

Community Health Improvement Plan

Central Vermont Medical Center

in partnership with THRIVE Accountable Community for Health

2025– 2028



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Introduction



Introduction

About Central Vermont Medical Center

Since its founding, **Central Vermont Medical Center (CVMC)** has been dedicated to delivering high-quality health care to the residents of central Vermont and surrounding communities. CVMC's mission is to improve the health and well-being of the people it serves through compassionate care, clinical excellence, and community engagement.

Located in **Berlin, Vermont**, CVMC includes a full-service acute care hospital, a network of primary and specialty care practices, and a range of outpatient services. The medical center provides comprehensive care across departments such as cancer care, orthopedics, obstetrics, gynecology, health, heart and vascular services, and urgent care.

CVMC is a member of University of Vermont Health, a six-hospital and home health & hospice system designed to offer highly integrated, academic-informed health care across the region. The system supports CVMC's commitment to evidence-based medicine, continuous improvement, and coordinated care delivery.

What is a Community Health Improvement Plan?

A Community Health Improvement Plan (CHIP) is developed and overseen in collaboration with community partners to address the top community health priorities that are identified by the Community Health Needs Assessment (CHNA). Key findings from the CHNA are used by community partners to drive strategy, guide investments and inform decisions in the CHIP.

The CHIP outlines shared goals, strategies, and helps track collective progress on community health efforts. The plan builds on community assets, resources and existing initiatives. It provides a framework for addressing the top community health priorities over the next three calendar years.

2025 Central Vermont's Community Health Needs Assessment Summary

The 2025 Community Health Needs Assessment process offered a robust opportunity to hear from diverse community members, leaders, and organizations about the strengths, assets, and most pressing needs and opportunities impacting the health and wellbeing of our community.

2025 CHNA GOALS

- ◆ To conduct an inclusive and high-quality assessment of community health needs and assets across the lifespan in Central Vermont, through the lens of health and racial equity.
- ◆ To partner with diverse stakeholders resulting in:
 - 1) consensus of priority needs to address
 - 2) shared buy-in for implementation strategies

Developing the Community Health Improvement Plan



Developing the Community Health Improvement Plan

LISTENING TO THE COMMUNITY: GATHERING DATA AND SHARING FINDINGS

The development of the 2025 CHNA was a coordinated and collaborative effort, intentionally focused on the social determinants of health. The research team utilized evidence-based tools and strategies to guide data collection and analysis.

SECONDARY DATA: The team conducted a comprehensive review of public health statistics, demographic trends, and social indicators to build a detailed community profile. This data provided foundational insights into the health status, disparities, and social conditions affecting residents across the region.

KEY STAKEHOLDER SURVEY: An online survey was completed by 186 individuals representing a wide range of sectors and populations. Their input helped identify local health needs, barriers to accessing services, client experiences, and opportunities for collaborative impact. These voices reflect the perspectives of those working directly with communities.

COMMUNITY SURVEY: A total of 1,312 residents participated in a community-wide survey designed to capture lived experiences and perceptions related to health and well-being. Respondents shared insights on challenges to accessing care, social and economic stressors, and recommendations for improving community wellness.

COMMUNITY CONVERSATIONS: Facilitated discussions were held with local health and human service professionals to review CHNA findings and co-create strategies for health improvement. These conversations fostered shared understanding and alignment around priority areas and actionable solutions.

PRIORITIZING COMMUNITY HEALTH NEEDS FOR AN IMPROVEMENT PLAN

To improve community health outcomes, it is essential to prioritize and direct resources toward the most pressing, population health level issues that span across multiple sectors and populations. Following the completion of the CHNA, CVMC leaders, working in partnership with the THRIVE Accountable Community For Health (ACH) multi sector community collaborative, analyzed and synthesized the data to identify key focus areas for action. These priorities are aligned with the Vermont Department of Health's 2025–2030 State Health Improvement Plan (SHIP) and reflect a collaborative, data-informed approach to addressing community health needs.

KEY FOCUS AREAS

(In alphabetical order)

Access to Healthcare

Housing

Mental Health & Substance Use

Rising Cost of Living

All priorities were discussed in the CHNA report, which can be found on [CVMC's CHNA website](#).

Developing the Community Health Improvement Plan

The table below highlights the health needs identified in the CHNA for Central Vermont and illustrates how they align with SHIP priorities.

VDH 2025-2030 SHIP Priorities	Central Vermont local concerns
Access to Care	Rising costs; shortage of primary care providers; aging population with limited aging care options; disparities among underserved populations
Cost of Living	Rising prices, stagnant wages; economic divide; impact on community vitality, safety, and healthcare access for marginalized communities
Housing	High costs; out-migration of families; high number of unhoused residents; impact on community vitality and economic development; limited affordable housing
Mental Health & Substance Use Disorder	Rising mental health concerns across age spans; historically higher prevalence of substance use disorder; reduced community resource capacity

CHNA TOPICS THAT WERE NOT IDENTIFIED AS FOCUS AREAS

Aging services was identified in the CVMC CHNA and Vermont Department of Health SHIP, though not specifically named as a CHIP focus area. However, the community has clearly recognized the growing demand for aging services and the distinct health and social needs of older adults. THRIVE and CVMC remain committed to supporting aging Central Vermonters. Strategies to serve older adults are thoughtfully integrated across CHIP focus areas—particularly in initiatives aimed at improving access to care. CVMC will also continue to collaborate with and support community organizations dedicated to older adult populations.

