



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

Goals and Objectives 2024-2027 Clinton County Mental Health And Addiction Services

Richelle Gregory, Director of Community Services
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Goal 1

Goal 1: Title Crisis Services

Goal 1: Target Completion Date Jan 01, 2025

Goal 1: Description Strengthen crisis system by providing increased access and appropriate community supports to youth and adults experiencing a mental health or co-occurring crisis

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

Goal 1: Need Addressed 1 Cross System Services

Goal 1: Need Addressed 2 Crisis Services

Goal 1: Need Addressed 3 Forensics

Goal 1, Objective 1: Title Crisis Intervention Team

Goal 1, Objective 1, Target Completion Date Jun 01, 2024

Goal 1, Objective 1, Description CIT Steering Committee will continue to train law enforcement and develop protocols and guidelines for those with a behavioral health crisis that includes police intervention and/or creating a dual response with Behavioral Health Agencies. Memorandums of Understanding will be established and implemented.

Goal 1, Objective 2: Title Home and Community Based Crisis Intervention

Goal 1, Objective 2, Target Completion Date May 01, 2024

Goal 1, Objective 2, Description NAMI-Champlain Valley in collaboration with Franklin County Community Connections and Families First will serve children and youth in crisis through a Home and Community Based Crisis Intervention Model, a short-term, peer run, intensive service to avert hospitalization and out of home placements.

Goal 1, Objective 3: Title Crisis Residential

Goal 1, Objective 3, Target Completion Date Jan 01, 2024

Goal 1, Objective 3, Description BHSN will implement Crisis Residential programming to increase therapeutic crisis intervention and decrease preventable hospitalizations for youth and adults.

Goal 1, Objective 4: Title Intensive Crisis Stabilization Center

Goal 1, Objective 4, Target Completion Date Jun 01, 2024

Goal 1, Objective 4, Description Champlain Valley Family Center has been approved and will open an Intensive Crisis Stabilization Center.

Goal 1, Objective 5: Title Co-occurring OMH and OPWDD

Goal 1, Objective 5, Target Completion Date Jan 01, 2025

Goal 1, Objective 5, Description Champlain Valley Physician's Hospital and the Advocacy and Resource Center are meeting to identify barriers to providing services with co-occurring individuals and investigate options such as tele-medicine to provide appropriate and timely treatment.

Goal 2

Goal 2: Title Housing

Goal 2: Target Completion Date Jan 01, 2027

Goal 2: Description Develop more housing opportunities to support those with a mental health diagnosis, a substance use disorder and/or intellectual/developmental disability.

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

Goal 2: Need Addressed 1 Housing

Goal 2: Need Addressed 2 Case Management/Care Coordination

Goal 2: Need Addressed 3 Prevention

Goal 2, Objective 1: Title Additional Apartments for those with an Intellectual/Developmental Disability

Goal 2, Objective 1, Target Completion Date Aug 01, 2026

Goal 2, Objective 1, Description OPWDD and HCR will review the opportunity to establish another apartment complex that houses those with Developmental Disabilities

Goal 2, Objective 2: Title Empire State Supportive Housing Initiative Planning

Goal 2, Objective 2, Target Completion Date Jan 01, 2026

Goal 2, Objective 2, Description Behavioral Health Services North is conducting planning to support the future development of a 100-120 unit complex with Housing Visions for approximately 40 additional ESSHI beds.

Goal 2, Objective 3: Title Expansion of Permanent Supported Housing

Goal 2, Objective 3, Target Completion Date Oct 01, 2026

Goal 2, Objective 3, Description Local Department of Social Services and Evergreen Town House Community have applied for an expansion grant to add 3 additional units to the CoC Permanent Supportive Housing Program. This program currently has 15 units and houses 16 individuals.

Goal 3

Goal 3: Title Case Management/Care Coordination

Goal 3: Target Completion Date Jun 01, 2026

Goal 3: Description Expand collaboration and coordination across all service systems to strengthen support and to individuals in need while identifying barriers, reducing duplicative efforts, developing a comprehensive plan and employing creative solutions

Goal 3: OASAS? Yes Goal 3: OMH? Yes Goal 3: OPWDD? Yes

Goal 3: Need Addressed 1 Case Management/Care Coordination

Goal 3: Need Addressed 2 Forensics

Goal 3: Need Addressed 3 Cross System Services

Goal 3, Objective 1: Title Expanding Care Management

Goal 3, Objective 1, Target Completion Date Jun 01, 2024

Goal 3, Objective 1, Description Community Connections will be offering Children's Health Home Care Management, Behavioral Health Services North will increase their number of Care Managers and Champlain Valley Family Center will provide Care Management for Children and Adolescents.

Goal 3, Objective 2: Title Expand the System Of Care

Goal 3, Objective 2, Target Completion Date Dec 01, 2024

Goal 3, Objective 2, Description System of Care (HEARTT) will continue to work with children that have multi-system involvement to coordinate care, identify barriers in the services system and provide support to the family through multi-system collaborative efforts decreasing emergency room visits and out of county placements.

Goal 3, Objective 3: Title Improve Emergency Room Coordination

Goal 3, Objective 3, Target Completion Date Sep 01, 2024

Goal 3, Objective 3, Description Champlain Valley Physician's Hospital has started an Emergency Department Social Worker position to work with the Multi Visit Patient Population list (MVP). Plan is to reengage the multi-agency care coordination team to collaboratively plan for the individual to improve community supports and decrease utilization of the emergency department.

Goal 3, Objective 4: Title Strengthen the Relationship with Law Enforcement and Judicial System

Goal 3, Objective 4, Target Completion Date Jan 01, 2025

Goal 3, Objective 4, Description Provide continued opportunities to train Law Enforcement and to find points of engagement for law enforcement with behavioral health providers and peers to support individuals who are interfacing with the criminal justice system by strengthening programs such as Law Enforcement Mental Health Referral System, NAMI's Forensic Peer Position and Imminent Risk Committee to increase Law Enforcement or Criminal Justice participation and collaboration.

Goal 4

Goal 4: Title Prevention

Goal 4: Target Completion Date Dec 30, 2024

Goal 4: Description Improve prevention efforts in schools and community by strengthening the community responses, investing in prevention programs that engage vulnerable populations and providing education regarding the effects of ACES and environments that buffer the effects of trauma.

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

Goal 4: Need Addressed 1 Prevention

Goal 4: Need Addressed 2 Adverse Childhood Experiences

Goal 4: Need Addressed 3 Cross System Services

Goal 4, Objective 1: Title Intensive and Sustained Engagement

Goal 4, Objective 1, Target Completion Date Apr 01, 2024

Goal 4, Objective 1, Description Community Connections in partnership with NAMI are applying to an RFP for Intensive and Sustained Engagement Teams (INSET). This grant will support adults over the age of 21 to prevent ER visits, inpatient stays and law enforcement involvement. If awarded the grants, we anticipate the start of the program by the end of Q1 2024.

Goal 4, Objective 2: Title • Youth Development Survey

Goal 4, Objective 2, Target Completion Date Oct 01, 2024

Goal 4, Objective 2, Description Champlain Valley Family Center will conduct the Youth Development Survey in at least 5 Clinton County School Districts during the 2023-2024 school year calendar

Goal 4, Objective 3: Title • Opioid Settlement Funds

Goal 4, Objective 3, Target Completion Date

Goal 4, Objective 3, Description

The Community Services Board is utilizing Opioid Settlement money to support innovative programming for early prevention of substance use.

Goal 4, Objective 4: Title System of Care

Goal 4, Objective 4, Target Completion Date Dec 01, 2024

Goal 4, Objective 4, Description Clinton County's SOC (HEARTT) will partner with school districts to provide continued education and collaboration to understand the impact of ACES and to create environments that buffer trauma and support resiliency.

Goal 4, Objective 5: Title School Support

Goal 4, Objective 5, Target Completion Date Jun 30, 2024

Goal 4, Objective 5, Description BHSN will increase the number of families linked to services in order to reduce the incidents of crisis events in school, reduce suspensions, and time away from class.

Goal 4, Objective 6: Title (Added in 2027 plan) Prevention

Goal 4, Objective 6, Target Completion Date (Added in 2027 plan) Dec 31, 2027

Goal 4, Objective 6, Description (Added in 2027 plan) The Developmental Disability Subcommittee identified emergency room utilization trends for co-occurring populations and subsequently need for services: youth with autism, transitioning age youth, and the aging population. Understanding the gaps and prevention needs can be initiated by mapping the system and developing educational material on available services.



Clinton County Community Services Board

Local Services Plan Needs Assessment Key Findings

The Community Services Board asked residents to provide feedback to identify unmet needs and priorities for Mental Health, Substance Use and Developmental Disabilities. Surveys were collected from 128 respondents.

The top 5 community needs for vulnerable populations were identified as:



- Crisis Services (47.12%)
- Housing (42.31%)
- Case Management/Care Coordination (29.81%)
- Inpatient Treatment (25%)
- Outpatient Treatment (20.19%)

4 in 5

feel our community needs initiatives to strengthen **recruitment & retention of the workforces** that support/work with vulnerable populations.

84%



feel our community needs to expand **non-clinical supports**.

85%

feel our community needs more **case management/care coordination** to support vulnerable populations.

Those respondents feel the need applies to those impacted by:



3 in 4



feel our community needs more **respite services**.

93%

feel the availability of **outpatient treatment** is a high need in the community.



8 in 10

feel strengthening **prevention services** is a high priority in the community.

Those respondents feel the need applies to:



83%

feel the availability of **inpatient treatment beds** is a high need in the community.



4 in 5



feel our community needs more **housing** to support vulnerable populations.

Those respondents feel the need applies to those impacted by:



9 in 10



feel education & training on the impact of **adverse childhood experiences** is a high need in the community.

3 in 5



feel there is not appropriate access to **transportation** for vulnerable populations.

4 in 5



feel our community needs more **employment/volunteer opportunities** for vulnerable populations.

67%

feel **transition age services** for vulnerable populations are a high need in our community.



87%

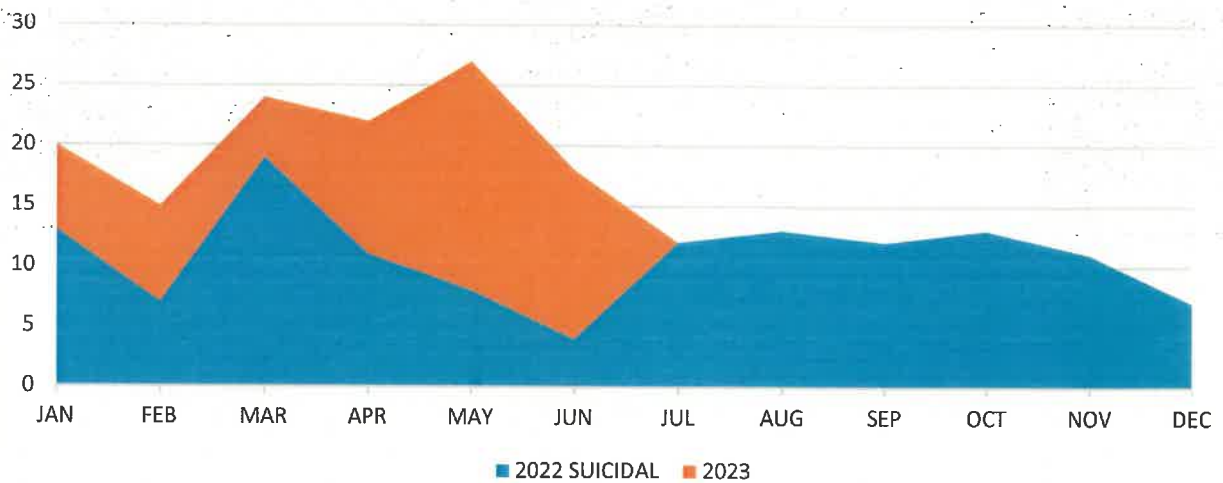
feel strengthening **crisis services** is a high need in our community.

