



## Goals and Objectives 2024 Cortland County Department of Mental Health

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### Goal 1

Goal 1: Title Increase adult and youth mental health (MH), substance use diagnosis (SUD) and intellectual/developmental disability (I/DD) community housing access and total capacity by 2027.

Goal 1: Target Completion Date Dec 31, 2027

Goal 1: Description Increase Cortland MH, SUD and I/DD housing access and capacity; through new housing development and improved access to safe/affordable housing opportunities. Support projects for development of new and/or rehabilitation of buildings for those with MH, SUD, I/DD needs. Increase total number of MH, SUD and IDD certified beds available within Cortland County by 25% by 2027. Improve access to safe/affordable community housing for those with MH, SUD, I/DD through community education to reduce stigma and inequality.

Goal 1: OASAS? Yes Goal 1: OMH? Yes Goal 1: OPWDD? Yes

Goal 1: Need Addressed 1 Housing

Goal 1: Need Addressed 2 Residential Treatment Services

Goal 1: Need Addressed 3 Cross System Services

Goal 1, Objective 1: Title Increase total number of MH, SUD and I/DD certified housing beds for adults.

Goal 1, Objective 1, Target Completion Date Dec 31, 2027

Goal 1, Objective 1, Description Increase the number of OMH, OASAS, OPWDD certified and accessible community housing beds. By 2027: 50 new OMH certified beds, 25 new OASAS beds, and 25 new OPWDD beds. (Beds certified under housing models/regulations by OMH, OASAS, OPWDD)

Goal 1, Objective 2: Title Increase crisis and respite/emergency housing for youth and adults in Cortland.

Goal 1, Objective 2, Target Completion Date Dec 31, 2027

Goal 1, Objective 2, Description Increase the total capacity of adult and child crisis and respite beds to provide services as alternatives to inpatient (diversion and/or step-down) within Cortland. By 2027: 20 new OMH/OASAS/OPWDD certified beds for crisis, respite or emergency housing beds with services for youth and adults. (Beds certified under crisis/respite/emergency models/regulations by OMH, OASAS, OPWDD)

Goal 1, Objective 3: Title Improve landlord and property manager communication and reduce misunderstanding/stigma towards MH, SUD and I/DD seeking community housing to improve access.

Goal 1, Objective 3, Target Completion Date Dec 31, 2027

Goal 1, Objective 3, Description Include landlord associations at behavioral health community collaborations to improve communication and offer behavioral health trainings and support. By 2027: Include 5 landlords/associations in Cortland to key behavioral health committees for improved collaboration. By 2027: provide training in youth/adult mental health first aid, Narcan training, and/or SafeTalk to 20 landlords in Cortland. Behavioral health providers present at landlord/association meetings at least twice annually through 2027.

### Goal 2

Goal 2: Title Expand behavioral healthcare workforce recruitment and retention development to improve treatment, program/service capacity and access to care.

Goal 2: Target Completion Date Dec 31, 2027

Goal 2: Description Increase Cortland behavioral healthcare workforce total capacity, capability, and evidence-based training. Support recruitment and retention projects for the development of behavioral health workforce and cross system workforce partners. Increase total number of behavioral health certified and licensed workforce in Cortland. Improve capability of behavioral health and other partner workforce agencies through community education.

Goal 2: OASAS? Yes Goal 2: OMH? Yes Goal 2: OPWDD? Yes

Goal 2: Need Addressed 1 Workforce

Goal 2: Need Addressed 2 Cross System Services

Goal 2: Need Addressed 3 Non-Clinical supports

Goal 2, Objective 1: Title Support local Cortland workforce priorities to improve staff recruitment & retention of behavioral health professionals.

Goal 2, Objective 1, Target Completion Date Dec 31, 2027

**Goal 2, Objective 1, Description** Expand behavioral healthcare provider partnership with SUNY Cortland, Cortland Works Career Center, TCCC Workforce Development, CAPCO, ATI and Cortland BOCES for training and retention support. 20 new Cortland behavioral healthcare agency training program partnerships with SUNY Cortland, Cortland Works, TCCC, CAPCO, ATI or Cortland BOCES by 2027 (5 per year). 100 total Cortland behavioral health staff completed training at SUNY Cortland, Cortland Works, TCCC, CAPCO, ATI or Cortland BOCES by 2027 (25 per year).

**Goal 2, Objective 2: Title** Support the use and expansion of professional certifications for direct care service professionals (such as micro-credentialing).

