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

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

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

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

**EASY ACCESS**

Easy access ensures that the community at large, new and returning clients, get the right care, at the right time, and in the right setting. Clara Martin Center is preparing to take easy access to the next level – same day access. National data shows that every day a person has to wait for an appointment, they are less likely to attend that appointment and get the support they reached out for. To accomplish this ambitious task, Clara Martin Center implemented centralized scheduling in January 2015, a streamlined system of one central access point to schedule all intakes into any of the programs at the agency. In addition to this, clinician availability has been maximized and coordinated with front end staff, so that when a client needs to cancel or reschedule, the front end staff is able to take care of their needs immediately and help them reschedule into a time that is convenient. Since implementation of centralized scheduling, the time a client has to wait for an appointment, following their initial call, has dropped from an agency average of over seventeen days to seven days, and continues to improve.

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

**WORLD CLASS CUSTOMER SERVICE**

At Clara Martin Center, our motto is “People Helping People.” This phrase is more than a tag line, it’s how we see every client, and it’s how we provide the community with world class customer service. The top-quality service we provide is achieved through the individuals who work for Clara Martin Center, people who have deep and
heartfelt connections to their clients and the community. They conduct their work based on deep understanding of trauma, best clinical practices and a commitment to recovery and resiliency.

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

**COMPREHENSIVE CARE**

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

**EXEMPLARY OUTCOMES & EXCELLENT VALUE**

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

**AGENCY SUSTAINABILITY**

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

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

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

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

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

Our Mission

Clara Martin Center is a community based, non-profit organization that provides acute and long-term behavioral health care services. We strive to be consumer-sensitive, cost-effective, and outcome based.

Our Goals

• To provide behavioral health care that responds to consumer needs, treats individuals with dignity, and is recognized as effective by consumers and purchasers.
• To maintain ongoing fiscal viability of the agency through careful financial management and planning.
• To integrate a commitment to ongoing quality improvement throughout the organization.
• To strategically position the agency for the future behavioral and physical health care environment.
• To provide leadership in the efforts to reform the health care system so that the needs of Clara Martin Center clients are adequately addressed.
ARNOLD SPAHN (ARNY)
Board President
Representative from Randolph, joined board in 1976
Serves on: Board Planning Committee, Board Finance Committee, Board Advisory and Local Standing Committee

DENNIS BROWN
Board Vice President
Representative from Randolph, joined board in 2001
Serves on: Board Planning Committee, Board Finance Committee, Chairman, Board Personnel Committee

JOHN LARSON
Board Treasurer
Representative from Barnard, joined board in 1998
Serves on: Board Planning Committee, Board Finance Committee

RON SCHOOLCRAFT
Board Secretary
Representative from Randolph Center, joined board in 2005
Serves on: Board Planning Committee, Board Finance Committee

PRISCILLA SPAHN
Board Member
Representative from Randolph, joined board in 2007
Serves on: Board Planning Committee, Board Finance Committee, Board Advisory and Local Standing Committee, Board Personnel Committee

RACHEL WESTBROOK
Board Member
Representative from Randolph, joined board in 2009
Serves on: Board Planning Committee, Board Finance Committee

MARIE ROBBINS
Board Member
Representative from Randolph, joined board in 2010
Serves on: Board Planning Committee, Board Finance Committee

YEARS OF SERVICE ON BOARD
Arnold Spahn 39
Dennis Brown 14
John Larson 17
Ron Schoolcraft 10
Priscilla Spahn 8
Rachel Westbrook 6
Marie Robbins 5
Frank Roderick Member-At-Large 22

BOARD ADVISORY AND LOCAL PROGRAM STANDING COMMITTEE
Arnold Spahn
Priscilla Spahn
Ron Schoolcraft
John Larson
Marla Simpson
Donna Olsen
John Caswell
Linda Chambers (staff)
Gretchen Pembroke (staff)
Melanie Gidney (staff)
Tammy Austin (staff)
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.