Those respondents feel the need applies to those impacted by:

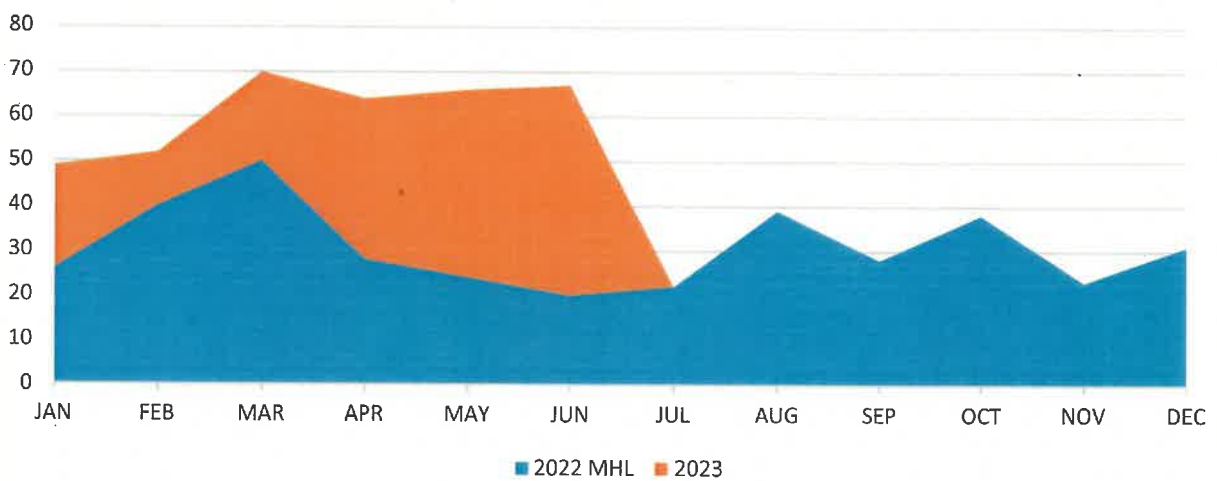


CLINTON COUNTY LOCAL DATA 2023

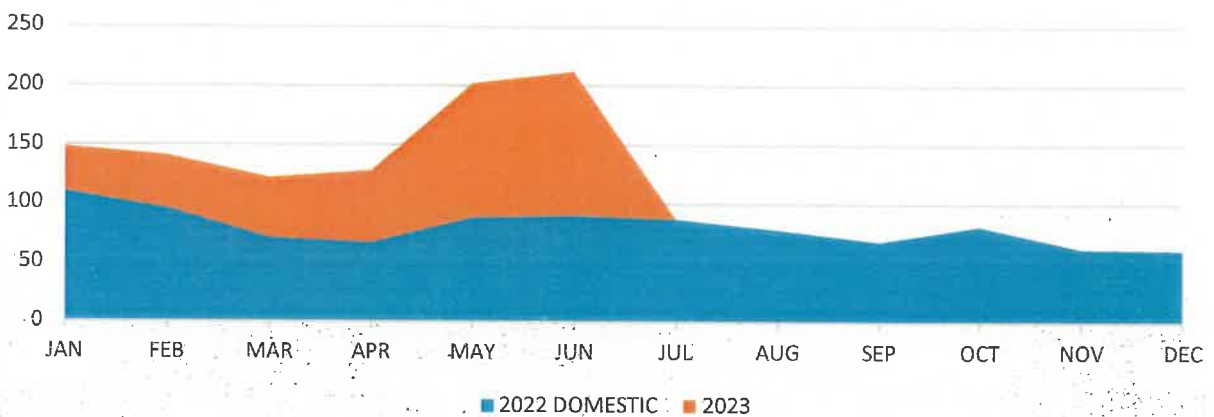
Suicide Calls to 911



Mental Health Calls to 911

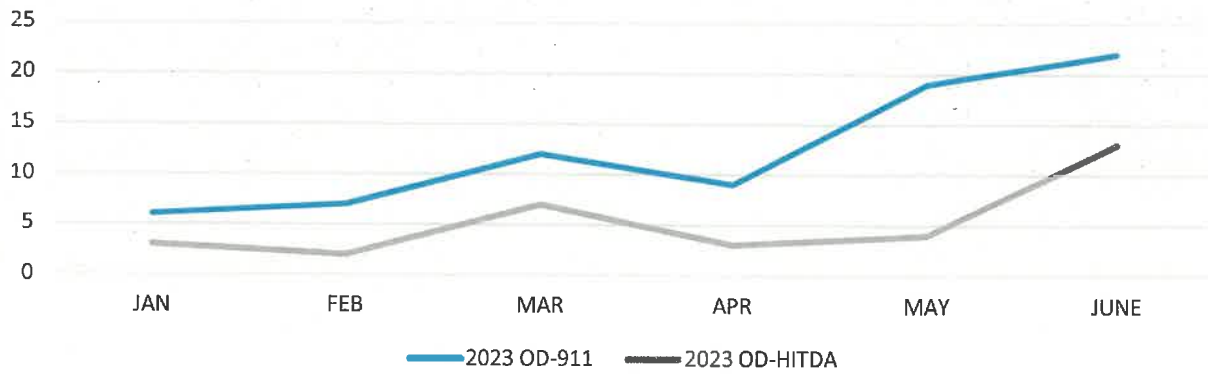


Domestic Violence Calls to 911

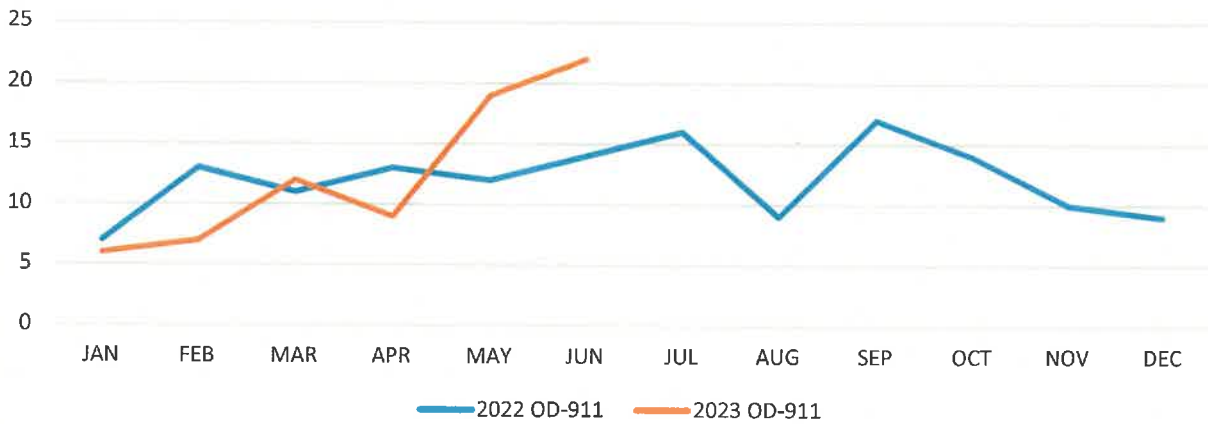


CLINTON COUNTY LOCAL DATA 2023

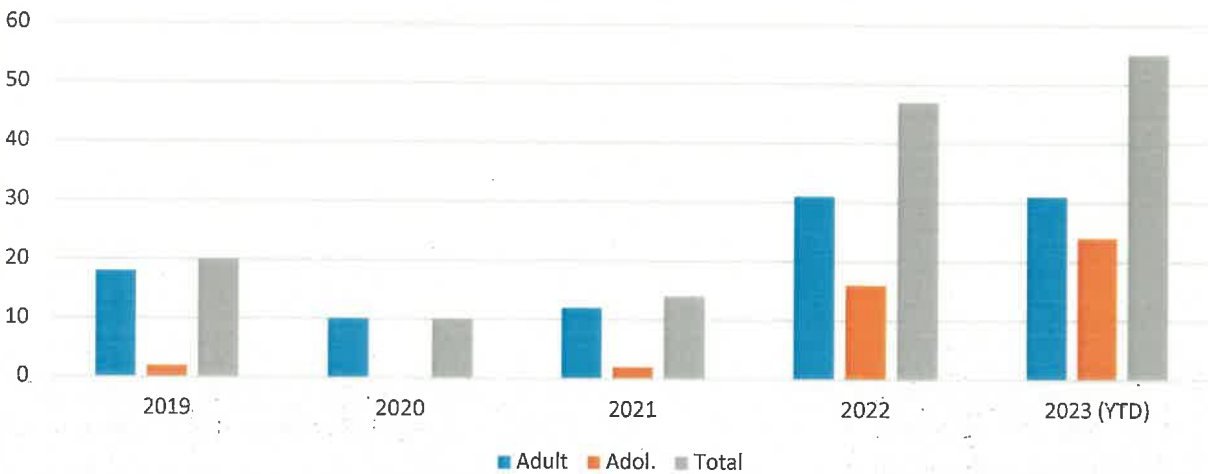
OD- 911 Calls and HITDA

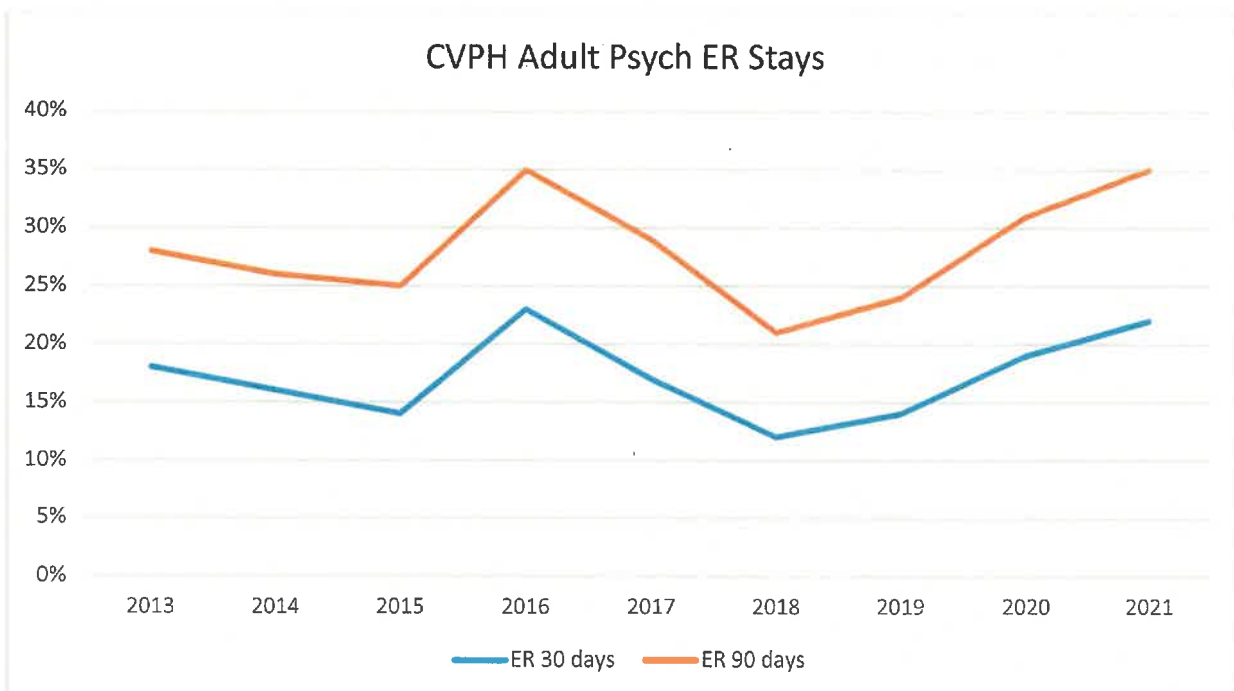
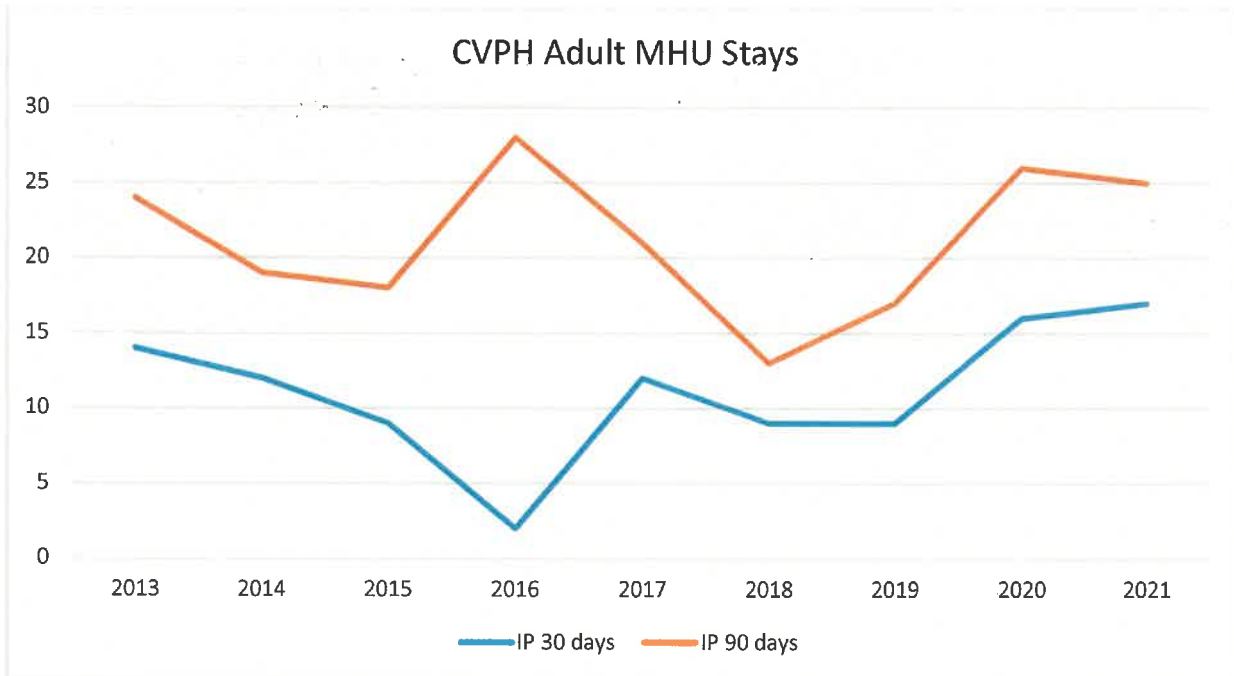