**Goal 2, Objective 2, Target Completion Date** Dec 31, 2027

**Goal 2, Objective 2, Description** Expand awareness and connection of programs provided by at SUNY Cortland, Cortland Works, TCCC, CAPCO, ATI or Cortland BOCES to encourage/increase new certifications and professional certifications for peers in the behavioral healthcare workforce. 40 new behavioral healthcare certified peers and professionals by 2027 in Cortland (10 per year). Completing various behavioral health para-professional training certifications such as micro-credentialing.

**Goal 2, Objective 3: Title** Increase and improve the Cortland workforce competency and skills in behavioral health evidence-based care practices in Cortland.

**Goal 2, Objective 3, Target Completion Date** Dec 31, 2027

**Goal 2, Objective 3, Description** Increase the total number of Cortland's behavioral healthcare workforce completing trainings to become qualified and provide:

- ♣ Suicide Alertness For Everyone-Tell Ask Listen Keepsake (SafeTALK), (MH)
- ♣ Diversity/Equity/Inclusion (DEI), (MH, SUD, I/DD)
- ♣ Screening, Brief Intervention, and Referral to Treatment (SBIRT), (SUD)
- ♣ Harm Reduction strategies (SUD, MH)
- ♣ Prevention program trainings: Triple P – Positive Parenting Program, Parents Plus Parenting Wisely & Too Good for Drugs, (MH, SUD, I/DD)
- ♣ Eye movement desensitization and reprocessing (EMDR) and Dialectical behavior therapy (DBT) therapy (MH, SUD)
- ♣ Applied Suicide Intervention Skills Training (ASIST) (MH & SUD)
- ♣ Intensive Behavioral Services (IB) (I/DD)
- ♣ Therapeutic Crisis Intervention (TCI) (I/DD, MH)
- ♣ Cognitive Behavioral Intervention for Trauma in Schools (CBITS) (I/DD, MH)
- ♣ Alternatives for Families: A Cognitive Behavioral Therapy (AF-CBT) and Trauma-Focused Cognitive-Behavioral Therapy (TF-CBT) (MH, SUD, I/DD)
- ♣ Behavioral and Cognitive Behavioral Therapy (CBT) Trainings (MH, SUD, I/DD)

Increase the total number of Cortland's public, school, agencies and/or first responder workforce completing training in:

- ♣ Crisis Intervention Team (CIT) Training for Law Enforcement and First Responders (MH & SUD)
- ♣ Youth and Adult Mental Health First Aid (MH)
- ♣ Screening, Brief Intervention, and Referral to Treatment" (SBIRT) (SUD)
- ♣ SafeTalk, (MH)
- ♣ Diversity/Equity/Inclusion (DEI), (MH, SUD, I/DD)

200 behavioral healthcare professionals completing at least one of these training courses by 2027 in Cortland (50 per year).  
200 public, school, agencies and/or emergency professionals completing at least one of these trainings by 2027 in Cortland;  
50 per year.

### **Goal 3**

**Goal 3: Title** Expand substance use prevention and treatment efforts within Cortland to improve access to treatment and support services.

**Goal 3: Target Completion Date** Dec 31, 2027

**Goal 3: Description** Increase Substance Use Disorder (SUD) prevention, dual recovery and treatment access and capacity. Expansion of evidence-based recovery and treatment care models. Support new providers and program development/expansion for substance use treatment availability within Cortland. Add additional OASAS outpatient treatment provider and programs within Cortland by 2025; to replace a provider who left during the pandemic. Improve understanding of substance use recovery models through community education to reduce disparity.

**Goal 3: OASAS?** Yes **Goal 3: OMH?** Yes **Goal 3: OPWDD?** No

**Goal 3: Need Addressed 1** Outpatient treatment

**Goal 3: Need Addressed 2** Prevention

**Goal 3: Need Addressed 3** Cross System Services

**Goal 3, Objective 1: Title** Expand substance use prevention programming for youth and young adults in Cortland County.

**Goal 3, Objective 1, Target Completion Date** Dec 31, 2027

**Goal 3, Objective 1, Description** Increase total number of youth, young adults and families offered evidenced-based prevention programming and education to improve mental, emotional, and behavioral (MEB) health of Cortland's youth and young adults. 1200 youth, young adults and families completing prevention education through the Cortland Prevention

Resources by 2027 in Cortland; 300 per year. (OASAS Prevention Framework)

Goal 3, Objective 2: Title Provide human services workforce with professional training for evidence-based SUD recovery and treatment models.