<table>
<thead>
<tr>
<th>Employee</th>
<th>Title</th>
<th>Years with Clara Martin Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda Chambers</td>
<td>Executive Director</td>
<td>31</td>
</tr>
<tr>
<td>Jena Trombly</td>
<td>Director of Human Resources and Compliance</td>
<td>24</td>
</tr>
<tr>
<td>Melanie Gidney</td>
<td>Director of Quality Assurance and Systems Improvement</td>
<td>23</td>
</tr>
<tr>
<td>Amanda Higgins</td>
<td>Administrative Operations Coordinator</td>
<td>16</td>
</tr>
<tr>
<td>Gretchen Pembroke</td>
<td>Director of Adult Services</td>
<td>16</td>
</tr>
<tr>
<td>Dawn Littlepage</td>
<td>Clinical Director</td>
<td>15</td>
</tr>
<tr>
<td>Dr. Kevin Buchanan</td>
<td>Medical Director</td>
<td>13</td>
</tr>
<tr>
<td>Tammy Austin</td>
<td>Director of Child and Family Services</td>
<td>12</td>
</tr>
<tr>
<td>Renee Davis</td>
<td>Director of Substance Abuse and Criminal Justice Services</td>
<td>10</td>
</tr>
<tr>
<td>Christie Everett</td>
<td>Director of Access and Acute Care Services</td>
<td>4</td>
</tr>
</tbody>
</table>
We partner with community agencies and organizations to promote optimal mental health care and recovery. Below, are a few of the social service agencies that support Clara Martin Center’s work, and help make our services more accessible for community members. In addition, each program’s section will identify community partners they work most closely with to support our clients and the community.

**STAGECOACH TRANSPORTATION SERVICES**

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

**VERMONT LAW SCHOOL**

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

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

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

**CAPSTONE COMMUNITY ACTION**

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

**PRIMARY CARE**

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

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

**SUPERVISORY UNIONS**

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

- Hartford Area Regional Collaborative
- Orange East Supervisory Union
- Orange North Supervisory Union
- Orange Southwest Supervisory Union
- Rivendell Interstate School District
- White River Valley Supervisory Union
As easy access is one of the five pillars of a Center of Excellence, the mission of the Clara Martin Center Access Program remains to ensure appropriate and timely response to all requests for services. It is our goal to link all those who contact us for assistance with a resource that matches their needs and desires for support and/or treatment. The Access Program is an entry point into most services offered by the Clara Martin Center, and staff are cross trained in Acute Care services, for those situations that warrant an immediate response.

**Services Provided by Phone or Walk-in Clinic**
- Link clients with area resources both internally and externally
- Assist with overcoming payment and insurance barriers to treatment and provides a safety net for those with no ability to pay for services, evaluating immediate, intermediate and long-term care needs
- Ensure availability of services at multiple sites, on multiple days and at different times

**Walk-in Clinic**
- Provide immediate consultation with brief treatment and referral sources

"Great staff; passionate, really good at returning phone calls. All around a wonderful place for treatment."
Since the Access Program is the entry point into most services, the number of people who contact the agency can be tracked on a regular basis. This helps to identify areas that show a higher need for services so staff can be shifted to meet the demand. Over the past five years the number of clients served has risen, and programs have added new and innovative services to meet the needs of a greater amount of people.

**STORY BEHIND THE CURVE**

A number of years ago the Clara Martin Center recognized the need to make changes in how people access services and get connected to supports. As a result, a centralized access model of service delivery was developed, with implementation beginning in January of 2015. Centralized access and scheduling has led to an increased ability to serve clients when they call and maximize availability in the system, resulting in quicker access to services, and a better experience for the client. This work continues as we begin to look at ways to offer same day access across the agency.
The Clara Martin Center provides clients and community members from our service area with an immediate response to acute situations, as well as a short term continuum of support to help resolve a crisis period. Staff from both the Acute Care system as well as the Access system work in coordination with each other in an effort to provide seamless entry into services for consumers whenever possible.

