welcome for more folks who struggle with mental health challenges, to become residents of the Atkinson House. Her kind and generous invitation is a beacon of hope for those seeking a place to call home.
- Peg's ongoing advocacy and addressing stigma is work that is impactful and essential, now more than ever.

Thank you Peg, your efforts exemplify how the accessibility of fundamental needs support the healing and well-being for all individuals!



# VOCATIONAL AWARD



## 2020 Vocational Service Award Presented to:

**Vermont Student Assistance Corporation**

- In honor of your regional Counselor providing personalized support in connecting clients with schools and in accessing associated student aid;
- In recognition of assisting and guiding 16 clients over the past two years with finding appropriate courses that align with their vocational goals, registering for college programs, and applying for financial assistance;
- In recognition of knowing that knowledge is power, and these learning experiences have empowered our clients by broadening their proficiency resulting in our clients building careers and realizing fulfillment of their employment aspirations.

Thank you Vermont Student Assistance Corporation for making client's dreams come true!



# COLLABORATIONS & PARTNERSHIPS



## *Central Vermont Substance Abuse Services*

### **CENTRAL VERMONT SUBSTANCE ABUSE SERVICES (CVSAS)**

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



*Central Vermont Substance Abuse Services Team*

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

CVSAS is a non-profit agency which is a collaboration between Clara Martin Center, Washington County Mental Health Services and the Howard Center. Representatives from each agency plus community members make up the Board of Directors. The staff includes licensed alcohol and drug counselors, licensed clinical mental health counselors,

counseling interns, case managers, administrative staff, a practice manager, and a consulting psychiatrist.

### **COLLABORATIVE SOLUTIONS CORPORATION**

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

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

### **CHELSEA HEALTH CENTER**

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



## VERMONT CARE PARTNERS

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

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

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

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

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

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



*I feel blessed to have found CMC and be able to work at this agency. I hope the agency continues to value their employees and their differing belief systems and continues to allow them autonomy in their own life choices.*

– CMC Staff



RBA looks at:

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

The work on RBA is being coordinated with a larger effort conducted by Vermont state government and the passage of Act 186, the Vermont Outcomes Bill.

COE focuses on five elements of quality:

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

## MEMBER AGENCIES

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



**24-Hour Emergency Service**  
**1-800-639-6360**  
**www.claramartin.org**

**Walk-In Clinic**

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

**Randolph**

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

**Ayers Brook**

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

**Community Support Program**

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

**Safe Haven and Chris's Place**

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

**East Valley Academy**

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

**Bradford Farmhouse**

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

**Bradford Main Site**

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

**Chelsea Health Center**

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

**Wilder Office**

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

**Central Vermont  
Substance Abuse Services**

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

**Central Vermont  
Addiction Medicine**

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