Goal 3, Objective 2, Target Completion Date Dec 31, 2027

Goal 3, Objective 2, Description Increase training and communication for health and human service professionals improved understanding of substance use treatment and recovery through:

- ♣ Motivational Interviewing and Stages of Change
- ♣ Harm Reduction strategies such as: Medications for substance use, opioid use disorder (MOUD) and Opioid Overdose Education & Naloxone Distribution (OEND),
- ♣ Screening, Brief Intervention, and Referral to Treatment (SBIRT).

200 health & human services professionals completing at least one of these training courses by 2027 in Cortland; 50 per year.

Goal 3, Objective 3: Title Expand and enhance SUD treatment and recovery maintenance treatment/services in Cortland.

Goal 3, Objective 3, Target Completion Date Dec 31, 2027

Goal 3, Objective 3, Description Increase the total number of new providers and programs development/expansion for substance use treatment/recovery availability within Cortland; specifically:

- ♣ OASAS Opioid Treatment Programs (OTP)
- ♣ OASAS Part 822 outpatient certified provider
- ♣ SUD residential transition from 819 to 820 (COCOCC)
- ♣ Integrated Care Outpatient Program
- ♣ OASAS Certified Outreach and engagement mobile units and medication mobile units
- ♣ Step-Group and Support-Group models for individuals and families (such as: AA, NA, AI-ON)

Add new OASAS certified provider agency by 2024 for Cortland residents' access within Cortland. Successfully transition to the OASAS 820 residential programming requirements by 2025. Increase the total number of clients enrolled in treatment and recovery services in Cortland; additional 75 per year (over 2022 baseline) through 2027 for additional 300 lives engaged in recovery.

#### Goal 4

Goal 4: Title Expand suicide prevention efforts lead by SPEAK Up Cortland coalition.

Goal 4: Target Completion Date Dec 31, 2027

Goal 4: Description Increase suicide prevention education and training across Cortland; using evidence-based models. Improve resource use to support those at risk of suicide for response across the community. Support implementation of data informed priorities for suicide prevention efforts. Add trauma and family and survivor support programming for response and recovery.

Goal 4: OASAS? Yes Goal 4: OMH? Yes Goal 4: OPWDD? Yes

Goal 4: Need Addressed 1 Crisis Services

Goal 4: Need Addressed 2 Cross System Services

Goal 4: Need Addressed 3 Prevention

Goal 4, Objective 1: Title Increase suicide prevention education across Cortland for improved access to evidenced based prevention efforts.

Goal 4, Objective 1, Target Completion Date Dec 31, 2027

Goal 4, Objective 1, Description Provide evidenced based training across the Cortland community; specifically SafeTalk and Applied Suicide Intervention Skills Training (ASIST). Provide 20 suicide prevention training courses by 2027; 5 per year.

Goal 4, Objective 2: Title Increase use of 988, 211, helplines, peer lines and mobile crisis team (MCT) resources.

Goal 4, Objective 2, Target Completion Date Dec 31, 2027

Goal 4, Objective 2, Description Provide community education and communication/media campaigns to increase resource use by those in need/at risk of suicide. Increase of Cortland calls to 988 by 25%, by 2027. Cortland's 988 is provided by Contact Community Services or Tompkins Suicide Prevention Crisis Services. Increase in utilization of Cortland 211 mental health resources by 20% increase by 2027. Increase in MCT utilization by 25% by 2027 for behavioral health responses. Offer three (3) suicide prevention media/communications campaigns each year through 2027.

Goal 4, Objective 3: Title Implement new data-informed monitoring efforts using NYSDOH Electronic Syndromic Surveillance System (ESSS) to address suicide risk and ideation in Cortland.

Goal 4, Objective 3, Target Completion Date Dec 31, 2027

Goal 4, Objective 3, Description Quarterly review of NYSDOH ESSS to identify key suicide ideation and risk areas to improve provider response and to identify priorities for suicide reduction and support programming. Initiate confidential NYSDOH ESSS Public Health and Mental Health review by 2024 for data informed priorities. Initiate use of NYSDOH ESSS data for planning by SPEAK Up Cortland for at least 2 prevention and response strategies and priorities each year from 2024-2027. As able within confidentiality laws, utilize ESSS data for trauma response support to families, providers and

clinicians at least 50% of the time.