Community Resources

Central Vermont is home to many organizations actively working to address the social determinants of health. CVMC, in partnership with THRIVE, is deeply committed to advancing the work of collaborative partners. This commitment reflects a shared understanding that no single organization can shift population-level outcomes alone—but through coordinated action and collective impact, meaningful change becomes possible. Many organizations listed **in the Appendix on page 23** were engaged in the CHNA and CHIP processes or were highlighted by community members during outreach efforts. It is important to note that this list is not exhaustive; there are many additional groups, organizations, schools, and municipalities working to improve health and wellbeing across our community.

Developing the Community Health Improvement Plan

CHIP Community Collaboration

Development of CHIP strategies at Central Vermont Medical Center (CVMC) is closely aligned with and its commitment to collective impact and role as the fiscal agent and operational backbone of the THRIVE Accountable Community for Health (ACH).

Following the completion of the CHNA, the THRIVE CHNA Collaborative Action Network (CAN) presented key findings and facilitated dialogue with community organizations to determine next steps.

Guided by the CHNA, CHIP strategy development has focused on identifying, amplifying, and accelerating existing efforts across priority areas. A core principle of the CHIP process is to build on and align with current initiatives while identifying gaps in services. While some strategies from previous CHIP cycles are being carried forward, many are newly developed—reflecting evolving community capacity and needs since 2022.

THRIVE

Formed in 2018, THRIVE is the Accountable Community for Health (ACH) for Washington and northern Orange counties, Vermont.

Mission: THRIVE's mission is to optimize the health and wellbeing of our community through informed, collaborative and innovative solutions to achieve its vision to build thriving communities.

Purpose: THRIVE exists to convene multi-sector partners who collaborate to improve health outcomes and contain costs by identifying and addressing social drivers of health.

More information can be found on [CVMC's website](#).



Developing the Community Health Improvement Plan

COLLABORATIVE DEVELOPMENT OF THE CHIP

This list includes primary collaborators in the CHIP process, acknowledging that many others supported and informed the work and therefore the list is not exhaustive.

	Access to Healthcare	Housing	Mental Health & Substance Use	Rising Cost of Living
Blueprint for Health–Barre HSA	x	x	x	x
Capstone Community Action	x	x	x	x
Central Vermont Home Health Hospice	x	x	x	x
Central Vermont Medical Center	x	x	x	x
Central Vermont Prevention Coalition	x		x	
Central Vermont Regional Planning Commission		x		x
Downstreet Housing		x		x
Family Center of Washington County	x	x	x	x
Green Mountain United Way	x	x	x	x
Good Samaritan Haven		x	x	
Vermont Department of Health– Barre office	x	x	x	x
Washington County Mental Health Services	x	x	x	x
Washington County Housing Coalition		x		

Developing the Community Health Improvement Plan

ENGAGEMENT OPPORTUNITIES

The table below summarizes engagement activities.

CHIP ENGAGEMENT ACTIVITIES	TIMELINE
<p>Shared CHNA outcomes and let community partners know that the CHIP is an opportunity to be involved in the next steps.</p> <ul style="list-style-type: none"> • Presentation to UVMHN-CVMC leaders. • Shared with Central Vermont Prevention Coalition leaders. • Shared and discussed with THRIVE CHNA Collaborative Action Network • Presentations and discussions on key CHNA findings delivered to THRIVE ACH leadership partners inclusive of community-based organizations, regional councils and coalitions. • CHNA shared through CVMC channels and external community partner outreach (eg. email list serves, media, posted on CVMC website, distributed paper copies). 	<p>June 2025– September 2025</p>
<p>THRIVE ACH Leadership Partner monthly meetings- discussions about aligning the focus of the ACH to advance CHIP priorities and movement to establish CHIP CANs, workgroups.</p>	<p>September 2025- October 2025</p>
<p>Presentations to the Washington County Housing Coalition and Central Vermont Prevention Coalition to share progress on the development of the CHIP, outcomes of the inventory of partner work happening in the Key Focus Areas so discussions about how to amplify and accelerate the work.</p>	<p>September 2025- October 2025</p>
<p>CHIP sent out broadly for feedback through THRIVE and targeted outreach with Washington County Housing Coalition and Central Vermont Prevention Coalition.</p>	<p>September 2025</p>
<p>CHIP presented to CVMC Senior Leadership Team for feedback.</p>	<p>October 2025</p>
<p>CHIP presented to CVMC Board for feedback and adoption. Once approved shared through CVMC channels and external community partner outreach (eg. email list serves, media, posted on CVMC website, distributed bound paper copies).</p>	<p>October 2025</p>

Developing the Community Health Improvement Plan

Moving the Work Forward Together

To advance CHIP strategies over the next three years, most activities will be integrated into existing community meeting structures, minimizing the need to create new groups. Collaborating closely with established community collaboratives will help streamline efforts, reduce meeting fatigue, and enhance engagement. Additional workgroups with key partners will be formed as needed to support specific initiatives.

Recognizing that community health improvement is both collaborative and iterative, the CHIP is designed to evolve over time. As discovery, research, and implementation progress, strategies may be refined or adapted to better meet emerging needs, fill service gaps, and respond to changing conditions. This flexible approach ensures that the CHIP remains responsive, inclusive, and grounded in real-world impact.

CHIP PRIORITY AREA	COALITIONS ENGAGED WITH CHIP EFFORTS
Access to Healthcare	THRIVE
Housing	Washington County Housing Coalition and Washington County Housing Action Team
Mental Health & Substance Use	Central Vermont Prevention Coalition
Rising Cost of Living	THRIVE



Community Health Improvement Plan



Community Health Improvement Plan

2025-2028 Central Vermont CHIP

The next section includes the plan that will guide collaborative community health efforts through 2028.