**EMERGENCY SERVICES**
- Emergency Services available to all ages 24 hours a day, 365 days a year
- Emergency crisis response is available in a timely manner to all clients and other individuals that present in our service area, assessing level of care needs, and facilitating linkage to appropriate treatment level of care
- Emergency services are intensive, time limited, and are intended to resolve or stabilize the immediate crisis through direct treatment, supportive services to significant others, or arrangement of other more appropriate resources
- Services can be obtained either through face to face emergency screenings or by telephone support based on need
- Services can be provided in the office, in the local hospital/emergency department, at home or other places within the CMC service area
- Community trainings provided by the Emergency Services team includes Mental Health First Aid, CPR, and in collaboration with the Department of Mental Health: Team Two Law Enforcement/Mental Health Response training and Qualified Mental Health Professional training.

**HOSPITAL DIVERSION CASE MANAGEMENT**
- Short term case management services can be available to adults, 18 years or older, who are either already engaged in outpatient services or those in the process of connecting with outpatient services who are not traditionally eligible for case management services through other programs
- Services are focused on clients who are in need of case management services for a brief period to help minimize the usage of psychiatric hospitalizations, as well as support clients who are recently exiting an inpatient setting until securing a connection with outpatient services

**COMMUNITY PARTNERS**
- Gifford Health Center
- Washington County Mental Health Services
- Law Enforcement Agencies: Vermont State Police, Orange County Sheriff’s Department, Local Police Departments
While the Acute Care system was developed following Tropical Storm Irene, the mission continues to put emphasis on preventative and proactive responses, and the need for these services continues to climb each year for both children and adults.

**STORY BEHIND THE CURVE**

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

**HOW MUCH DID WE DO?**

615 People Served
CHRIS'S PLACE

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

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

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

“Thank you! You have helped me through the hardest time of my life.”

Chris’s Place Admissions by County of Residence FY13-FY15
There have been a significant number of consumers with a history of hospitalizations who have returned to the program multiple times and found success in using this service to meet their needs, resulting in less demand for access to beds across the state, lower cost of care, and a more personalized care plan developed for their unique needs.

**STORY BEHIND THE CURVE**

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

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

Objectives

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

Clinical Services

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

Evidence Based Practice Treatment

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

ELDERCARE SERVICES

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

COMMUNITY PARTNERS

- Stagecoach Transportation Services
- Vermont Law School
- Capstone Community Action
- Washington County Mental Health
- Gifford Health Center
- Little Rivers Health Care
- Dr. Melanie Lawrence
- White River Family Practice
of service that can be provided. In addition, credentialing issues exist, limiting the providers that can bill for the services which have Medicare as a primary payer.

**SUPPORT AND SERVICES AT HOME (SASH)**

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

**SAFE HAVEN**

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

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

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

**STORY BEHIND THE CURVE**

Due to a reduction in HUD funding, Safe Haven experienced a decrease in bed capacity from six beds to four. This caused a decrease in the total number of bed days that were available and utilized in FY15.
The mission of the Primary Care Integration Program is to ensure access and coordination to primary health care services for those who also have mental health needs. The Clara Martin Center continues to reach out and form collaborative relationships with primary care practices within our service area. The Clara Martin Center is co-located with Gifford Health Center in Chelsea at the Chelsea Health Center and has collaborative relationships with their offices in Randolph, Bethel and Rochester. Other primary care offices in which there is a strong relationship include Little Rivers Health Center – a federally qualified health center (FQHC) with offices in Bradford, Wells River and East Corinth, Upper Valley Pediatrics in Bradford, White River Family Practice in White River Junction, Dr. Melanie Lawrence in Bradford, and Ammonoosuc Health Center in Woodsville, New Hampshire.

Objectives
• Improve access to primary care services for residents of the area
• Coordinate care and services from community organizations to meet the needs of the individual
• Participate on the Community Health Teams in Randolph, Bradford and White River Junction
• Obtain referrals from the Community Health Teams for our services
• Provide referrals to the Community Health Team for clients needing primary care services
• Support in accessing other services offered by community organizations
• Participate and coordinate with SASH teams in Randolph and Bradford
• Active on the Advisory Board for Randolph, White River Junction and Upper Valley Community Health Teams
• Participate in the Unified Community Collaborative for the Randolph Health Service Area and Upper Valley Health Service Area