OD- 911



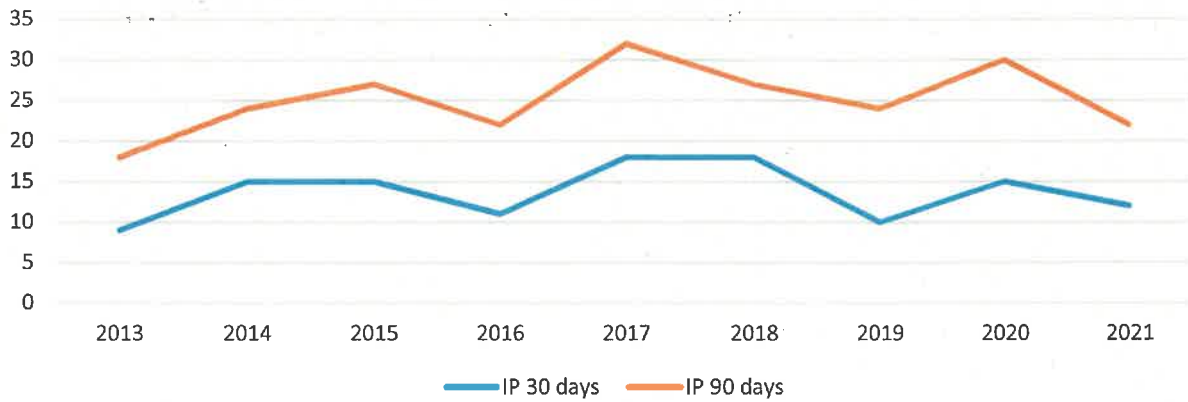
9.46 Submissions 2019-2023



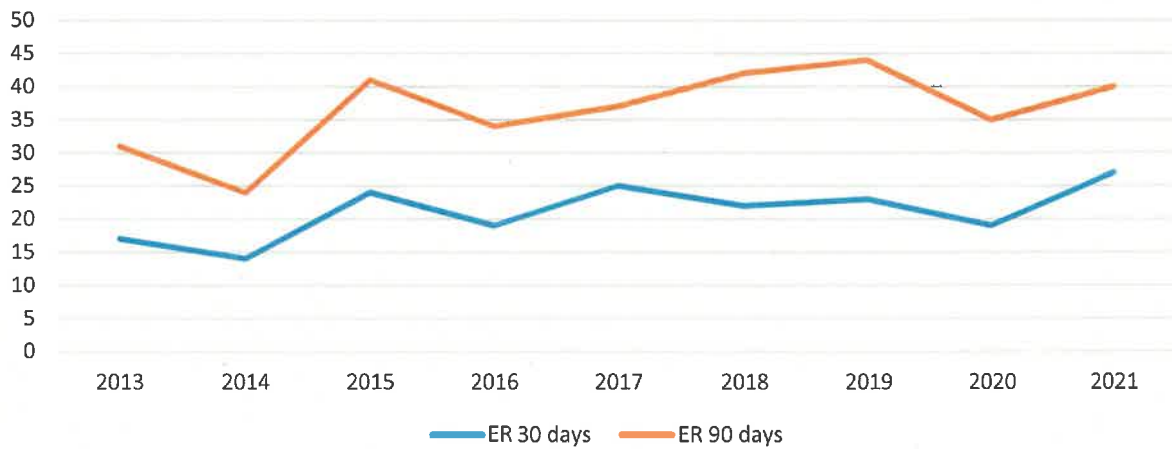


CLINTON COUNTY LOCAL DATA 2023

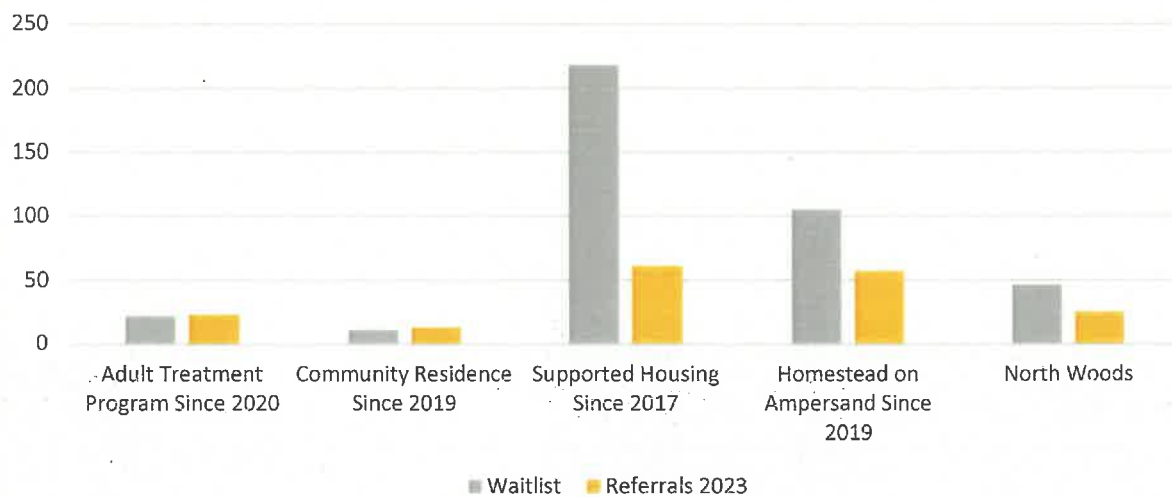
CVPH Child MHU Stays



CVPH Child Psych ER Stays



SPOA





**Office of
Mental Health**

Crisis Intervention Team (CIT) Program Development Project
Sequential Intercept Model Mapping Report
Plattsburgh, New York
March 24, 2023



Sequential Intercept Model Mapping Report

Background

Clinton County was selected as a recipient of technical assistance by the New York State Office of Mental Health to develop a Crisis Intervention Team (CIT) program. In January 2023, representatives from Clinton County's mental health system, law enforcement departments, and advocacy groups attended a kick-off meeting with the other selected counties; during this meeting, NYS OMH and consultants provided an overview of the various components of CIT program development, including the Sequential Intercept Model mapping process.

The Sequential Intercept Model¹ (SIM) is a framework for examining the interface of the mental health and criminal justice systems. A Sequential Intercept Model mapping workshop is one of the first steps in CIT program development. It creates a "snapshot" of the current crisis response system and allows community stakeholders to identify strengths and gaps in the system, which highlights opportunities for improvement. The Sequential Intercept Model aligns closely with the first goal of CIT programs by identifying law enforcement alternatives, which can divert individuals in crisis away from the criminal justice system and back "upstream" towards mental health resources and support.

The Sequential Intercept Model mapping workshop in Clinton County was held at the West Side Ballroom in Plattsburgh, NY on March 24, 2023. The workshop was attended by representatives from the county mental health department, Department of Social Services, behavioral health provider agencies, mobile crisis team, local hospital, emergency housing, 911 center, law enforcement, and multiple advocacy groups, including the Veteran's Service Agency. The list of participants is contained in Appendix A.

Don Kamin, Ph.D. (Director, Institute for Police, Mental Health & Community Collaboration) provided a brief overview of CIT programs, and Jennie Dixon, LCSW (Assistant Director, Institute for Police, Mental Health & Community Collaboration) introduced and described the Sequential Intercept Model mapping process. Mark Giuliano, LMSW (Institute Consultant and Director of Community Support, Westchester County Department of Community Mental Health) led the mapping exercise.

Visioning Exercise

As the workshop participants introduced themselves, they were asked to imagine that they or a loved one was experiencing a psychiatric crisis, and to briefly share one thing that they feared would happen in that situation, and one thing that they hoped would happen. Attendees were also asked to disclose whether they or a family member had personal experience with behavioral health challenges.

The fears expressed by the group mostly revolved around the attitudes and actions of emergency responders and the feelings and experiences of a person in crisis. Participants feared that

¹ Munetz, M.R. & Griffin, P.A. (2006). Use of the Sequential Intercept Model as an approach to decriminalization of people with serious mental illness. *Psychiatric Services*, 57(4), 544-549.

emergency responders would hold negative attitudes towards individuals in crisis, including judgment about behavioral health issues, cynicism about the possibility of recovery, and a belief that an individual and their behaviors are one and the same. Participants also feared that emergency responders' actions could match these attitudes, resulting in a rushed response, uses of force, and escalation of a crisis scene to the point of criminal arrest and/or unnecessary transport to the hospital. Members of the group also shared from the perspective of the person in crisis, fearing that they would feel confused, isolated, misunderstood, and alienated, and that they would undergo trauma, social media exposure, unnecessary transport, arrest, and a general experience of being passed along and lost in the shuffle of the system. Several participants expressed fears about tragic outcomes such as suicide and injuries or deaths of anyone involved in a crisis scene.

Participants hoped that the crisis response system would be prepared, available, and adequately equipped to provide support; specifically, that emergency workers would be educated, trained, and skilled in crisis response, and that they would be compassionate, understanding, and empathic towards individuals in crisis. Participants hoped that, during a crisis situation, the following would take place: family members would be included and engaged, the scene would be approached with open-mindedness and appropriate pacing, de-escalation would occur in the home, and individuals in crisis would be respected and their strengths would be noticed and emphasized. Members of the group also hoped for positive outcomes: rapid access to services, coordination of care, a person-centered plan, and hope for the future.

Systems Mapping Exercise

The group participated in a facilitated systems mapping exercise, based on the Sequential Intercept Model, to outline the Clinton County mental health crisis response system. This exercise is an important tool for placing each stakeholder agency's role within the context of the larger system, and for identifying the strengths and gaps in the system. Throughout the five-hour workshop, the widespread commitment to understanding and improving the county crisis response system was evident in the variety of stakeholder representation and the overall participation of group members. Attendees actively engaged in the mapping process and were able to identify many strengths and opportunities for improvement in the process of creating the county map.

Identified Strengths in the Current Mental Health Emergency Response System

The group identified these strengths in the current crisis response system:

- Collaborative relationships between different sectors and agencies in the crisis response system that support system improvement as well as individual care and connectivity
 - An informal consult group that focuses on triaging and responding to crisis calls, assessment for recommendations to higher levels of care (such as Assisted Outpatient Treatment), and Law Enforcement Mental Health Referral System
 - County mental health leadership meets with all local law enforcement agencies on a biweekly basis to review individuals with imminent risk factors, problem-solve, and identify potential services and resources

- Substance Abuse Prevention and Recovery of Clinton County (SPARCC) is a coalition comprised of multiple agencies, community leaders, and individuals to raise awareness, provide education, and address local issues regarding substance use
 - Strong and positive working relationships between all emergency responder groups: Office of Emergency Services (911), police and fire departments, Emergency Medical Services (EMS), and mobile crisis team
 - At SUNY Plattsburgh, the University Police Department and the college counseling center are co-located and have a strong working relationship
 - County mental health and hospital leadership have collaborated on a pilot project to track individuals through the 9.45 process to identify opportunities for improvement
 - In general, the small size of the community has led to strong partnerships and familiarity with individuals who frequently experience crises, which allows the system to individualize some crisis response plans
- Wide variety of services, across multiple levels of need, especially given the size of the community. Services include, but are not limited to:
 - Crisis hotline
 - Resource cards are distributed in the community
 - Mobile Crisis Team (MCT)
 - The MCT has a relatively quick response time, a formal assessment process to determine acuity, and defaults to responding without law enforcement with rare requests for law enforcement to join them on scene
 - The Mobile Integration Team
 - Provides additional crisis and other supports to individuals with serious mental illnesses
 - An Intensive Case Management program
 - The last remaining ICM program in NYS provides support for individuals who need a higher level of care coordination
 - Multiple mental health and substance use providers throughout the county
 - Champlain Valley Physician's Hospital (CVPH)
 - Including an adult inpatient psychiatric unit.
 - Detox, inpatient, and rehab program for substance use
- Multiple points of access into the behavioral health system
 - Most (if not all) of the clinic locations have open access hours
 - Phone and/or in-person crisis support is available 24/7 through the local crisis hotline and the mobile crisis team
 - Several agencies provide bridging support for individuals trying to access mental health and substance use treatment, including Clinton County Mental Health and Addiction Services, National Alliance for Mental Illness (NAMI) Champlain Valley, and Alliance for Positive Health
 - Incarcerated individuals can access mental health and substance use treatment, including Medication Assisted Treatment (MAT) in the county jail