GOAL 1: Increase access to inclusive, equitable, and affordable healthcare services. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
Increase the number of residents that have a medical home.	Provider recruitment and retention efforts	Provider Recruitment Goals	Available primary care providers per 100,000 residents (Source: CMS)
	Review provider panels to ensure access for Medicaid beneficiaries	Tracking Practices Accepting New Patients	
	Support community health centers in providing free and reduced cost care	Payor Mix Tracking	
	Monitor and respond to primary care access trends	Community Partners and Engagement	
	Community Partner Initiatives		
<u>Capstone</u> : Client support for finding a medical home.			
<u>Family Center of Washington County</u> : Client support for Medicaid enrollment and finding a medical home.			

Community Health Improvement Plan

GOAL 1: Increase access to inclusive, equitable, and affordable healthcare services. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
<p>Increase the number of residents who receive recommended preventive screenings and services.</p>	<p>Provide education and services for preventive screenings and care</p>	<p>Screening, follow up, patient outcomes</p>	<p>Percent of adults aged 18 or older with a primary care visit within the past year (CDC)</p>
	<p>Increase access to healthcare services among underserved communities, including telehealth and transportation support</p>	<p>Telehealth Availability and Adoption</p>	<p>Rates of screening for breast and colorectal cancers (CDC)</p>
	<p>Implement Community Paramedicine Program</p>	<p>Transportation Partnerships and Access</p>	<p>Percent of adults experiencing transportation insecurity (VT SHIP)</p>
	<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Head Start programming ensures all children are served by dental, medical, and mental health services.</p> <p><u>Central Vermont Home Health & Hospice</u>: Pregnancy and parenting support to promote preventive screenings, vaccines, and other services, and connection to community resources.</p> <p><u>Family Center of Washington County</u>: Onsite monthly WIC (Women, Infants, and Children) clinics.</p> <p><u>Vermont Department of Health</u>: You Care and Comprehensive Cancer Control programs that promote screenings and preventive care; vaccine support for residents experiencing access barriers.</p> <p><u>Washington County Mental Health Services</u>: Primary care integration and tracking to monitor uptake of screenings and services among clients.</p>		

Community Health Improvement Plan

GOAL 1: Increase access to inclusive, equitable, and affordable healthcare services. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
<p>Provide access to healthcare that is culturally appropriate and offered with respect to all Central Vermonters.</p>	<p>Provide opportunities for staff and community members to connect and engage in cross-cultural training and discussion</p>	<p>Culture and Belonging Engagement Opportunities and Participation</p>	<p>Percent of physicians, physician assistants, and nurse practitioners who are Black, Indigenous, or a person of color. (Source: VT SHIP)</p>
	<p>Incorporate diverse representation on hospital-wide committees</p>	<p>Patient Experience Surveys</p>	
	<p>Monitor and track patient experience surveys for consistently equitable care</p>	<p>Patient and Family Advisor Engagement</p>	
	<p>Provide culturally and linguistically appropriate healthcare services</p>		
	<p>Support hiring and purchasing practices that promote diversity in staffing and vendors</p>		
	<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Partnership with People's Health and Wellness to host an onsite clinic for clients.</p> <p><u>Central Vermont Home Health and Hospice</u>: Provide equitable and timely medical services that are culturally appropriate and available to people of every background and identity.</p> <p><u>Family Center of Washington County</u>: Family support work and case management for non-citizens in central Vermont.</p> <p><u>Vermont Department of Health</u>: Training and support for department staff on health equity and delivering culturally appropriate care. Collaborate with community partners to implement accessible, place-based pop-up vaccine clinics for populations and communities experiencing disproportionate health outcomes. Provide translated health information, materials, and services. Fund organizations serving non-English speakers to provide services in other languages.</p>		

Community Health Improvement Plan

GOAL 1: Increase access to inclusive, equitable, and affordable healthcare services. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
Optimize outcomes for patients with chronic disease.	Provide chronic disease self-management programs and support	Evidence-Based Programs and Outcomes	Chronic disease prevalence and mortality rates (Sources: CDC, VT Dept. of Health)
	Reduce barriers to specialty care access	Care Monitoring (timely follow-up, re-admissions, etc.)	
	Improve care transitions across CVMC services and with community partner organizations	Community Partners and Engagement	
	Provide care managers to assist patients in accessing and receiving follow up care and wrap around supports		
<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Housing for adults with illness, chronic disease, and/or disability.</p> <p><u>Central Vermont Home Health & Hospice</u>: Navigational services and case management, longitudinal care program, clinical services, and community collaboration to prevent hospital readmission, improve quality of life, and help individuals stay in their setting of choice. Other services: Palliative Care Consultation for advanced care planning and pain management., and hospice support.</p> <p><u>Family Center of Washington County</u>: Support for navigating primary care and the healthcare system.</p> <p><u>Green Mountain United Way</u>: Food access services for those who are facing financial hardships, including targeted support for people with chronic disease.</p> <p><u>Vermont Department of Health</u>: MyHealthyVermont suite of resources to help people quit smoking, prevent and control chronic diseases. Other services: 802Quits tobacco cessation; Chronic Disease Specialist to support health-promoting policies, systems, and environmental changes; and worksite wellness initiatives.</p> <p><u>Washington County Mental Health Services</u>: Embedded nursing services across all agency service lines, embedded psychiatry services, multidisciplinary treatment delivery model and care coordination approach, and doula services.</p>			