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

Bradford Clinical Services
• Provide monthly psychiatric consultation access to Little Rivers Health Center along with provider consultations
• Attend monthly care coordination meetings with Little Rivers Health Center and Upper Valley Pediatrics

Chelsea Clinical Services
Clara Martin Center is co-located with Gifford Health Center at the Chelsea Health Center. The Chelsea Health Center is owned and overseen by the Chelsea Health Center Board.
• Clinical services available:
  – Clinical Assessment
  – Individual (adults and children), family, and couples counseling
  – Mental health and substance abuse treatment
• Medicare eligible clinical services

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

Wilder Clinical Services
• Clara Martin Center provides co-located care coordination services at the White River Family Practice one day per week which includes short term counseling and referrals
WHITE RIVER FAMILY PRACTICE

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

HRSA “OPEN ANY DOOR”

The 3 year HRSA grant ended in May 2015, and overall results were positive. Work plan items completed during the grant period included having the Clara Martin Center site being approved within the scope of practice for Little Rivers Health Care, the FQHC. In addition, establishing key processes and documents including a referral form, brochures and marketing items, defining work flows, assisting clients receiving services at home to return to a care site, and the sharing of medical and behavioral health information bi-directionally. Using a quality model, processes were continuously under review for improvement. Process results were reviewed at the monthly team meetings and new plans for improvement were made. Clara Martin Center and Little Rivers Health Care staff continue to discuss ways to re-establish the Clara Martin Center site for a primary care site and are meeting regularly to assess need, success of Open Any Door, barriers to sustainability and ways to continue to collaborate.

“I would say we are VERY integrated in how we do things now and I shudder at the thought of not having you available.”
— WRFP

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

STORY BEHIND THE CURVE

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

White River Family Practice Clients Served

<table>
<thead>
<tr>
<th># OF CLIENTS SEEN</th>
<th># OF SERVICES PROVIDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>150</td>
<td>250</td>
</tr>
<tr>
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<td>300</td>
</tr>
</tbody>
</table>

ACCESS
ACUTE CARE
ADULT OUTPATIENT

17 > PRIMARY CARE INTEGRATION

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

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

GENERAL OUTPATIENT SERVICES (AGES 6-15)
Within outpatient services, youth and their families receive individual and family therapy, community supports,
In FY15, the Child and Family Program saw a rise in the number of services provided, increasing to 763 clients served. This increase surpasses the increase that resulted from the aftermath of Tropical Storm Irene in FY 2011. Our Early Childhood Mental Health (ECMH) program maintained the service delivery level from FY14.

**Story Behind the Curve**

In addition to a dramatic increase in clients served, the complexity and intensity of the presenting symptoms continues to increase, with most symptomatology either resulting directly from a traumatic event, or the presenting symptoms being exacerbated as a result of trauma. The Child and Family Program provides a continuum of care that integrates multiple treatment modalities to meet the needs of the children and families we serve. In the past year, the ECMH program focused on supporting families in attaining parenting skills through parenting groups as well as enhancing the development of trauma informed treatment for clients and their families. Utilizing the Attachment, Self-Regulation and Competency (ARC) trauma focused framework, ECMH clinicians were able to deliver trauma informed programming to the clients we serve in a uniform approach.
case management, group programming, summer programming and respite. While general outpatient services are focused on ages 6-15, all of these services are available to any and all children within the larger Child and Family Program.

TRANSITION AGE YOUTH (TAY)
(AGES 16-22)
The Transition Age Youth program provides services to youth 16-22 years of age, utilizing the Resiliency Model to meet clients “where they are at.” Providing therapeutic services and supports in the youth’s environment help adolescents and young adults succeed. TAY supports the adolescent or young adult in developing and maintaining caring relationships by being held to high expectations, and giving them opportunities to participate and contribute to their community.

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

• Adventure Programming – The adventure based programming consists of a dynamic package of services that will engage clients in their treatment through experiential learning and adventure based treatment. We foster resiliency and inspire change for children and adolescents by incorporating their whole self, 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. Clara Martin empowers young adults through the youth run group – Youth Community Rising (YCR). The YCR group continues to plan and organize the annual Youth Summit. This has proven to have tremendous impact and success in engaging local communities in a supportive process of understanding and de-stigmatizing our youth.