### **Goal 5**

**Goal 5: Title** Expand cross system connections in Cortland with forensics, schools and high risk/need placements. Stabilize forensic "Reentry Connections to Care program" offering key cross system forensic behavioral health services in Cortland. A goal from the 2017 & 2021 Sequential Intercept Mapping (SIM) assessment. Strengthen cross-system treatment and service coordination for high risk/need behavioral health clients returning to community care services from hospitals or out of county placements. Strengthen cross-system treatment and service enhancement for youth/families with behavioral health needs through Cortland's youth System of Care (SOC) .

**Goal 5: Target Completion Date** Dec 31, 2027

**Goal 5: Description** Improve coordination of care for behavioral health individuals engaged with probation/parole and/or being released from prisons/jail, forensic hospitals, and State psychiatric center (PC) or developmental center forensic placements; for successful transition back to the community (housing, employment, outpatient treatment, benefits) and to reduce recidivism. Increase total number of successful re-entries to community living from forensic settings. Improve understanding of forensic re-entry services through community education and links to cross-system services.

Increase cross system coordination using monthly and quarterly planning meetings to improve communication between Cortland provider systems and hospital/other placement facilities to reduce revolving door of hospitalizations/placements and/or poor discharge planning.

Increase youth and family MH, SUD and IDD service enhancements in Cortland; through cross system coordination using the System of Care (SOC) model. Support project for behavioral health youth service developments at all Cortland County Schools. Increase youth care communication between Cortland provider systems families/parents; to reduce need for high-risk residential placements.

**Goal 5: OASAS?** Yes **Goal 5: OMH?** Yes **Goal 5: OPWDD?** Yes

**Goal 5: Need Addressed 1** Cross System Services

**Goal 5: Need Addressed 2** Inpatient Treatment

**Goal 5: Need Addressed 3** Forensics

**Goal 5, Objective 1: Title** Improve successful transition to Cortland community living by those leaving forensic settings for improved linkage to behavioral health services and social determinants.

**Goal 5, Objective 1, Target Completion Date** Dec 31, 2027

**Goal 5, Objective 1, Description** Increase total number of Cortland forensic-involved residents supported by the re-entry program to reduce recidivism; with successful linkages to community supports and services. Increase total number of clients served by re-entry by 20 each year; total of 80 by 2027. Maintain a low rate of recidivism of below 20% annually; through 2027 of those served by the program. 75% of program participants will obtain a primary care physician and mental health and/or a substance use treatment provider, if appropriate and desired, within 90 days of entering the program.

**Goal 5, Objective 2: Title** Improve education and understanding (and reduce stigma) of re-entry services program to the community of Cortland.

**Goal 5, Objective 2, Target Completion Date** Dec 31, 2027

**Goal 5, Objective 2, Description** Increase education and media campaigns for improved community understanding and participation in re-entry services. Provide 5 educational and media events yearly through 2027 (tabling, social media, trainings, etc..). Successfully increase total number of clients referred to re-entry by 20 each year, total of 80 by 2027.

**Goal 5, Objective 3: Title** 1) quarterly hospital planning meetings with Guthrie Cortland Hospital and all behavioral health providers and 2) monthly SPOA (adult & youth) meetings to improve communication between Cortland provider systems and hospital/other placement facilities to reduce revolving door of hospitalizations/placements and/or poor discharge planning.

**Goal 5, Objective 3, Target Completion Date** Dec 31, 2027

**Goal 5, Objective 3, Description** Develop and expand the coordination for the quarterly hospital planning meetings with Guthrie Cortland Hospital and monthly SPOA (adult & youth) meetings with all behavioral health providers; to improve communication and comprehensive planning regarding high-risk clients for hospital/residential placement solutions. Complete an updated MOU with key providers for 1) quarterly hospital planning meetings with Guthrie Cortland Hospital and all behavioral health providers and 2) monthly SPOA (adult & youth) meetings. Successfully improve youth linkages when returning from hospital/residential (RFT/RTC) placement by through comprehensive discharge planning meetings at least 75% of the time with SPOA. Reduce 90 day return to hospitalization rate at Guthrie Cortland Psychiatric unit by 25% through collaboration planning quarterly meetings focused on high need/risk behavioral health clients in Cortland.

**Goal 5, Objective 4: Title** Expand Cortland's SOC coalition and communication process that involves key providers, which utilizes data gathered to coordinate resources to meet the needs of families/youth.