Community Health Improvement Plan

GOAL 1: Increase access to inclusive, equitable, and affordable healthcare services. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
Support older adults in maintaining good health and well-being.	Support community-based services to help older adults age in place	Care Monitoring (timely follow-up, re-admissions, etc.) Community Partners and Engagement	Proportion of Medicare beneficiaries (65+) with three or more chronic conditions (Source: CMS) Proportion of older adults living alone and/or experiencing financial insecurity (Source: US Census Bureau)
	Partner in advocacy efforts to expand and reform statewide aging services		
	Improve care transitions across CVMC services and with community partner organizations		
	Provide care managers to assist patients in accessing and receiving follow up care and wrap around supports		
	Provide end of life planning and support		
<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Housing for older adults placed at risk.</p> <p><u>Central Vermont Home Health & Hospice</u>: Navigational services and case management, clinical services, Palliative Care Consultation Services, and hospice support.</p> <p><u>Green Mountain United Way</u>: Individual guidance for working families caring for aging parents/family members to ensure appropriate supports through partner agencies.</p> <p><u>Vermont Department of Health</u>: Collaboration with community organizations and providers to provide education, access to resources, and connections to care.</p>			

Community Health Improvement Plan

GOAL 2: Improve health and quality of life by addressing the impact of the high cost of living. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
<p>Increase the number of residents who receive needed financial support and social services.</p>	<p>Implement universal screening for social drivers of health</p>	<p>Care Monitoring (HRSN screening, follow up, patient outcomes)</p>	<p>Percent of people living below the poverty level in the past year (Source: US Census Bureau)</p>
	<p>Provide care managers to assist patients in accessing and receiving follow up care and wrap around supports</p>		
	<p>Provide patient financial assistance and charity care programs</p>	<p>Community Partners and Engagement</p>	
	<p>Provide transportation for medical appointments (e.g., Gopher rides)</p>		
	<p>Partner with and invest in community organizations addressing health related social needs</p>		
	<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Care coordination and collaboration with community partners to refer clients.</p> <p><u>Central Vermont Home Health & Hospice</u>: Social work and care coordination services to connect patients and families with needed health and social service programs and interventional resources.</p> <p><u>Family Center of Washington County</u>: Services to help find and pay for childcare, including Child Care Financial Assistance, Children's Integrated Services- Home Visiting, and Early Intervention.</p> <p><u>Green Mountain United Way</u>: Working Bridges employer site program, offering direct support to employees facing financial challenges. VT211 program for community information on available social services.</p> <p><u>Vermont Department of Health</u>: Referrals and warm handoffs to needed social supports for clients. Collaborate with organizations representing underserved populations at risk of experiencing disproportionate health outcomes.</p>		

Community Health Improvement Plan

GOAL 2: Improve health and quality of life by addressing the impact of the high cost of living. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
<p>Increase availability of free and low-cost healthful food.</p>	<p>Partner with Health Care Share to connect qualifying families with fresh, local food through their healthcare provider</p>	<p>Households served by Health Care Share</p>	<p>Percent of people and children experiencing food insecurity in the past year (Source: Feeding America)</p>
	<p>Participate in the Vermont Fresh Network and Healthy Food in Health Care Pledge to bring fresh, locally grown foods to patients</p>	<p>Households served by Veggie Van Go</p>	
	<p>Partner with Vermont Foodbank to sponsor monthly Veggie Van Go food distribution</p>		
	<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Food Shelf in partnership with Vermont Foodbank and others, and meals served to clients.</p> <p><u>Central Vermont Home Health & Hospice</u>: Social work and care coordination services to connect patients and families with needed food resources.</p> <p><u>Family Center of Washington County</u>: Food pantry, produce gleaning, What's for Dinner meals and food, and nutrition cooking classes "Cooking with Heart".</p> <p><u>Green Mountain United Way</u>: Food and other financial support to clients as part of the Working Bridges program.</p> <p><u>Vermont Department of Health</u>: WIC Supplemental Nutrition Program out of the Barre Office of Local Health provides healthy food, nutrition education, and breastfeeding support. Promote universal meals and healthy food policies for schools, and 3Squares and Supplemental Nutrition Assistance Program (SNAP).</p>		

Community Health Improvement Plan

GOAL 2: Improve health and quality of life by addressing the impact of the high cost of living. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
Increase financial stability for populations placed at risk.	Partner with Green Mountain United Way and United Way of Northwest Vermont to be a Working Bridges employer site	Working Bridges Outcomes (e.g., retention, advancement)	Median home value and median rent. (Source: US Census Bureau)
	Provide Healthcare Career Pathway Program for entry-level career advancement	Healthcare Career Pathway Programs and Participation	Percent of households that spend 30% or more of their income on housing. (Source: US Census Bureau)
	Support affordable childcare services for CVMC employees and area residents	New Childcare Availability and Placement	
	Provide volunteer programming and job training experience for area students and people with disabilities	Community Partners and Engagement	
	<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Financial coaching and counseling services, open broadly to community members and including employee financial conversation classes and micro business planning and support.</p> <p><u>Central Vermont Home Health & Hospice</u>: Social work and care coordination services to connect patients and families with needed health and social service programs and interventional resources,</p> <p><u>Family Center of Washington County</u>: Community events, financial assistance and concrete supports (e.g. phone cards, diapers, gas, and grocery cards).</p> <p><u>Green Mountain United Way</u>: Working with partners to educate and provide strategies that prevent the “financial cliff”. Working Bridges resource coordinators offer direct support to workers who have financial challenge including coaching, connection to resources, food and tangible financial supports. Financial coaching classes for adults and youth, and a train the trainer course for professionals who are in direct service roles.</p>		