VERMONT COALITION OF RUNAWAY AND HOMELESS YOUTH PROGRAM (VCRHYP)(AGES 12-22)
Housing resources provided for youth identified in the Child and Family Program through collaboration with the Vermont Coalition for Runaway and Homeless Youth Program (VCRHYP), of which the Clara Martin Center is a collaborative agency. VCRHYP creates a safety net for youth in need by supporting a network of runaway and homeless youth programs throughout Vermont.

• VCRHYP services are grounded in resiliency theory and the positive youth development approach to serving youths. Positive youth development understands that all young people need support, guidance and opportunities during adolescence

• Provides for 3 critical types of services: transitional living, runaway and family stabilization, and street outreach.

SUBSTANCE ABUSE SERVICES
Substance abuse treatment, education and skills based services are embedded into all of our programming. The Clara Martin Center is a co-occurring treatment agency that provides comprehensive treatment to addresses both substance abuse and mental health together. Services are provided in individual and family therapy, as well as group therapy modalities.
In FY15, the Youth In Transition (YIT) program successfully advocated for additional funding of the YIT grant that ended in FY14. The FY14 funding was maintained at 75% of the original funding. This allowed for the continuation of the majority of services, however the model was modified to accommodate the 25% funding cut. This resulted in the decrease from 79 clients served in FY14 to 62 in FY15. In FY 15, our Jump On Board for Success (JOBS) numbers increased from 45 to 61, reflecting the same overall increase in clients served in our Child and Family Program. In general, the population need has increased in all areas, and as a result, supporting our young adults in developing the skills necessary to obtain employment is critical to their overall success.

Despite the YIT funding changes, CMC is devoted to providing the highest quality of services to our clients and our community. Focusing on our collaborative relationships and integration of care allows for our Peer Navigator to deliver the services that best meet the needs of the young adults we serve. It is important to note that the JOBS program is expected to meet nine “rehabs” per year – maintains employment for a minimum of 90 days. Since 2009, we have met or exceeded that target each year.
The mission of the School Services Program is to provide a continuum of student centered supports and interventions that allow students with mental health challenges to be successful student learners. With a focus on prevention and early intervention, the goal of school services is the promotion of wellness for all students in their educational, family and community environments.

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

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

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

School Services Program

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.

- East Valley Academy (EVA) is a licensed independent school that provides educational and therapeutic services to youth with severe emotional and behavioral challenges in grades 3-12. Youth who attend EVA are referred and tuitioned by their school. Clara Martin Center oversees all therapeutic as well as academic aspects of EVA.
- Wilder School (Regional Alternative Program – Hartford School District) is a licensed independent school made possible by a collaboration with the Hartford Area Regional Collaborative, that provides educational and therapeutic services to youth with severe emotional and behavioral challenges. Clara Martin Center oversees the therapeutic services provided within the Wilder School.
In FY 15, School Services again saw an increase in clients served to reach 149 clients.

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

**STORY BEHIND THE CURVE**

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

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

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

**23 > CHILD AND FAMILY**
- COMMUNITY SUPPORT PROGRAM
- ALCOHOL AND DRUG PROGRAM
- CRIMINAL JUSTICE PROGRAM
The Community Support Program (CSP) assists individuals with mental health issues in achieving and sustaining the highest quality of life consistent with their abilities, needs, personal ambitions, and available resources. The program strives to instill wellness to individuals living in the community.

**Objectives**

- To insure that individuals in CSP are treated with dignity and respect, provided opportunities to work, learn, have recreational opportunities, and live in the community based on their personal choices
- To insure that services provided are individualized and emphasize health, wellness and recovery
- To insure wherever possible, services be used that are based on evidence-based treatment models
- To insure that treatment goals are directed by the individual

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

- To teach individuals how to handle the stressors they face in life
- To minimize the usage of psychiatric hospitalizations
- To minimize the usage of involuntary treatment, either in inpatient or outpatient settings
- To identify all diagnoses, both mental illness and substance abuse, and to treat both concurrently and within the same treatment team
- To provide an understanding of mental illness, of medications, and of feelings
- To support individuals in gaining self confidence to improve their living situation
FY15 data shows a slight increase in the number of hours and services provided to individuals in the Community Support Program.