- Ongoing improvement and expansion of crisis services
 - More crisis services are being developed and added in the near future, including 988, a crisis stabilization center, and 24/7 on-call support for substance use through Conifer Park
 - The 911 center already has processes to divert medical calls to EMS only unless law enforcement is needed, and leadership is open to creating similar processes for mental health calls to divert to phone and in-person support as needed

Identified Gaps and Opportunities for System Enhancement

In addition to the many strengths outlined above, stakeholders identified various gaps and/or opportunities for improvement, including:

- Community education
 - More education is needed for faith leaders, medical providers, other county departments, and other non-traditional entities about behavioral health and crisis response, so that they can provide appropriate support and guidance for individuals in crisis
- Limited opportunities for diversion at key intercepts
 - The 911 center does not have protocols in place to refer individuals in crisis to phone or in-person mental health support
 - None of the local law enforcement agencies have CIT-trained officers, although this will change this year
 - The local law enforcement agencies do not have documented criteria and protocols in place to request the mobile crisis team to join them on scene
 - The mobile crisis team cannot sign involuntary transport orders themselves, and must rely on county leadership and/or local law enforcement to make these determinations
 - There are no local crisis services specifically designed for individuals with developmental disabilities in the county
 - There are no respite services in the county
- Hospital-related challenges
 - There are no psychiatric evaluations during the overnight shift, so individuals board in the emergency department depending on the time of their arrival
 - Individuals board in the emergency department when inpatient beds are full because of difficulties with coordinating transfers to other, out-of-county hospitals
 - There are challenges with transferring individuals to the state hospital when needed because of their admission criteria
 - Youth with intellectual and/or developmental disabilities can get “stuck” in the emergency department, because they are deemed “not appropriate” for the inpatient program
 - Providers who want to provide information to the hospital about an incoming patient are unsure of how to get that information to the appropriate person (e.g., medical versus psychiatric emergency department, physician versus assessor, etc.)

- Criminal justice system workflows and gaps
 - When a judge orders a psychiatric evaluation and the individual is subsequently released from the emergency room without admission, they are sometimes lost to contact
 - There is no process to release individuals from jail to the hospital for purposes of psychiatric stabilization; individuals are only brought to the hospital if they are actively self-harming, and are otherwise placed on constant observation in the jail
 - Conifer Park is seeking approval for methadone as part of the jail's Medication-Assisted Treatment program, as it is not currently offered
- There are no homeless shelters in the county. Motels are utilized for emergency housing placement, and NAMI sometimes provides tents for individuals who decline placement or cannot access emergency housing because they are banned from those motels.
- There is a need for increased education in and resources for de-escalation and crisis support in school settings to decrease unnecessary transports from school to the hospital.

Data Collection and Outcome Evaluation

Data collection and outcome evaluation are critical to the success of Crisis Intervention Team programs, as they allow local stakeholders to track progress towards goals and implement corrective interventions as needed. As stakeholders review this report and prioritize recommendations for action, it will be important to identify any related data collection points and/or outcome measurements, as well as any existing documentation systems or tracking tools that can be used to support this process. The list below contains a few suggested metrics, some of which are also referenced in the recommendations portion of this report. While this list is not comprehensive or sufficient for measuring outcomes related to all the recommendations, it can serve as a starting point for discussion.

- Number of crisis hotline calls overall and by time of day
- Number of 911 calls that are primarily related to mental health concerns
- Number of 911 calls that are primarily related to mental health concerns and do not contain any report of safety concerns and/or weapons
- Number of individuals who are referred from law enforcement to the mobile crisis team, both requests to respond to the scene and requests for follow-up connectivity
- Percentage of hospital transports that result in admission, for adults and for youth
- Number of 911 calls initiated by school staff, number of transports from school to hospital, and percentage of those transports that result in admission

Summary and Recommendations

As noted above, participants in the mapping workshop described many strengths in the Clinton County mental health crisis response system. The strong, collaborative relationships between the systems and agencies represented was evident from participant feedback and from the discussions that took place during the mapping process. The observations and responses from the group also revealed several opportunities to strengthen the current system. The recommendations below are intended to condense the feedback from the workshop, with the goal of supporting stakeholders in prioritizing and implementing practical changes. However, not all the content in the “Gaps and Opportunities” section above is addressed in specific recommendations, and it is recommended that stakeholders examine all the gaps outlined above to determine other opportunities for system improvement.

Recommendation #1

- Increase utilization of community-based crisis services that offer an opportunity to avoid calling 911 or visiting the emergency room.
 - Consider convening a small, temporary workgroup to examine the staffing, call volume, and hours of operation at all local crisis hotlines and to explore the possibility of streamlining and/or consolidating multiple lines. Workshop participants noted that there is a primary, well-established crisis hotline in the area that is known by multiple names, and that the community will soon be connected to the 988 regional hub in Essex County. It may be possible to have one local, 24/7 crisis hotline that rolls into 988 if needed, and that both lines could have established pathways to other, more specialized crisis services (e.g., Conifer’s forthcoming 24/7 on-call support line for substance use).
 - Ensure that information about 988 and the forthcoming crisis stabilization center is clearly communicated and available to community members, mental health providers, law enforcement, advocacy agencies, and any other entities that may encounter people in crisis. For law enforcement, ensure that all departments are familiar with the location, hours of operation, and any criteria and processes to bring an individual to the center².
 - In order to maximize the strong collaboration of the “informal consult group”, identify specific individual and situational risk factors that require crisis consultation. Clearly communicate these risk factors to the provider community to ensure that individuals who meet the criteria can benefit from a collaborative and preventive approach to support diversion efforts.

² Mental Hygiene Law sections 9.41 and 9.45 now allow for individuals who meet the criteria for involuntary transport to a 9.39 hospital emergency room to be brought to a crisis stabilization center on a voluntary basis.

<https://www.nysenate.gov/legislation/laws/MHY/9.41>
<https://www.nysenate.gov/legislation/laws/MHY/9.45>

Recommendation #2

- Create and implement protocols at the 911 center to divert calls away from law enforcement and towards mental health support as needed and appropriate³.
 - Consider convening another temporary workgroup to:
 - Identify criteria (related to needs and safety) for calls that could be appropriate for phone call only support, mobile crisis team response without law enforcement, and mobile crisis and law enforcement co-response.
 - Review and revise dispatcher scripts to obtain information related to the above criteria, and to offer “mental health” in addition to “police, fire, or EMS” at the start of each call
 - Create call codes for each response type, to match the above identified criteria to the appropriate response and to allow for tracking numbers of response types and therefore progress towards diversion goals
 - Train 911 personnel to identify mental health calls that are appropriate for diversion to non-law enforcement services⁴.

Recommendation #3

- Create specific protocols for all law enforcement departments to guide decision-making for mental health calls.
 - Develop protocols to dispatch CIT-trained officers to as many mental health calls as possible, accounting for shifts and geographic areas as needed. These protocols could be department-specific or shared across all departments.
 - Create written guidance for patrol, consistent across all law enforcement departments, for requesting mobile crisis team response to scenes involving mental health needs, partnering effectively with mobile crisis team on scene, and sending referrals to the mobile crisis team for follow-up.
 - Ensure that all law enforcement departments have accurate and up-to-date information about the crisis stabilization center prior to its opening.

Recommendation #4

- Provide training and education to school personnel to reduce unnecessary transports.
 - Explore opportunities to provide crisis training and/or support in school settings to reduce the number of voluntary and involuntary transports to the emergency room.
 - Provide recommendations to school leadership and personnel on requesting the mobile crisis team and/or utilizing other alternatives to reduce 911 calls and unnecessary transports to the emergency room.

³ <https://www.vera.org/downloads/publications/911-analysis-civilian-crisis-responders.pdf>

⁴ There are multiple options for training dispatchers, including developing a training program internally and/or utilizing existing trainings. Two examples of existing trainings are: <https://www.crisisresponseconsulting.net/> and <https://citinternational.org/CITST911>

Recommendation #5

- **Housing**
 - Homeless was presented as a significant issue at the mapping. While not necessarily directly related to the mental health crisis system, it may be helpful to use an existing meeting to explore this issue further. This discussion could begin with some of the options presented at the mapping, including but not limited to a warming center.

Recommendation #6

- Establish and maintain oversight of CIT program development and ongoing operations.
 - Develop and maintain a CIT steering committee.

A CIT steering committee, which is an essential and required component of CIT programs, will be an important vehicle for setting priorities, implementing changes, and tracking progress related to the improvement of the crisis response system. A CIT steering committee must include representatives from law enforcement, the mental health system, and peer/family advocacy groups. As detailed in Clinton County's initial CIT application for technical assistance, a committee has already been created that appears well-equipped to continue this system transformation work. An initial task for the steering committee is to review the content of this report and begin addressing them in order of immediate importance. Additionally, the steering committee should determine which data points will be useful in measuring progress towards goals and identify sources from which to collect that data.

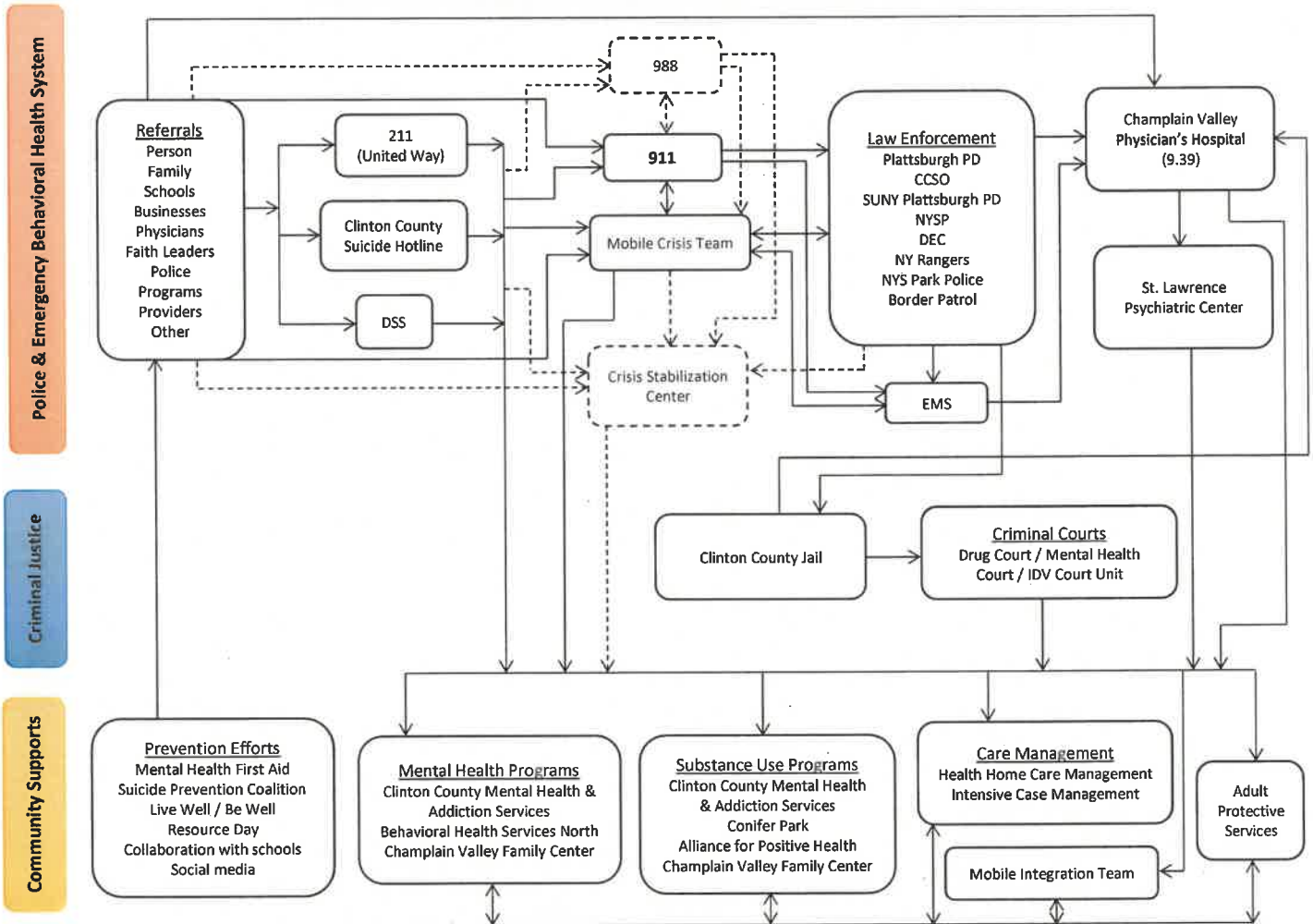
Conclusion

Although Clinton County has just begun its CIT program development work, there is already a robust infrastructure in place to support individuals in crisis. It was clear at this mapping workshop that participants have a thorough understanding of these challenges and, most importantly, a shared commitment to continuous improvement of the local crisis response system. We trust this report will serve as a valuable tool in the ongoing, collaborative work between law enforcement, the mental health system, consumers, and advocates to strengthen the connections between individuals in crisis and safe, effective, trauma-informed care.