Community Health Improvement Plan

GOAL 3: Improve the availability of affordable, accessible, and safe housing. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
<p>Increase advocacy for local housing needs.</p>	<p>Share CHNA data and advocate for local housing needs</p>	<p>THRIVE Initiatives and Outcomes</p>	<p>Median home value and median rent. (Source: US Census Bureau)</p>
	<p>Support the Let's Build Homes campaign and other initiatives to remove barriers to building development</p>	<p>Let's Build Homes Campaign Outcomes</p>	
	<p>Partner with local developers to secure units for transitional housing and in support of staff recruitment and retention</p>	<p>Secured Transitional Housing Units</p>	<p>Percent of households that spend 30% or more of their income on housing. (Source: US Census Bureau)</p>
	<p>Support THRIVE to strengthen and streamline emergency response and recovery efforts for flooding events</p>		
	<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Support for Housing & Homelessness Alliance of Vermont strategic plan and legislative agenda for 2025-26.</p> <p><u>Downstreet Housing</u>: advocating for and creating equitable access to housing and home ownership opportunities in Central Vermont through planning, affordable housing development, shared equity programs, and housing improvement projects.</p> <p><u>Family Center of Washington County</u>: Regional community and advocacy partner for affordable housing and funding.</p> <p><u>Green Mountain United Way</u>: Support for Let's Build Homes Campaign.</p> <p><u>Good Samaritan Haven</u>: Partnering with shelters to assess community needs and advocate for solutions, while advancing diverse emergency shelter and housing models that address the unique needs of individuals impacted by substance use, mental health challenges, and the justice system.</p> <p><u>Vermont Department of Health</u>: Advocacy partner in communicating with agencies and decision-makers about why safe, stable, and affordable housing is essential for healthy people and communities.</p> <p><u>Washington County Housing Coalition</u>: Local arm of Housing & Homelessness Alliance of Vermont and The Vermont Balance of State Continuum of Care Board.</p>		

Community Health Improvement Plan

GOAL 3: Improve the availability of affordable, accessible, and safe housing. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
<p>Increase access to comprehensive support for populations placed at risk for housing insecurity.</p>	<p>Implement universal screening for social drivers of health</p>	<p>Care Monitoring (HRSN screening, follow up, patient outcomes)</p> <p>Community Partners and Engagement</p>	<p>Number of people experiencing homelessness (Source: Housing and Homelessness Alliance of Vermont)</p>
	<p>Provide care managers to assist patients in accessing and receiving follow up care and wrap around supports</p>		
<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Expansion of Emergency Scattered Site units (15) for unsheltered families. Housing counseling and case management to establish a plan for sustainable housing.</p> <p><u>Central Vermont Home Health & Hospice</u>: Social work and case management services to offer housing guidance and application assistance; additional support for parents with young children (Maternal and Child Health Program).</p> <p><u>Circle</u>: Operation of emergency shelter and support for survivors of domestic violence.</p> <p><u>Downstreet Housing</u>: Operating a network of affordable homes and developing new properties in Central Vermont.</p> <p><u>Elevate Youth</u>: shelter, housing and support for unhoused youth and young adults.</p> <p><u>Family Center of Washington County</u>: Support for accessing housing vouchers and other housing supports, coordinated entry referral partner, family supportive housing case management, budgeting assistance and financial support.</p> <p><u>Good Samaritan Haven</u>: Operation of network of shelters, street outreach programs for those living in tents and cars, partner with the community on innovative pilot programs (e.g. scattered site parking for vehicles).</p> <p><u>Green Mountain United Way</u>: Support for housing program application and housing subsidies as part of the Working Bridges program.</p> <p><u>Vermont Department of Health</u>: Coordination of services to ensure clients who are unhoused or at risk of being unhoused have access to the coordinated entry system.</p> <p><u>Washington County Mental Health Services</u>: Supportive housing program (120 beds) and Shared Living Provider Home settings (102). New smart home technology to provide clients with greater independence in their homes with remote monitoring for safety, access to care, crisis response, medication support, and health monitoring.</p>			

Community Health Improvement Plan

GOAL 4: Strengthen the capacity of the mental health and substance use services system to support individuals and communities. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
<p>Ensure access to community programs that strengthen social connections, build resilience, and foster a sense of belonging.</p>	<p>Support community programs and events that promote social connections, resilience, and sense of belonging</p>	<p>Central Vermont Prevention Coalition FUTURE VT outcomes</p>	<p>Percent of students reporting feeling consistently sad or depressed (Source: VT Dept. of Health)</p>
	<p>Provide healthcare exposure programs to encourage job shadowing and mentoring opportunities for youth</p>	<p>Youth Job Shadowing and Mentoring Opportunities</p>	<p>Percent of youth who are disconnected, neither working nor in school (Source: US Census Bureau)</p>
	<p>Provide employee wellness programming to support workplace wellness and culture</p>	<p>Community Partners and Engagement Employee Wellness Events and Offerings</p>	<p>Percent of students reporting use of substances in the past month (Source: VT Dept. of Health)</p>
	<p>Community Partner Initiatives</p> <p><u>Capstone</u>: support individuals and families in Central Vermont to achieve stability and rise out of poverty. We focus building stronger families, creating warm and healthy homes, and opening doors to economic opportunity.</p> <p><u>Central Vermont Home Health & Hospice</u>: Maternal and Child Health Program to prevent child abuse and neglect, build family capacity, and promote children’s development. Additional services: social work, bereavement, hospice, spiritual counseling.</p> <p><u>Central Vermont Prevention Coalition</u>: Healthy Outcomes for Positive Experience, drug and alcohol education, Social Norms Marketing Campaign, Family Acceptance Project, and stigma reduction education and research.</p> <p><u>Family Center of Washington County</u>: Community building including weekly playgroups, dad's playgroup, meals, support groups, and various community events.</p> <p><u>Green Mountain United Way</u>: Social events to increase knowledge on societal topics and build community (e.g., Menopause film, Gone Guys, Join or Die).</p> <p><u>Vermont Department of Health</u>: Fund and support grants for schools, organizations, and community groups support mental health and sense of belonging across the ages.</p>		