**Story Behind the Curve**

The program continued to offer an assortment of recovery focused groups and activities along with an emphasis on physical health and wellness. Intensive support services provided to individuals promote stability in the community when possible, rather than utilizing intensive psychiatric hospitals. The agency continues to support integrated treatment for both mental health and substance abuse issues. CSP offers individual and group support to individuals experiencing these issues.
Eligibility Criteria
CSP serves adults, 18 years and older, who meet the specific eligibility criteria set forth by the Vermont Department of Mental Health. The criteria must be met in three categories: diagnostic criteria, recent treatment history and level of impaired role functioning. Although persons with a primary diagnosis of Developmental Disability, head injuries, Alzheimer’s disease, or Organic Brain Syndrome frequently have similar treatment needs, they are not included in this definition.

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

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

Evidence Based Practice Treatment
- Integrated Dual Diagnosis Treatment: Individual and Group
- Dialectical Behavioral Treatment Programming
- Wellness Recovery Action Plan groups
- Seeking Safety
- Family Psycho-education and Support groups
- Individual Placement and Supports (IPS) model for Vocational Services

VOCATIONAL SERVICES/OUTREACH
The agency’s Supported Employment program assists adults within the agency’s CSP to identify, achieve and maintain vocational goals, including paid employment, in collaboration with community employers. The program also provides:
- Assistance with preparing for employment
- Assistance with job development
- Assistance with on-going job support

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

CSP embraces the philosophy that physical health is an important component of overall health. Clients are encouraged to engage in activities that promote physical as well as mental health. All members of the CSP team work to assist clients to identify measures to decrease physical risk factors and to engage in activities that promote physical health. Within the CSP Wellness Program there are four levels of care: individual, group, program and community. The number of CSP individuals participating in the program continues to grow each year. The CSP Wellness Program was highlighted at this year’s Department of Mental Health Adult Mental Health Conference.

HOW MUCH DID WE DO?

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

STORY BEHIND THE CURVE

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

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

Objectives

• Provide comprehensive treatment which addresses the needs of both the person with a substance concern and the people affected by the substance concern

• Identify clients who have co-occurring mental illness and help them develop goals and a treatment plan individualized to meet their needs

• Recognize abuse of alcohol and/or other drugs as a progressive disease that affects the psychological, emotional, physical, social, and spiritual health of the person. It often impacts any system he/she interacts with including their family, friends, workplace and community

• Provide outpatient treatment in a variety of sites to meet the needs of our clients

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

• Provide education, consultation services, and support to family and friends of clients and other community organizations

• Work collaboratively with other providers and community organizations to provide continuity of care to our clients

Clinical Services

• Assessment and Referral to appropriate level of care

• Outpatient Services: Individual, Group and Family Therapy

• Quitting Time – Intensive Outpatient Program

COMMUNITY PARTNERS

– Turning Point
– Vermont Department of Corrections
– Primary Care Offices
Clara Martin Center’s substance abuse programming is integrated into all programs to support the co-occurring culture that the agency upholds and to meet the intricate needs of the population. The program has seen increases in the last 3 years.

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

### STORY BEHIND THE CURVE

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

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

### HOW MUCH DID WE DO?

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

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

### ACCESS
- Acute Care
- Adult Outpatient Program
- Primary Care Integration
- Open Any Door
- Child and Family Program
- Community Support Program

### 29 > Alcohol and Drug
- Criminal Justice Program

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814 People Served
QUITTING TIME – INTENSIVE OUTPATIENT PROGRAM

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

OUTPATIENT RECOVERY AND AFTER CARE GROUP

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

MOTIVATIONAL GROUP

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

CO-OCCURRING ISSUES GROUP

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

SEEKING SAFETY GROUP

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

ADOLESCENT OUTPATIENT COUNSELING

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

WEEKEND CRASH

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

ADAP INCENTIVES

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

Clara Martin Center met incentives for the following criteria:

- **Program Approval** - maintaining full compliance with ADAP Preferred Provider Program Approval Standards
- **Engagement** - the percentage of clients receiving two or more services after treatment initiation
- **Data Timeliness** - all data and reporting is provided in a timely manner
- **People Served** - increase or maintain the number of clients served in the OP/IOP programs
- **Encounter Days of Service** - increase or maintain the encounter days of service in the OP/IOP programs
The Criminal Justice Program provides effective assessment and treatment services to people who have been, or are currently involved with the court or corrections system. Our aim is to enhance their ability to function effectively in the community, re-enter the community successfully and reduce the risk of committing additional crimes.

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

Clinical Services
- Screening
- Assessment
- Individual Therapy
- Group Therapy
- Sex Offender Treatment Groups
- Batterer’s Intervention Treatment Groups
- Anger Management
- Family Member’s Educational and Support Groups
- Victim’s Support
- Case Management
- Substance Abuse Reentry Assessments

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

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

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

SUBSTANCE ABUSE RE-ENTRY ASSESSMENTS
Substance abuse re-entry assessments are conducted at the Southern State Correctional Facility and the Northeast Regional Correctional Facility. These assessments are provided to inmates presenting with a substance abuse concern who will be re-entering the community within 90 days. Full assessments are provided along with clinical recommendations and referral to appropriate community based providers.
The number of clients served within Clara Martin Center’s Criminal Justice program significantly increased last year and over all previous years.

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

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

While services and programs have included treatment within the correctional facilities and probation offices, Clara Martin Center will begin an effort to focus their services on internal Criminal Justice programming. Substance abuse re-entry assessments, re-entry case management, COMPASS, and corrections based risk reduction services will no longer fall under the umbrella of Clara Martin Center services, but the broad range of services we continue to deliver has enabled us to sustain a continuum of care for this population.

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

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

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

One of Clara Martin Center’s most important measures of success is knowing that our clients feel that the services they have received are helpful and that we treated them with dignity and respect.
41% of Clara Martin Center staff have a Masters Degree, or higher
COLLABORATION & PARTNERSHIP

CENTRAL VERMONT SUBSTANCE ABUSE SERVICES (CVSAS)

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

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

CVSAS is a program of the Clara Martin Center, Washington County Mental Health and Howard Center, representatives of which serve with community members on the board of directors. The staff includes licensed alcohol and drug counselors, licensed clinical mental health counselors, counseling interns, case managers, and a consulting psychiatrist.

COLLABORATIVE SOLUTIONS CORPORATION

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

The first Community Recovery Residence established was Second Spring South, a licensed Level III Care Home located in Williamstown, Vermont. Second Spring North opened in Westford, Vermont in 2013.
The Vermont Council of Developmental and Mental Health Services and the Vermont Care Network (formerly Behavioral Health Network of Vermont) have come together under the partnership of Vermont Care Partners to provide statewide leadership for an integrated, high quality system of comprehensive services and supports.

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

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

**MEMBER AGENCIES**

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

**DEMONSTRATING ACCOUNTABILITY**

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

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

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

**RBA looks at:**

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

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

**COE focuses on five elements of quality:**

- World class customer service built on a culture of staff and client engagement and wellness
- Excellent outcomes
- Easy access
- Comprehensive care
- Excellent value
24-Hour Emergency Service
1-800-639-6360
www.claramartin.org

**Randolph Locations**

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

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

Community Support Program  
24 South Main Street  
PO Box G (mailing address)  
Randolph, VT 05060  
(802) 728-6000

Safe Haven and Chris’s Place  
4 Highland Ave  
Randolph, VT 05060  
(802) 728-4466

East Valley Academy  
579 VT Route 14 South  
PO Box 237 (mailing address)  
East Randolph, VT 05041  
(802) 728-3896

**Bradford Locations**

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

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

**Chelsea Location**

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

**Wilder Locations**

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

Regional Alternative Program (RAP)  
Norwich Avenue  
Wilder, VT 05088  
(802) 295-8628

**Berlin Locations**

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

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

**Walk In Clinic**

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