Appendix A: Attendees and Affiliations

Name	Agency
Richelle Gregory	Clinton County Mental Health and Addiction Services
Chris Arnold	Clinton County Mental Health and Addiction Services
Kelly Hornby	Clinton County Mental Health and Addiction Services
Christine Peters	Clinton County Department of Social Services
Kevin LeBoeuf	Clinton County Veteran's Service Agency
Valerie Ainsworth	Essex County Mental Health (988)
Aron Steward	Champlain Valley Physician's Hospital
Ken Thayer	Champlain Valley Physician's Hospital
Mary Baker	Behavioral Health Services North
Kourtnei Souliere	Behavioral Health Services North
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Appendix B
Systems Map of Community Crisis Response & Law Enforcement Interface





BUILDING BALANCED COMMUNITIES FOR THE NORTH COUNTRY:

A Comprehensive Housing
Study and Strategy

MARCH 2023



ACKNOWLEDGEMENTS

This report was developed with input from hundreds of community members and businesses across Clinton, Essex, Franklin, and Hamilton counties. From surveys and one-on-one conversations to public meetings, this report and the subsequent recommendations reflect the feedback received. Additional support came from the following entities.



The Lake Champlain-Lake George Regional Planning Board is a regional planning and development organization that represents five counties in Upstate New York.



Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private businesses since 1999. To learn more about their experience and projects across all their service lines, please visit www.camoinassociates.com.



**Northern Border
Regional Commission**

Funding for this project was generously provided by the Northern Border Regional Commission, which is a federal-state partnership for economic and community development within the most distressed counties of Maine, New Hampshire, Vermont, and New York.

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INTRODUCTION

The Lake Champlain-Lake George Regional Planning Board (LCLGRP) commissioned a Regional Housing Assessment and Strategy in March 2022. The analysis focused on four counties in the North Country:

- Clinton County
- Essex County
- Franklin County
- Hamilton County

However, the themes and findings have relevant application to other portions of the region. It is intended that the implementation of these strategies will draw on leadership from LCLGRP, these four counties, and beyond.

The Regional Housing Assessment and Strategy draws on 10 months of in-depth quantitative and qualitative research. At the outset, understanding the nuances of the data in rural locations and seasonal centers, and getting to know the other features of this region were incredibly important in telling the story of this region. The components of this plan include:

Findings and Strategy

- Chapter I: Key Themes
- Chapter II: Strategies and Implementation Tactics
- Chapter III: Action Plan Matrix

Housing Market Analysis

- Chapter I: Housing Inventory and Analysis
- Chapter II: Housing Market Analysis
- Chapter III: Housing Needs Assessment

Demographics and Economic Conditions

- Chapter I: Demographic Profile
- Chapter II: Economic Profile

Community Engagement

- Chapter I: Community Engagement Findings and Overview
- Chapter II: Employer Survey Results
- Chapter III: Community Survey Results

Stakeholder and Public Engagement Snapshot

- Project steering committee
- Dedicated project website
- Regional community housing needs survey with 595 responses
- Employer survey with 95 responses
- Four public workshops (one in each county)
- Four municipal leadership meetings (one in each county)

ESTABLISHING THE CHALLENGE

This four-county region spans a large portion of Adirondack Park and represents many unique geographical features and federally protected areas. To grasp the specific challenges within the housing sector at both a regional and municipal level, Camoin Associates established 17 themes by distilling the findings of the data analysis, employer and community surveys, public engagement, and stakeholder outreach. More detail on these takeaways is provided in Findings and Strategy – Chapter I.

1. The region's stagnant and declining year-round population is due in large part to housing issues.
2. Housing production has not kept up with demand, contributing to the workforce housing shortage.
3. Income levels are drastically misaligned with housing costs – putting quality housing options out of reach.
4. Regional wages and wage growth have severely lagged behind housing prices.
5. A housing affordability gap, growing over the long term, has been worsened by recent pandemic-related market impacts.
6. A substantial portion of the region's housing stock needs rehabilitation, particularly housing at workforce-attainable price points.
7. Quality rental units at attainable price points for local workers and households are in extremely short supply.
8. Seasonal residents and vacation home buyers have added market pressure and are tipping the balance with year-round households in many portions of the region.
9. Short-term rentals are negatively impacting housing prices and availability in select communities in the region.
10. Many households throughout the region are struggling with housing expenses, including property taxes and utilities.
11. The region has an old and aging population with nowhere to transition to as they age, which is reducing the homes available to the workforce.
12. Workers and their families are being priced out of many employment centers, which results in longer commutes or relocation out of the region.
13. Businesses have struggled to attract and retain employees due to local housing challenges – threatening future regional economic growth and vitality.
14. The region lacks a sufficient workforce in construction, trades, and housing-related jobs that are needed to address the current workforce housing crisis.
15. Increasing the overall regional supply of workforce housing is necessary, but the region will need to overcome land availability and developability challenges.
16. Regulatory constraints on housing development suppress new development and require rethinking and creative approaches.
17. Creating workforce housing will require partnerships and new resources to overcome construction cost limitations on affordability.

QUANTIFYING HOUSING NEEDS IN THE REGION

After establishing the set of challenges facing each county and the region, Camoin Associates set out to define and quantify the housing needs of the region. Through a Housing Needs Assessment, Camoin Associates provides a quantitative estimate of the housing needs throughout the region and for each county.

The analysis presents the scale of regional housing needs and a detailed breakdown of needs by income level and renting versus ownership. The assessment is further broken down by current regional housing needs in addition to future housing needs. The highlights of that analysis are provided here. The full analysis, along with a detailed breakdown by county, can be found in Housing Market Analysis – Chapter III.

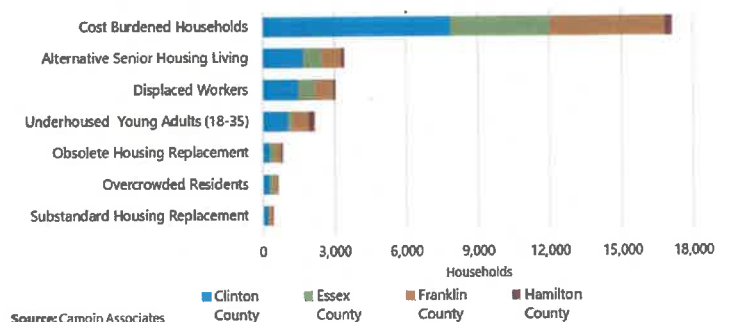
Current Regional Housing Needs

This component examines what the urgent present-day housing needs are among those living and working throughout the region. The assessment is based on the housing challenges facing workers, including:

- Cost-burdened households
- Displaced workers
- Underhoused individuals
- Overcrowded households
- Senior households
- Households in substandard and obsolete housing

The current regional housing needs analysis found that there is an existing need for new, improved, or alternative housing arrangements for at least 20,170 households in the region.

Current Regional Housing Needs



Current Regional Housing Needs (Households)

Source of Housing Need	Clinton County	Essex County	Franklin County	Hamilton County	Four-County Area
Cost Burdened Households	7,861	4,178	4,823	271	17,133
Displaced Workers	1,498	695	774	67	3,034
Substandard Housing Replacement	191	74	145	11	421
Overcrowded Residents	269	187	124	1	581
Obsolete Housing Replacement	242	258	266	61	827
Underhoused Young Adults (18-35)	1,040	214	692	236	2,182
Alternative Senior Housing Living	1,701	802	792	141	3,436
Total*	9,359	4,873	5,597	338	20,167

Source: Camoin Associates

Note: *Total Includes Only Cost Burdened Households and Displaced Workers to Avoid Double Counting

It is important to understand that this is not necessarily the number of new housing units that need to be built in the region as these housing needs can be addressed in a variety of ways. Rather, the region needs 20,170 *housing interventions* to meet existing needs. These interventions are further discussed in the strategy.

Future Housing Needs

In addition to the present-day housing needs facing the region, projections for the next 10 years indicate an additional need to grow the region's housing stock to accommodate the new workers necessary to sustain the local economy. The projections indicate that the region's existing housing stock and rate of housing production will be woefully insufficient to meet this need. This analysis considers the following factors:

- Projected population growth
- Workforce housing need
- Housing aging into obsolescence

The results of the analysis indicate that **the four-county region will need to add approximately 7,500 new housing units to its existing housing stock to accommodate future workforce needs.** These units will need to be built above and beyond any new units that are built and occupied by seasonal or vacation homeowners, as well as those occupied by any other non-workforce household or home buyer.

These units are in addition to the current housing need identified in the preceding section. Because it is necessary to address much of the existing and pent-up housing needs over the next 10 years — a portion of which will need to be accommodated through new

development — the full scale of housing development needed is greater than the identified 7,500 units.

Strategy

Overall, strategic and sustained action among all levels of government is imperative to meaningfully address the workforce housing shortage.

The economic conditions of the region and housing availability and affordability are inextricably connected. Earnestly tackling the housing issue is necessary to improve the economic conditions of the region. Maintaining the status quo ensures that the region will fall further behind in housing production, putting further strain on year-round and seasonal workers.

There is no single solution that will address all housing pressures. This strategy is developed around 10 distinct initiatives that are intended to address the most pressing issues facing the four-county region. Tackling the housing crisis facing the region requires a multi-pronged approach, greatest impacts will be seen if multiple initiatives are approached in conjunction with each other. Each initiative will require a champion to advocate and advance the next steps.

RECOMMENDATIONS

Details on the tactics to advance each initiative can be found in Findings and Strategy – Chapter II and Chapter III.

#	Initiative
1	Support and grow the capacity of existing and emerging North Country housing organizations
2	Re-align workforce housing zoning
3	Build local: Creating an "ecosystem" for in-region modular (off-site) construction and workforce training
4	Support workforce housing development through the Adirondack Park Agency and Adirondack Park Agency Act
5	Work local, live local
6	Transition housing from retired workers to current workers
7	Rebalance the region's housing by creating more long-term rentals
8	Engage employers in regional housing solutions
9	Stabilize, rehabilitate, and modernize existing housing
10	Establish a framework for long-term success

FINDINGS AND STRATEGY



Chapter I. Key Themes

Chapter II. Strategies and Implementation
Tactics

Chapter III. Action Plan Matrix

Chapter I. Key Themes

INTRODUCTION

The North Country region is facing a severe and growing workforce housing crisis that threatens to further constrain economic growth, negatively impact local workers' and households' quality of life, and disrupt the balance between a year-round and seasonal population. Key themes that emerged from the data analysis, employer survey, public engagement, and stakeholder outreach include:

1. The region's stagnant and declining year-round population is due in large part to housing issues.
2. Housing production has not kept up with demand, contributing to the workforce housing shortage.
3. Income levels are drastically misaligned with housing costs — putting quality housing options out of reach.
4. Regional wages and wage growth have severely lagged behind housing prices.
5. A housing affordability gap, growing over the long term, has been worsened by recent pandemic-related market impacts.

6. A substantial portion of the region's housing stock needs rehabilitation, particularly housing at workforce-attainable price points.
7. Quality rental units at attainable price points for local workers and households are in extremely short supply.
8. Seasonal residents and vacation home buyers have added market pressure and are tipping the balance with year-round households in many portions of the region.
9. Short-term rentals are negatively impacting housing prices and availability in select communities in the region.
10. Many households throughout the region are struggling with housing expenses, including property taxes and utilities.
11. The region has an old and aging population with nowhere to transition to as they age, which is reducing the homes available to the workforce.
12. Workers and their families are being priced out of many employment centers, which results in longer

commutes or relocation out of the region.

13. Businesses have struggled to attract and retain employees due to local housing challenges — threatening future regional economic growth and vitality.
14. The region lacks a sufficient workforce in construction, trades, and housing-related jobs that are needed to address the current workforce housing crisis.
15. Increasing the overall regional supply of workforce housing is necessary, but the region will need to overcome land availability and developability challenges.
16. Regulatory constraints on housing development suppress new development and require rethinking and creative approaches.
17. Creating workforce housing will require partnerships and new resources to overcome construction cost limitations on affordability.

These key themes are discussed further on the following pages.