Community Health Improvement Plan

GOAL 4: Strengthen the capacity of the mental health and substance use services system to support individuals and communities. (VT SHIP)

Objective	Strategies	Performance Measures	Community Measures
Continue access to overdose prevention services.	Partner with and support Central Vermont Prevention Coalition (CVPC) overdose response, harm reduction, and community training initiatives	CVPC Initiatives and Outcomes	Rate of accidental overdose death (Source: VT Dept. of Health)
	Provide harm reduction packs in CVMC practices	Care Monitoring (RAM and primary care mental health integration)	
	Support Rapid Access to Medications (RAM) to increase access to medications for opioid use disorder in the ED		
	Implement primary care addiction medicine integration in primary care clinics		
	<p>Community Partner Initiatives</p> <p><u>Capstone</u>: Onsite Narcan availability.</p> <p><u>Central Vermont Prevention Coalition</u>: CVPC is working to improve its reach to high-risk populations and build a more responsive local system. Efforts include FUTURES VT, NaloxBox Project, training and engagement, harm reduction packs, RAM, integrated addiction medicine, EMS liaison, and proposed short-term stabilization site.</p> <p><u>Family Center of Washington County</u>: Home visiting program, Women in Recovery support group, onsite harm reduction packs.</p> <p><u>Green Mountain United Way</u>: Partnership with CVPC and Turning Point Recovery Coaches to provide substance use disorder awareness and support in the workplace.</p> <p><u>Vermont Department of Health</u>: Grant funding to organizations to promote prevention, harm reduction, treatment, and recovery services, including VT HelpLink. Fund free naloxone and overdose prevention kits for the public. Facilitation of the KnowOD campaign for information and resources. Prevention Consultant collaborates with local partners to promote OD prevention. Maintain alcohol use and impact surveillance systems and data; provide community education on risks associated with alcohol.</p>		

Appendix A



Appendix

Community Resources

Organization	Description	Website Link
Abenaki Health & Heritage	Non-Profit organization dedicated to Indigenous continuity and community-based wellness.	https://abenakihealthandheritage.org/
All Brains Belong VT	All Brains Belong VT® is a community health organization with the mission to make life better for people with all types of brains. We do this through neurodiversity-affirming medical care, social connection, employment support, and neurodiversity education.	https://allbrainsbelong.org/
Another Way VT	Another Way is a sanctuary for those with psychiatric disabilities. We provide voluntary, peer support alternatives to traditional psychiatric treatment.	https://www.anotherwayvt.org/
Barre City Elementary & Middle School	Barre City Elementary and Middle School currently enrolls over 800 students in grades pre-K through eight.	https://www.bcemsvt.org/
Barre City Police	Law enforcement agency for Barre.	https://www.barrecity.org/police/
Barre Community Justice Center	The Barre Community Justice Center is a citizen-governed non-profit organization. It envisions a safe, connected, diverse and equitable community in which there are no more crimes and no more victims.	https://www.barrecjc.org/
Barre Interfaith Group	The Barre Interfaith Group is a collaboration between area congregations in Barre who are working, one meal, one bed at a time to make our community a better place.	https://barreinterfaithgroup.wordpress.com/
Better Life Partners	Medication-assisted treatment and supportive group therapy program.	https://betterlifepartners.com/vermont/
Bi-State Primary Care Association	A nonprofit charitable organization that promotes access to effective and affordable primary care and preventive services for all. Bi-State Primary Care Association launched the Federally Qualified Health Center (FQHC) Justice Equity Diversity and Inclusion (JEDI) training initiative	https://bistatepca.org/
Blueprint For Health–Vermont	The Vermont Blueprint for Health designs community-led strategies for improving health and well-being through programs that provide primary care, pregnancy care, opioid use disorder treatment, as well as workshops for healthy living that are patient- and family-centered along with cost effective.	https://blueprintforhealth.vermont.gov
Capstone Community Action	Capstone focuses on making ends meet, building stronger families, creating warm and healthy homes, and opening doors to economic opportunity.	https://capstonevt.org/