**Goal 5, Objective 4, Target Completion Date** Dec 31, 2027

**Goal 5, Objective 4, Description** Developing a system of communication for service providers via SOC to strengthen service systems response to high-risk families/youth. Create and sustain a meeting between key county and school directors for internal communication regarding high-risk youth/families for hospital/residential placement diversion solutions. Complete an updated SOC MOU with key providers. Create & sustain a monthly meeting between key county and school directors for internal communication regarding high-risk youth/families for preventive solutions. Successfully reduce youth from

hospital/residential (RFT/RTC) placement by 25% by 2027; compared to 2021 rates.

Goal 5, Objective 5: Title Develop and expand youth social determinant supports to improve youth/family well-being in Cortland.

Goal 5, Objective 5, Target Completion Date Dec 31, 2027

Goal 5, Objective 5, Description Identify and promote social determinants of behavioral health service linkages in Cortland; through strengthening initiatives for youth emotional health and placement/legal diversion:

Emotional Health Initiatives:

- ♣ School prevention programming (OASAS),
- ♣ School MH clinic and Children and Family Treatment Support Services (CFTSS) programs (MH),
- ♣ School guidance counseling and IEP programming (MH, I/DD)
- ♣ Youth case management through health homes, CAC, CPS, Probation (SUD, MH)
- ♣ Behavioral healthcare Early Intervention, Pediatric, Crisis and Clinical treatment & services (MH, I/DD)
- ♣ Care Coordination Organization (CCO) & Crisis Service CSIDD (I/DD)
- ♣ Intensive treatment program for youth who are dually diagnosed with a serious emotional disturbance and a developmental disability (MH/I/DD)
- ♣ Peer/Mentorship programs (MH, SUD, I/DD)

Placement/Legal Diversion:

- ♣ Youth SPOA
- ♣ DSS: Child Advocacy Center (CAC), Coordinated Children's Services Initiative (CCSI), Persons In Need of Supervision (PINS) and Prevention Services
- ♣ DA/Court system diversion/treatment court programs for youth/families

Successfully increase total youth/families supported through referral/linkage to these programs by 5% per program/per year (from 2021 baseline). At least two (2) community education program promotional events per program/per year (tabling event, social media campaign, etc.). Reduce youth alcohol and substance use by 5% from 2022 youth survey assessment by 2027 (CACTC data). Reduce youth behavioral health ER presentations by 20% (from 2022 baseline) by 2027 (DOH data). Reduce indicated CPS reports by 20% from 2021 baseline by 2027 (KWIC data).

Goal 5, Objective 6: Title Increase youth and family MH, SUD and IDD treatment and services in Cortland.

Goal 5, Objective 6, Target Completion Date Dec 31, 2027

Goal 5, Objective 6, Description Increase total number of youth behavioral health treatment and service programs available in Cortland; adding or expanding:

- ♣ Youth ACT (Hillside) (OMH)
- ♣ Youth CCO and Health Home (OMH, OPWDD)
- ♣ Youth Crisis & Respite (OMH/OASAS/OPWDD)
- ♣ Youth inpatient beds at Guthrie Cortland Hospital (OMH)
- ♣ School Clinic and HCBS/CFTSS programs (OMH)
- ♣ Youth Peer services (OMH, OASAS)

Successfully implement these new youth behavioral healthcare programs by 2027: Youth Rural Home-Based Crisis Intervention (HBCI) team (CHOW) (OMH) & OMH Certified youth inpatient psychiatric beds (Guthrie) (OMH). Successfully expand these youth BH programs through 5% increase Cortland youth admission per program/per year measured through 2027 (against 2021 baseline): Youth ACT (OMH), Youth CCO (OPWDD), Youth Health Home (OMH/DOH), School Clinic Sat. (OMH), HCBS (DOH), CFTSS (OMH), and Peer services (OMH/OASAS).



Office of Addiction  
Services and Supports

Office of  
Mental Health

Office for People With  
Developmental Disabilities

## 2024 Needs Assessment Form Cortland County Department of Mental Health

### **Crisis Services** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Cross System Services** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Employment/volunteer (client)** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Forensics** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Housing** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Inpatient Treatment** Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Art. 28 Hospital Guthrie took over ownership of Cortland Hospital just before the pandemic. They have supported the community through the pandemic and is now working to address the old OMH Certified inpatient unit. They have capital funding from DOH for major renovations needed on that unit and could use OMH support for both capital and consideration on adding youth beds. They are also seeking major renovations to their ER to create a space similar to a CPEP; with a separate ER for those with mental health needs. This is a high need for our community support.

**Outpatient Treatment** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**Prevention** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**Residential Treatment Services** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**Workforce** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**LGU Representative:** Sharon MacDougall

**Submitted for:** Cortland County Department of Metal Health