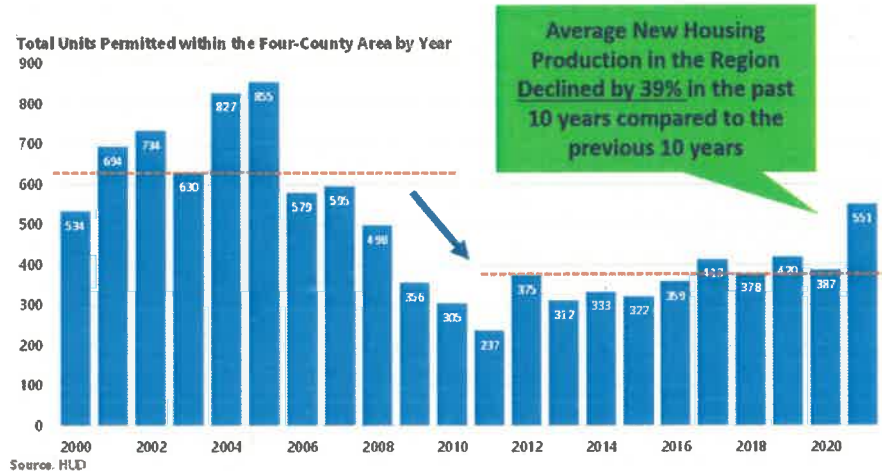
KEY THEMES

#1. A STAGNANT AND DECLINING YEAR-ROUND POPULATION IS DUE IN LARGE PART TO HOUSING ISSUES.

The region saw an overall population decline of 4.5% from 2010 to 2020. While population growth is related to a variety of factors including employment opportunities, the lack of workforce housing has undoubtedly constrained population growth as housing demands go unmet.

#2. HOUSING PRODUCTION HAS NOT KEPT UP WITH DEMAND, CONTRIBUTING TO THE WORKFORCE HOUSING SHORTAGE.

The net growth in the number of housing units in the region was only 0.1% from 2010 to 2020 compared to 8.4% growth during the previous decade. Overall, the average pace of housing development in the region has declined by 39% over the past 10 years compared to the previous 10 years.



The region is not producing nearly enough housing to keep pace with demand, particularly given the competition for housing between year-round residents and seasonal/vacation home buyers. The sluggish pace of housing development is creating a larger gap between supply and demand, which is contributing to escalating housing prices.

#3. INCOME LEVELS ARE DRASTICALLY MISALIGNED WITH HOUSING COSTS — PUTTING QUALITY HOUSING OPTIONS OUT OF REACH.

The median household income in the region grew by 15% from 2015 to 2020 while the median home price grew by 28% during this timeframe. The mismatch between income levels and housing prices means a typical household would need an additional \$20,000 in annual income to afford a typical median-priced home in the region — a gap that is substantially higher in Hamilton and

Essex counties. Home prices are generally out of reach of most workers and year-round households. Homes that are available at more attainable price points often have quality issues or are located far from employment centers, amenities, services, and quality schools.

#4. REGIONAL WAGES AND WAGE GROWTH HAVE SEVERELY LAGGED BEHIND HOUSING PRICES.

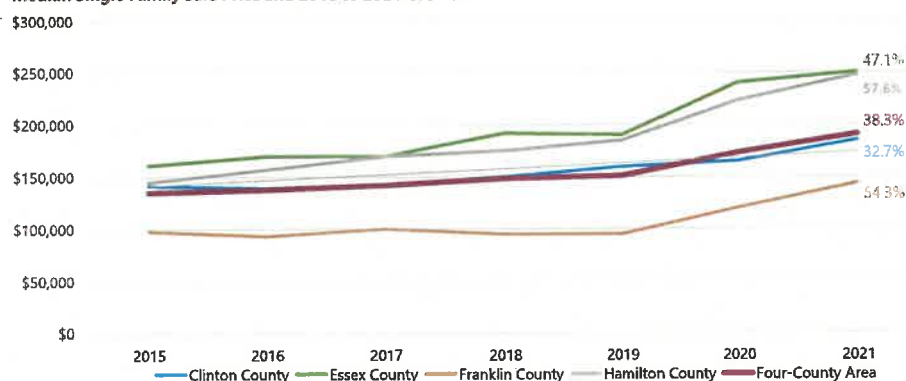
Wage growth has not kept pace with housing prices for decades, but this gap has grown more rapidly in recent years. From 2015 to 2020, median job earnings in the region grew 14% — half the growth in home prices (28%) during this time. A worker earning the median annual wage of the most common jobs in the region (\$38,000) would need an additional \$35,000 in annual income to afford a typically priced home. Even households with two incomes often struggle to afford a quality home in the region.

#5. A HOUSING AFFORDABILITY GAP, GROWING OVER THE LONG TERM, HAS BEEN WORSENERD BY RECENT PANDEMIC-RELATED MARKET IMPACTS.

From 2015 to 2021, the median single-family home price grew 38% regionwide while in Essex and Hamilton counties that price increase was 47% and 58%, respectively. Pandemic-related impacts include higher demand for housing from

people migrating to the region, such as remote workers, retirees, and second-home buyers. In sum, these cohorts have driven housing prices dramatically higher in recent years, which has exacerbated affordability issues for the region's workforce.

Median Single Family Sale Price and 2016 to 2021 Growth



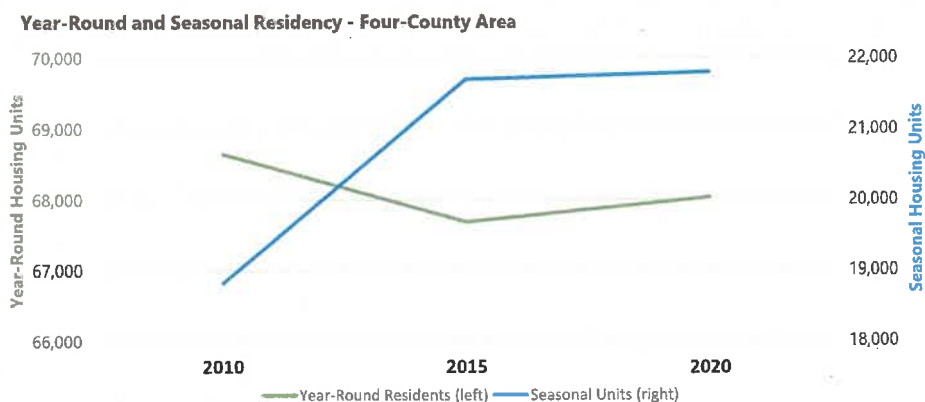
Source: Clinton, Essex, Franklin and Hamilton Counties

#6. A SUBSTANTIAL PORTION OF THE REGION'S HOUSING STOCK NEEDS REHABILITATION, PARTICULARLY HOUSING AT WORKFORCE-ATTAINABLE PRICE POINTS.

The median age of the region's housing is 55 years old and over 28% of the housing stock was built before 1940. The age of housing is contributing to quality issues. Over 400 households are living in substandard housing conditions and over 820 units are estimated to be obsolete and in need of replacement. This housing could potentially be rehabilitated and/or converted to meet housing needs but many of the owners of these properties lack the resources to invest in these properties.

#7. QUALITY RENTAL UNITS AT ATTAINABLE PRICE POINTS FOR LOCAL WORKERS AND HOUSEHOLDS ARE IN EXTREMELY SHORT SUPPLY.

Rental housing makes up a smaller share of the region's housing stock compared to the



state, with less than 29% of the region's occupied housing being renter-occupied. Rental rates have risen over 24% from 2010 to 2020 due to the shortage of supply. Long-term rentals at attainable price points are very difficult to find throughout the region, particularly outside of major urban and employment centers. The lack of rental units has contributed to long commute times, overcrowded households, and many renter households spending a disproportionate share of income on their monthly rent.

#8. SEASONAL RESIDENTS AND VACATION HOME BUYERS HAVE ADDED MARKET PRESSURE AND ARE TIPPING THE BALANCE WITH YEAR-ROUND HOUSEHOLDS.

More than one in five housing units (22%) in the region are seasonal or recreational in nature (i.e., not occupied year-round). In Hamilton and Essex counties, this proportion is even higher at 81% and 30%, respectively. The decade from 2010 to 2020 saw the addition of approximately 2,300 seasonal/vacation home housing units

representing a 12.5% gain. Without intervention, these trends are likely to continue with seasonal and vacation homes becoming a growing share of the housing stock while the number of homes for the year-round population continues to stagnate or decline.

#9. SHORT-TERM RENTALS ARE NEGATIVELY IMPACTING HOUSING PRICES AND AVAILABILITY IN SELECT COMMUNITIES IN THE REGION.

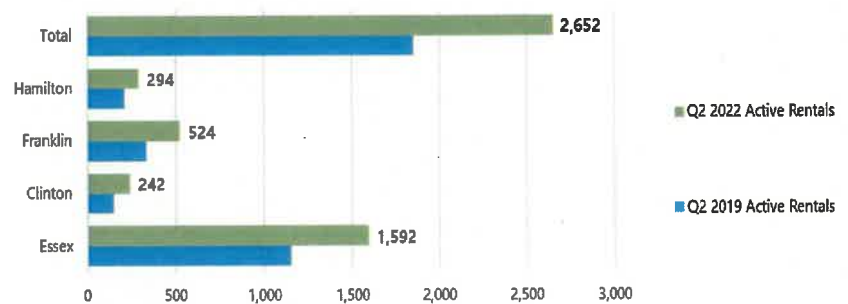
There are over 2,650 active short-term rentals in the region (nearly half of which are operated full-time as short-term rentals). The number of active short-term rental listings has grown by 43% over just three years from 2019 to 2022. While the impact of short-term rentals on local housing markets is complex and nuanced, these units are undoubtedly having a negative impact on the communities where they are highly concentrated. These units impact affordability for traditional housing by constraining the availability of long-term rentals as many would-be landlords opt for short-term rentals over long-term rentals due to the financial benefit.

#10. MANY HOUSEHOLDS THROUGHOUT THE REGION ARE STRUGGLING WITH HOUSING EXPENSES.

More than 15,700 households in the region, representing nearly one-quarter of all households, are cost-burdened. These households are spending more than a reasonable percentage (30%) of their income on housing expenses. More alarmingly, 10% are severely cost burdened spending more than 50% of their income on housing expenses. Many of these households must sacrifice other necessities

such as heat, food, healthcare, and childcare due to this burden. The high rates of cost burden in the region, particularly among renters and low-income households, are driven in large part by the ongoing workforce and affordable housing shortage.

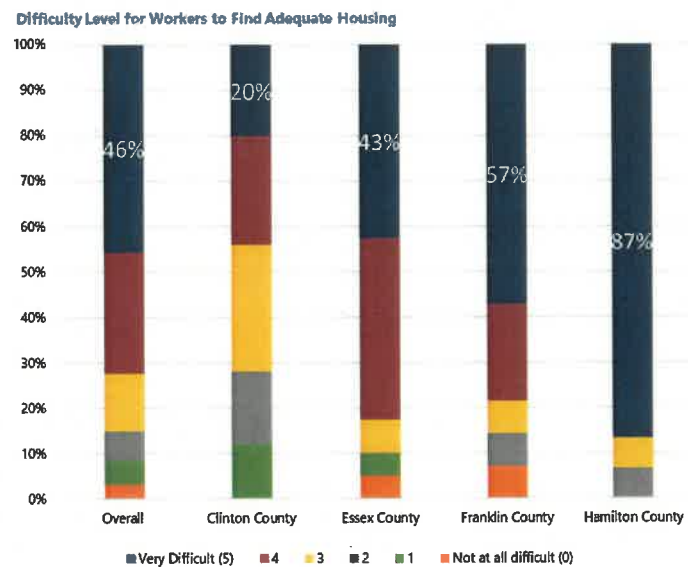
Growth in Short Term Rental Listings by County (Q2 2019 vs. Q2 2022)



Source: AirDNA. Data current as of July 2022

#11. THE REGION HAS AN OLD AND AGING POPULATION WITH NOWHERE TO TRANSITION TO AS THEY AGE, WHICH REDUCES THE NUMBER OF HOMES AVAILABLE TO THE WORKFORCE.

Over the past decade, the share of senior households in the region rose significantly from 36% to 45% with the current median age standing at nearly 43 — well above New York State as a whole. Nearly 30% of seniors live alone — many in single-family homes. The lack of housing options for seniors to transition to, particularly in their home communities, is a major contributing factor to the lack of workforce housing. As seniors remain in their homes, housing turnover is reduced, and homes that would have otherwise been available to the workforce and their families are not.



#12. WORKERS AND THEIR FAMILIES ARE BEING PRICED OUT OF MANY EMPLOYMENT CENTERS, WHICH RESULTS IN LONGER COMMUTES OR RELOCATION OUT OF THE REGION.