Appendix

Community Resources

Organization	Description	Website Link
Center for Behavioral Health Integration	Organization providing evaluation, training, and consultation for behavioral health program development.	https://www.c4bhi.com/
Center for Health and Learning	The Center for Health and Learning (CHL) is a suicide prevention organization. CHL has developed an unmatched depth of experience, a proven tool that empowers communities to help prevent suicide, and the nimbleness to tailor our approach to successfully answer specific needs and culture. We meet people where they are—in schools, workplaces, and healthcare settings.	https://healthandlearning.org/
Central Vermont Building Bright Futures	Building Bright Futures (BBF) works to improve the well-being of Vermont children from the prenatal period through age 8 and their families.	https://www.buildingbrightfutures.org/
Central Vermont Council on Aging	As the leading expert and advocate in healthy aging for Central Vermonters, our mission is to support Central Vermonters to age with dignity and choice.	https://www.cvcoa.org/
Central Vermont Home Health and Hospice	Central Vermont Home Health and Hospice (CVHHH) is a full service, not-for-profit Visiting Nurse Association committed to providing high quality, medically-necessary home health and hospice care to all central Vermonters, regardless of a person's ability to pay.	https://www.cvhhh.org/
Central Vermont Regional Planning Commission	The mission of the Central Vermont Regional Planning Commission is to assist member municipalities in providing effective local government and to work cooperatively with them to address regional issues.	https://centralvtplanning.org/
Central VT Adult Education	Central Vermont Adult Education (CVAE) provides adult education and literacy services in Washington, Orange, and Lamoille counties.	https://www.cvae.net/
Christ Episcopal Church	Christ Church is a Christian faith community that welcomes all, worships together, transforms lives, and engages in God's work in greater Montpelier and beyond.	https://sites.google.com/view/christchurchvt/home
Circle	Circle is an organization dedicated to ending gender-based violence and creating safer communities.	https://www.circlevt.org/
City of Barre	Government agency and local city management organization.	https://www.barrecity.org/

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Community Resources

Organization	Description	Website Link
City of Montpelier	Government agency and local city management organization.	https://www.montpelier-vt.org/
Clara Martin Center	Clara Martin Center provides a comprehensive array of mental health and substance use services.	https://www.claramartin.org/
Come Alive Outside	Come Alive Outside inspires collaborative community systems that create the awareness, intention, and opportunity for people to live healthier lives outside.	https://comealiveoutside.com/
Downstreet	Downstreet provide equitable access to high-quality permanently affordable housing and services for all in Central Vermont.	https://downstreet.org/
Elevate Youth	Elevate Youth is a non-profit committed to empower youth engaged in mentoring through transformative outdoor experiences.	https://www.elevateyouth.org/
Family Center of Washington County	The Family Center's mission is to build resourceful families and healthy children to create a strong community.	https://fcwcvt.org/
Good Samaritan Haven	Good Samaritan Haven is a Vermont nonprofit that provides emergency assistance to people experiencing homelessness.	https://www.goodsamaritanhaven.org/
Green Mountain Transit	Green Mountain Transit is a regional public transit system based in Burlington, Vermont. GMT operates local and commuter bus services and paratransit, primarily in Chittenden County and Washington County.	https://ridegmt.com/
Green Mountain United Way	Our mission is to unite around health, youth opportunity, and financial mobility of every person in the five counties we serve in central and northeastern Vermont.	https://www.gmunitedway.org
Harwood Union High School	Harwood Union High School is a public secondary school located in Duxbury, Vermont.	https://www.harwood.org
Hedding United Methodist Church	Faith organization located in Barre.	https://heddingchurch.org/
Howard Center	Howard Center helps people and communities thrive by providing services to address mental health, substance use, and developmental needs.	https://howardcenter.org

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Community Resources

Organization	Description	Website Link
The Johnson Health Center	A nonprofit practice that believes that your voice is the most important voice on the care team. The Johnson Health Center offers both addiction care and medical care services.	https://thejohnson-healthcenter.org/
Mad River Valley Intrafaith Group	The purpose of the MRVIC is to enhance the quality of life for Mad River Valley residents in need by providing: food, financial help to meet emergency expenses.	https://www.mrvic.org/
Montpelier Community Justice Center	The Montpelier Community Justice Center improves community health and safety by helping people whose lives are disrupted by conflict or crime.	https://www.montpelier-vt.org/371/Community-Justice
Montpelier Food Pantry	The Pantry is open on Tuesday, Thursday and Saturday from 10am to noon. We are located at 89 Main St in the back of the City Center Building.	https://www.justbasicsvt.org/foodpantry
Montpelier Police Department	Law enforcement agency for Montpelier.	https://www.montpelier-vt.org/220/Police-
Morrisville Probation and Parole	The Vermont Department of Corrections has 12 community-based facilities, also called probation and parole offices or field offices, at locations throughout the state.	https://doc.vermont.gov/probation-and-parole-offices
Mosaic	At Mosaic, we educate, advocate, and build power for a world free of sexual violence.	https://mosaic-vt.org/
National Alliance on Mental Illness (NAMI)	NAMI is the National Alliance on Mental Illness. We are the nation's largest grassroots mental health organization.	https://www.nami.org/
New England High Intensity Drug Trafficking Area (HIDTA)	The New England HIDTA provides funding resources, facilitates and enhances coordination of federal, state, and local law enforcement agencies in designated areas. This enables them to combine and leverage resources and capabilities to carry out activities , addressing the specific drug threats of	https://www.nehidta.org/

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Community Resources

Organization	Description	Website Link
Northfield Police Department	Law enforcement agency for Northfield.	https://www.cityofnorthfield.org/services/police.asp
Our House of Central Vermont	Within OUR House, individuals of any age who have faced sexual abuse or other violent crimes are welcomed into a secure and comforting space.	https://www.ourhousecentralvt.com/
People's Health and Wellness	The People's Health & Wellness Clinic provides free, high-quality health care to uninsured and underinsured adults in Central Vermont.	https://www.phwcv.org/
Pride Center of Vermont	Pride Center of Vermont (PCVT) is the region's most comprehensive community center dedicated to advancing community and the health and safety of Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+) Vermonters.	https://www.pridecentervt.org/
Rainbow Bridge Community Center	Located in Barre, VT, we center on creating a safe, accessible space to support community resiliency through advocacy, education, support, and play.	https://rainbowbridgevt.org/
Recovery Partners of Vermont	Recovery Partners of Vermont provides advocacy, support, and best practices to Vermont's recovery organizations, helping diverse people maintain sobriety.	https://vtrecoverynetwork.org/
River Rock Treatment	River Rock Treatment is a clinically driven outpatient substance use and mental health treatment center located in Burlington, VT.	https://www.riverrocktreatment.com/
State of Vermont	Government agency and state management organization. Agency of Human Services, Agency of Education, Department of Children and Families, Vermont Department of Health, Division of Aging and Independent Living.	https://www.vermont.gov/
The Health Center	The Health Center, located in Plainfield, VT, is a Federally Qualified Health Center offering primary care, dental, and mental health services.	https://thcplainfield.org/
The Phoenix Gallery & Music Hall	Art Gallery & Music Hall in the heart of Waterbury Village	https://thephoenixvt.com/