Approximately 20% of those working in the region currently live elsewhere. Many workers commute long distances to work, including 23.9% of workers that commute more than 30 minutes each day. The proportion of non-local workers has risen over time due in large part to housing issues and the housing needs analysis estimates that 3,034 workers have been “displaced” out of the region due to the lack of available housing at attainable price points. As workers continue to be pushed out of major

employment and service centers because of housing affordability challenges these commute times and distances have grown, resulting in negative impacts on their quality of life and the environment, and challenges for local businesses.

#13. BUSINESSES HAVE STRUGGLED TO ATTRACT AND RETAIN EMPLOYERS DUE TO LOCAL HOUSING CHALLENGES – THREATENING FUTURE REGIONAL ECONOMIC GROWTH AND VITALITY.

The employer survey conducted for this study found that 46% of employers reported that it is “very difficult” for their workers to find adequate housing. Approximately 40% of employers also had at least one prospective employee decline a job offer in the past 12 months because they were unable to obtain housing. The lack of workforce housing is one of the most urgent economic development issues in the region, with many businesses unable to expand or relocate to the region as a result.

#14. THE REGION LACKS A SUFFICIENT WORKFORCE IN CONSTRUCTION, TRADES, AND HOUSING-RELATED JOBS THAT ARE NEEDED TO ADDRESS THE CURRENT WORKFORCE HOUSING CRISIS.

From 2011 to 2021, the number of carpenters and electricians in the region declined by approximately 25%. This trend is indicative of construction and housing-related workforce constraints throughout the region. The region needs substantial growth in its housing stock, but the skilled and unskilled workers needed to build this housing are largely absent. This challenge indicates a critical need for workforce training programs in the trades and other housing-related jobs (such as inspectors).

#15. INCREASING THE OVERALL REGIONAL SUPPLY OF WORKFORCE HOUSING IS NECESSARY, BUT THE REGION WILL NEED TO OVERCOME LAND AVAILABILITY AND DEVELOPABILITY CHALLENGES.

Nearly 50% of the region's land area is located within the Adirondack Park or is protected New York State Forest Preserve or other state-restricted lands. Only 2.7% of the land is classified by the state as hamlet or moderate intensity, where development can occur at any meaningful scale. In addition to the unique regulations of Adirondack Park, the region is characterized largely by difficult terrain, dense forests, wetlands, and other areas that are difficult to develop for housing. Compounding developability issues is the widespread lack of water and sewer infrastructure in many community centers that prevent housing from being built at scale. The lack of quality building sites and developability challenges throughout the region is one of the primary drivers for the underproduction of housing and the current workforce housing shortage.

#16. REGULATORY CONSTRAINTS ON HOUSING DEVELOPMENT SUPPRESS NEW DEVELOPMENT AND REQUIRE RETHINKING AND CREATIVE APPROACHES.

Local zoning regulations throughout the region are serving as barriers to the creation of housing that is urgently needed in local communities. Among the regulations constraining the growth of new workforce housing are unreasonable density limitations, particularly in those places where infrastructure and services are located.

Many community centers are much lower density than they were historically and returning to denser development patterns will provide opportunities for workforce housing and enhanced community vitality.

Many communities also place heavy restrictions or prohibitions on multifamily housing types (duplex, triplex, condos, apartments, etc.) in community centers and residential areas where they should be allowed. Addressing these regulatory roadblocks will be difficult but necessary to grow the region's workforce housing supply.

#17. CREATING WORKFORCE HOUSING WILL REQUIRE PARTNERSHIPS AND NEW RESOURCES TO OVERCOME CONSTRUCTION COST LIMITATIONS ON AFFORDABILITY.

A new (fairly modest) 1,500-square-foot home would cost approximately \$375,000 to \$525,000 to build in the region, depending on the local context. Even at the low end of that price range, only approximately 14% of households in the region could afford to purchase a new construction home. Perhaps the most significant challenge to the creation of workforce housing in the region is the fact that new housing simply cannot be built at workforce-level price points, whether by a private or non-profit builder. The cost of land, site work, materials, and labor dictate a price point that is out of reach of those most in need of housing in the region.

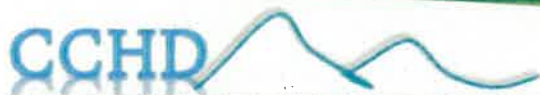
Overcoming this financial gap (between cost and needed price points) will not only require new funding approaches and strategies, but a recognition that investing in quality housing for workers, families, seniors, and others in the region is an investment in the health, well-

being, and prosperity of the region's communities and residents.



Community Health Assessment

Working Together to Strengthen Our Community



Clinton County **HEALTH** Department



THE
University of Vermont
HEALTH NETWORK

Champlain Valley Physicians Hospital

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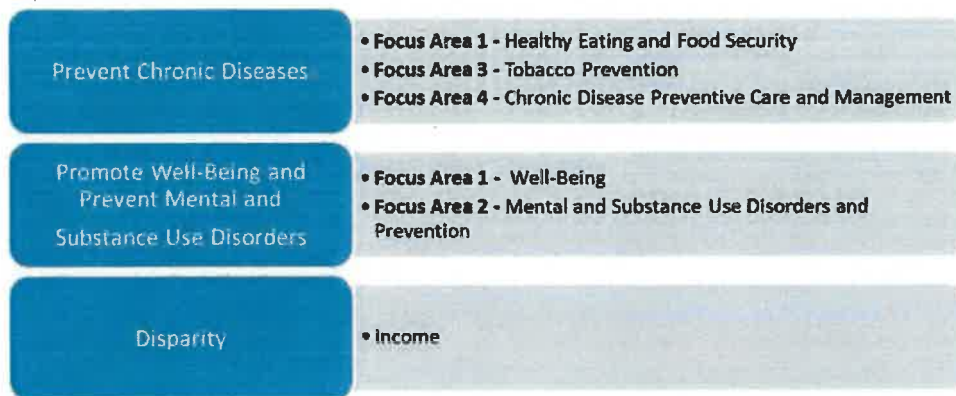
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Executive Summary

After a year-long process, Clinton County health partners have selected the two following priority areas and over-arching disparity as most imperative for Clinton County to address as a community over the next three years.



To reach this conclusion, The University of Vermont Health Network- Champlain Valley Physicians Hospital (CVPH) and Clinton County Health Department (CCHD), lead entities in the process, facilitated/ completed the following activities with the Clinton County community:

- Two community based, health focused surveys;
- A review of over 300 health indicators and a secondary data analysis;
- A Community Health Priority Setting Session;
- A Priority and Focus Area Finalization Process; and
- Creation of shared Action Plans.

Health indicators from scores of resources were considered in the process, including data from the NYS Prevention Agenda Dashboard, Community Health Indicator Reports, NYS Office of Mental Health, Division of Criminal Justice Services, NYS Expanded Behavioral Risk Factor Survey, USDA Economic Research Service, American Community Survey, Health Resources and Services Administration, Center for Health Workforce Studies and others. Locally generated and/ or collected data were also considered, when available. Primary data included feedback from resident surveys related to health, social and environmental

concerns as well as qualitative program data from various community based organizations and CCHD.

The newly selected priority areas reflect continued commitment to the priorities selected in the 2016 community health assessment process. While the local process that has been instituted by the lead partners over many years of collaboration was maintained this cycle, several intentional adjustments were made to increase inclusivity and participation over the year. Demonstrative changes of process quality improvement include: increasing reach into the community through a resident survey by 30% over past efforts, extending invitations to participate in the Community Health Priority Setting Session to nearly twice as many stakeholders, piloting a formal disparity selection process and offering a community comment period prior to assessment finalization. Participation in health priority selection represented at least eleven distinct community sectors including healthcare (clinical, population and public health), business, community based organization/service, housing, human services, and mental/behavioral health. These very partners contribute activities and resources to create local action plans. The resulting action plans feature in-progress and planned work related to the selected health priorities and intended to alter health outcomes for the better of all residents. Featured interventions reflect a range of activities and approaches that fall across the Health Impact Pyramid and include service infrastructure, program development and education; many will require high level, cross-sector collaborations.

Ongoing oversight of health improvement progress will continue to be managed by the Action for Health Consortium, which organizes bi-monthly meetings utilizing the NYS Prevention Agenda as its framework. A formal progress update is captured annually and shared with health stakeholders and the community by CCHD and CVPH. These updates serve as an opportunity to celebrate success just as much as a means to adjust course based on emerging needs and new resources in Clinton County.

CCHD and CVPH have and will continue to evaluate the local collaborative approach to community health assessment and improvement planning. At present, direct stakeholder feedback and participation trends along with emerging best-practices greatly

inform and influence the local process. The lead entities monitor awareness and use of the resulting assessment documents among partners, striving to continually increase both process measures.

Introduction

The University of Vermont Health Network - Champlain Valley Physicians Hospital (CVPH) and the Clinton County Health Department (CCHD) conducted this Community Health Needs Assessment (CHNA) or Community Health Assessment (CHA) (these terms are used interchangeably) to identify and prioritize the community health needs of the patients and communities within Clinton County (CVPH's service area). A CHA is a systematic process involving the community to identify and analyze community health needs and assets in order to prioritize these needs, and to plan and act upon unmet community health needs. Also included in this document is an Implementation Strategy (IS) and CCHD's Community Health Improvement Plan (CHIP), both being a three year plan of action including goals, objectives, improvement strategies and performance measures with measurable and time-framed targets. Interventions align with the NYS Prevention Agenda 2019-2024 and are rooted in sound research and evidence base.

The findings in this CHA result from a year-long process of collecting and analyzing data and consulting with stakeholders throughout the community and the region. This document can be used as a roadmap to guide service providers, especially public health and healthcare, in their efforts to plan programs and services targeted to improve the overall health and well-being of people and communities in our region.

This CHA will address the requirements set forth by the NYS Department of Health (NYSDOH), the Internal Revenue Service through the Affordable Care Act (ACA), and the Commission on Cancer. The NYS Department of Health requires hospitals and local health departments to work together to create a Community Service Plan (CSP) that addresses the findings of the CHA. The CHA and IS are combined to create the CSP. County health departments in NYS have separate yet similar state requirements to conduct a CHA and create a corresponding and actionable CHIP.

The CHA and IS will fulfill the requirements set forth by the Internal Revenue Service through the ACA. The community health needs assessment provision of the ACA links hospitals' tax exempt status to the development of a needs assessment and adoption of an Implementation Strategy to meet the significant health needs of the communities they serve, at least once every three years. Beginning in 2012, all American College of Surgeons (ACOS) Commission on Cancer (CoC) cancer programs are required to complete a community needs assessment to identify needs of the population served, potential to improve cancer health care disparities, and gaps in resources. Consequently, cancer-specific information and data were considered throughout the assessment process. Aligning and combining the requirements of these three entities ensures the most efficient use of resources and supports a comprehensive approach to community and population health management and improvement in the region.

Lead Organizations in the Community Health Assessment Process

University of Vermont Health Network – Champlain Valley Physicians Hospital (CVPH)

The mission of CVPH is "Every day, we devote our heads, hands, and hearts to our patients, our peers and our community." The vision of CVPH is "Working together, we improve people's lives." The values of CVPH are "By embracing our strengths and honoring our differences, we learn and grow together through honesty, respect, and teamwork." The mission, vision, and values guide the organization's commitment to community needs.

CVPH is a voluntary, not-for-profit, Article 28 organization that is governed by a voluntary Board of Directors and is licensed for 300 beds. CVPH is located at 75 Beekman Street in Plattsburgh, New York with satellite services at a number of other authorized locations within the Plattsburgh area. CVPH is part of the University of Vermont Health Network, which is comprised of six hospitals, a home health and hospice agency, and an employed medical group. It is affiliated with an academic medical center in Burlington, Vermont. CVPH offers a variety of services including cardiovascular, orthopedics, obstetrics, psychiatry, long term care, and primary care. It has a Family Medicine Residency program to help address primary care shortages in the community. CVPH provides cancer services through the Fitzpatrick Cancer Center. In addition, CVPH has a robust Medical Home as well as the Adirondack Region ACO which are key partners in addressing community health needs.

Clinton County Health Department (CCHD)

The Clinton County Health Department strives "To improve and protect the health, well-being, and environment of the people of Clinton County." CCHD realizes its mission and vision of "Healthy People in a Healthy Community" through its core values of advocacy, collaboration, excellence, innovation, integrity, and service. Its Director of Public Health oversees five distinct divisions of multi-disciplinary teams. The Department reports to the Clinton County Board of Health and County Legislature.

CCHD plays a critical role in the identification of local health needs, determination of strategies to address issues and collaboration of local partners to bring shared health agendas to life. In addition, CCHD provides essential health services in the community including immunizations, maternal child health programs, infectious disease surveillance, monitoring of local health data and trends of public health significance, and environmental health and safety services. CCHD also provides guidance and leadership during emergencies and disasters, ensuring preparedness in the county's people and supporting community resilience. It has also led the community in the implementation of policy, systems and environmental strategy work aimed at improving the health of all residents by changing the context in which many health related decisions are made. Through long established community partnerships, the health improvement and prevention programs developed and implemented by CCHD are sound and impactful. CCHD is the only local

health department in the Adirondack region to be nationally accredited by the Public Health Accreditation Board (PHAB), demonstrating the Department meets the highest of standards for local health departments.