Appendix

Community Resources

Organization	Description	Website Link
Town of Barre	Government agency and local town management organization.	https://www.barretown.org/
Town of Berlin	Government agency and local town management organization.	https://www.berlinvt.gov/
Town of Braintree	Government agency and local town management organization.	https://braintreevt.gov/
Town of Brookfield	Government agency and local town management organization.	https://www.brookfieldvt.org/
Town of Cabot	Government agency and local town management organization.	https://cabotvt.us/
Town of Calais	Government agency and local town management organization.	https://www.calaisvermont.gov/
Town of Duxbury	Government agency and local town management organization.	https://www.duxburyvermont.org/
Town of East Montpelier	Government agency and local town management organization.	https://eastmontpeliervt.org/
Town of Fayston	Government agency and local town management organization.	https://faystonvt.com/
Town of Marshfield	Government agency and local town management organization.	https://marshfieldvt.gov/
Town of Middlesex	Government agency and local town management organization.	https://middlesexvermont.org/
Town of Moretown	Government agency and local town management organization.	https://www.moretownvt.org/
Town of Northfield	Government agency and local town management organization.	https://www.northfieldvt.gov/
Town of Orange	Government agency and local town management organization.	https://orangevt.org/

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Community Resources

Organization	Description	Website Link
Town of Plainfield	Government agency and local town management organization.	https://www.plainfieldvt.gov/
Town of Roxbury	Government agency and local town management organization.	https://roxburyvt.org/
Town of Waitsfield	Government agency and local town management organization.	https://www.waitsfieldvt.gov/
Town of Warren	Government agency and local town management organization.	https://www.warrenvt.org/
Town of Washington	Government agency and local town management organization.	https://washingtonvt.org/
Town of Waterbury	Government agency and local town management organization.	https://www.waterburyvt.com/
Town of Williamstown	Government agency and local town management organization.	https://williamstownvt.org/
Town of Woodbury	Government agency and local town management organization.	https://woodburyvt.org/
Town of Worcester	Government agency and local town management organization.	https://worcestervt.org/wp
Tree of Life Medicine	Primary care and family medicine practice.	https://tolmedicine.com/
Turning Point Center of Central Vermont	Turning Point Center of Central Vermont offers services, programs and workshops for those in the recovery community.	https://www.tpccv.org/

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Community Resources

Organization	Description	Website Link
Twinfield Union School District	Twinfield Union School is a public school serving the communities of Plainfield and Marshfield.	https://www.twinfield.net/
United Way of Northwest Vermont	United Way of Northwest Vermont's mission is to build a stronger tri-county area by mobilizing our community to improve people's lives.	https://united-waynwvt.org/
Vermont Agency of Human Services	The Agency of Human Services (AHS) was created by the Vermont Legislature in 1969 to serve as the umbrella organization for all human service activities within state government.	https://human-services.vermont.gov/
Vermont Alliance for Recovery Residences	The Vermont Alliance for Recovery Residences (VTARR) is a state affiliate of the National Alliance for Recovery Residences. Our mission is to support those in recovery from substance use disorders by improving access to recovery residences through established standards, a fair and transparent certification process, community engagement, education, and technical assistance.	https://vtarr.org/
Vermont Care Partners	VCP network agencies specialize in providing mental health, substance use, and developmental disability services and supports in your community.	https://vermontcarepartners.org/
Vermont Department of Health	The state's lead agency for public health policy and advocacy. Includes information on programs, publications, health officers and laws.	https://www.healthvermont.gov/
Vermont Foodbank	Vermont Foodbank's mission is to gather and share quality food and nurture partnerships so that no one in Vermont will go hungry	https://www.vtfoodbank.org/
Vermont Legal Aid	Vermont Legal Aid fights for low-income residents facing civil legal problems. Vermont Legal Aid can help with civil matters like: eviction, foreclosure, health care, discrimination, disability services, civil rights, public benefits, bankruptcy, and problems with landlords or creditors.	https://www.vtlegalaid.org/
Vermont Librarian Association	The Vermont Library Association is an educational organization working to develop, promote, and improve library and information services and librarianship in the state of Vermont.	https://vermontlibraries.org/
Vermont Professionals of Color Network	The Vermont Professionals of Color Network is built from within ("for us, by us") and focuses on young people of color, professionals of color, businesses and entrepreneurs of color, because prosperity starts with opportunities to climb the economic ladder, and a prosperous BIPOC community is a good thing for ALL of Vermont.	https://www.vtpoc.net/

**To learn more about the
Community Health Needs
Assessment and Community
Health Improvement Plan, or to
learn about opportunities to get
involved, please contact:**

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**University of Vermont Health Network–
Central Vermont Medical Center**

**Central Vermont Medical Center's CHNAs
and CHIPs can be found at:**

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