Community Health Needs Assessment Stakeholder Groups

Clinton County Action for Health Consortium

The Clinton County Action for Health (AFH) Consortium is a multi-sector, multi-disciplinary collection of local health system partners working towards community health improvement. The group is facilitated by CCHD. The primary work of the Consortium has been built around data driven identified needs (NYS Prevention Agenda) and available community resources. Partners in the effort include: municipalities, businesses, grassroots community groups, health care providers, the local hospital, human service agencies, schools and local not-for-profits. The group has existed for well over a decade and presently has over forty members that have formally committed to its purpose by signing Partnership Letters. Recruitment of new members is ongoing.

The AFH Consortium meets periodically for updates, issue discussion, and information sharing, including review of new data, resources, and emerging opportunities and potential threats to health. It is the means by which stakeholders update each other on progress in CHIP/IS related activities and other health improvement efforts. The Consortium also contributes to semi-annual updates to the community on CHIP/IS progress through a newspaper insert. A minimum of six meetings are scheduled each year, with additional gatherings scheduled as needed. As lead facilitator, CCHD tracks health improvement progress continually and prepares a year-end report which includes updates on work related to the two featured Priority Areas and a summary of accomplishments by local partners related to each of the NYSDOH Prevention Plan Priority Areas. Captured activities demonstrate work on all tiers of the Health Impact Pyramid.

Adirondack Rural Health Network

The Adirondack Rural Health Network (ARHN) is a program of the Adirondack Health Institute, Inc. (AHI). Established in 1992 through a New York State Department of Health Rural Health Development Grant, ARHN is a multi-stakeholder, regional coalition that informs planning, assessment, provides education and training to further the implementation of the New York State Department of Health Prevention Agenda, and offers other resources that support the development of the regional health care system. Since its inception, ARHN has provided a forum to assess regional population health needs and develop collaborative responses to priorities. ARHN includes organizations from New York's Clinton, Essex, Franklin, Fulton, Hamilton, Warren, and Washington Counties.

Since 2002, ARHN has been recognized as the leading sponsor of formal community health planning throughout the region. The CHA Committee, facilitated by ARHN, is comprised of hospitals and county health departments that have developed and implemented a

sophisticated process for community health assessment and planning for the defined region to address identified regional priorities. The CHA Committee meets quarterly and is made up of representatives from Adirondack Health, Clinton County Health Department, University of Vermont Health Network - Alice Hyde Medical Center, University of Vermont Health Network - Elizabethtown Community Hospital, Essex County Health Department, Franklin County Public Health, Fulton County Public Health, Glens Falls Hospital, Hamilton County Public Health, Nathan Littauer Hospital, University of Vermont Health Network - Champlain Valley Physicians Hospital, Warren County Health Services, and Washington County Public Health.

In 2018 as CHA Committee members began the assessment process, it was decided that an Ad Hoc Data Sub-Committee would be created to review tools and processes used by CHA Committee members to develop their CHAs, CHIPs, and ISs as well as identify ways to enhance the CHA/CHIP/IS process. A primary activity of the Ad Hoc Data Sub-Committee was to collaboratively develop a regional stakeholder survey.

The data subcommittee met seven times from mid-July through the end of October 2018. Meetings were held via conference call/webinar. Attendance ranged from 10 to 12 subcommittee members per meeting. Meetings were also attended by AHI staff from ARHN, Population Health Improvement Program (PHIP) and Data teams.

Please see Appendix A for: Committee Members and Meeting Schedules.

New York State's Prevention Agenda 2019-2024

The Prevention Agenda 2019-2024 is New York State's health improvement plan, the blueprint for state and local action to improve the health and well-being of all New Yorkers and to promote equity in all populations who experience disparities. This is the third cycle for this statewide initiative that started in 2008. The Prevention Agenda serves as a guide to local health departments and hospitals as they work with their communities to complete a CHA, IS and CHIP.

The Prevention Agenda 2019-2024 has five priorities with priority-specific action plans developed collaboratively with input from state-wide community stakeholders. Each priority-specific action plan includes focus areas, goals, objectives, and measures for evidence-based interventions to track their impacts – including reductions in health disparities among racial, ethnic, and socioeconomic groups, age groups, and persons with disabilities.

CCHD and CVPH use the Prevention Agenda as a framework for assessing health, identifying local health priorities and planning collaborative health improvement efforts within Clinton County.

Prevention Agenda 2019-2024: New York State's Health Improvement Plan

Prevent Chronic Diseases	Promote a Healthy and Safe Environment	Promote Health Women, Infants and Children	Promote Well-Being and Prevent Mental and Substance Use Disorders	Prevent Communicable Diseases
•Focus Area 1 - Healthy Eating and Food Security •Focus Area 2 - Physical Activity •Focus Area 3 - Tobacco Prevention •Focus Area 4 - Chronic Disease Preventive Care and Management	•Focus Area 1 - Injuries, Violence and Occupational Health •Focus Area 2 - Outdoor Air Quality •Focus Area 3 - Built and Indoor Environments •Focus Area 4 - Water Quality •Focus Area 5 - Food and Consumer Products	•Focus Area 1 - Maternal and Women's Health •Focus Area 2 - Perinatal and Infant Health •Focus Area 3 - Child and Adolescent Health •Focus Area 4 - Cross Cutting Healthy Women, Infants, and Children	•Focus Area 1 - Well-Being •Focus Area 2 - Mental and Substance Use Disorders and Prevention	•Focus Area 1 - Vaccine Preventable Diseases •Focus Area 2 - Human Immunodeficiency Virus (HIV) •Focus Area 3 - Sexually Transmitted Infections (STIs) •Focus Area 4 - Hepatitis C Virus (HCV) •Focus Area 5 - Antibiotic Resistance and Healthcare-Associated Infections

For more on the Prevention Agenda, visit:

https://www.health.ny.gov/prevention/prevention_agenda/2019-2024/.

Health Care System Transformation

The Delivery System Reform Incentive Payment Program (DSRIP), facilitated regionally by the AHI PPS (Performing Provider System), has united a network of partners in the region with interest in the restructuring of the Medicaid system. Approximately \$8B has been invested in the regional health care system, much supporting innovative projects that are pilot testing new approaches to strengthening the health care workforce and addressing the social determinants of health. (Much more on funded DSRIP projects in our region can be found at www.ahihealth.org.)

Details on the next chapter of DSRIP are just now being determined. It is anticipated focus will be centered on payment reforms that help sustain the successes realized through recent innovations and cross-system collaborations, especially between clinical and community health partners. This type of collective impact work will be fundamental in effectively applying and realizing the core concepts of preventive health on a community level.

The Centers for Disease Control and Prevention has conceptualized a population health and prevention framework in their *3 Buckets of Prevention* model that highlights an extension of care outside the clinical setting, while continuing to support traditional clinical and community-wide preventive interventions. Health care leaders in Clinton County realize this model can only prove successful if cross-sector partnerships that foster shared funding, services, oversight and collective action are prioritized and supported by all health system stakeholders. Evidence of commitment to these concepts is already apparent in the local community, especially in many DSRIP innovations, and can be seen demonstrated in

planned health improvement efforts. As the national health care system continues through a period of unprecedented change, local health partners are positioning themselves for resilience.

Complementary Community Assessments

Efforts to build healthier communities have the potential for being more successful when agencies, programs and individuals from multiple community sectors work together. Collaboration between the health sector and other community sectors can generate new opportunities to improve health. Recognizing this dynamic, community needs assessments, service plans and strategic plans from other community sectors in the region were reviewed and considered as part as the health assessment process and to identify opportunities for collaboration between local health department/hospitals and other community entities. Documents from such community sectors as behavioral health service providers, community action/economic opportunity agencies, regional economic development councils, business associations and others reveal many opportunities for collaboration and include but are not limited to:

- Local Services Plan for Mental Hygiene Services
- Community Action/Economic Development
- Regional Economic Development Councils.

Community Profile:

Description & Discussion of Relevant Supporting and Opposing Factors

Demographics & Disparities

Clinton County's population is 81,224, making it the most populated county in the ARHN region. The county is made up of a number of small, distinct townships and one large rural core, where approximately one quarter of the population lives and a majority of services, jobs and other resources are accessed. Similar to the rest of Upstate New York, Clinton County's population is limited in its ethnic and racial diversity; over 90% of residents are White/non-Hispanics, followed by 4.2% Black/African American, non-Hispanics and 2.8% Hispanic/Latinos. Despite low ethnic and racial diversity, many special populations exist within the community. It is often through these special populations that health and health care experiences are considered and interventions are designed with an equity intent.

While there are no significant health disparities based on race and ethnicity in Clinton County, there are access to care issues. In fact, in a recent resident survey, over half of the respondents (50.3%) reported experiencing at least one barrier to medical care for themselves or their family in the past year. The most commonly reported barriers, identified by almost 1 in 3 respondents, included: not having dental or vision insurance (32.8%), co-pays or deductibles that were too high (31.9%), no specialist was available locally (30.4%) and could not afford (29.9%). Of note, three of these four most commonly reported barriers directly relate to a lack of financial means.

The percentage of adults with health insurance in Clinton County is at 94.0%, with 88.5% of the population having a regular health care provider. Despite this statistic, the regional health care system falls short of meeting a number of preventive care performance goals, indicating that while residents may have a provider, they are not consistently seeking preventive services, such as annual wellness visits. Furthermore, the rate of age-adjusted preventable hospitalizations per 10,000 population among those 18 years of age and older (129.5) is higher than the rate for Upstate New York (116.8), and the Prevention Agenda benchmark (122.0) rate. The rate of ED visits per 10,000 population in Clinton County (5164.5) is higher than the ARHN region (4,866.3) and significantly higher than Upstate New York (3,865.6).

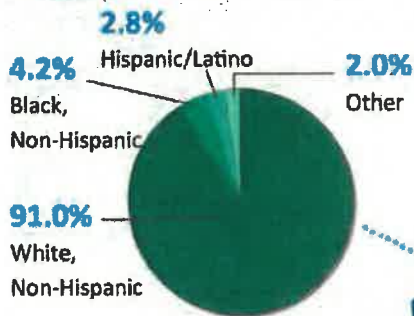
Over 16% of the population is 65 years of age and older. This is slightly lower than the ARHN region (18.0%) and comparable to Upstate New York (16.37%) but has increased since the last assessment, signaling an aging population. The percentage of adults 18 years of age and older in Clinton County with a disability (25.7%) is higher than the ARHN region (25.6%), Upstate New York (22.8%), and the state as a whole (22.9%).

Household income on average is \$65,435, with per capita income at \$25,833, which is much lower than that of New York State, \$93,443 and \$35,752 respectively. The percentage of individuals in Clinton County living below the Federal Poverty Level has remained stable at

CLINTON COUNTY | DATA SNAPSHOT



POPULATION



Under 18	14,797
Ages 18-64	53,893
Ages 65+	12,534



HOUSEHOLDS

Mean Household Income	\$65,435
% Single Parent Households	9.9%



EMPLOYMENT STATUS

% Unemployed	3.2%
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SCHOOL SYSTEM INFORMATION

Student-to-Teacher Ratio	10.9
% Free and Reduced Lunch	47.0%
% High School Graduate/GED	37.1%
% Some College, No Degree	17.9%
% Associate's Degree	9.9%
% Bachelor's Degree or Higher	21.8%



AVAILABILITY OF VEHICLES

% Households with One Vehicle or Less Available	42.9%
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HEALTH PROFESSIONAL SHORTAGE AREA (HPSA)

Number of Primary Care HPSAs	1
Number of Dental Care HPSAs	1
Number of Mental Health HPSAs	2



POVERTY

% Individuals Receiving Medicaid	23.2%
% Individuals Under Federal Poverty Level	15.7%
Number of ALICE and Poverty Households	12,062

DATA SOURCES

The information above is comprised of a blending of multiple data sources, including: Center for Health Workforce Studies, Health Workforce Planning Data Guide, 2014; Centers for Medicare and Medicaid Services, CMS Enterprise Portal; Community Health Indicator Reports; Department of Health, Wadsworth Center; Division of Criminal Justice Services Index, Property, and Firearm Rates; Health Resources and Services Administration, HPSA Find, 2017-2018; Institute of Education Sciences, National Center for Education Statistics, 2016-2017, NYS Department of Health; NYS Department of Health Hospital Report on Hospital Acquired Infections; NYS Department of Health Tobacco Enforcement Compliance Results; NYS Education Department; NYS Expanded Behavioral Risk Factor Surveillance System; NYS Office of the Professions, License Statistics, 2019; NYS Traffic Safety Statistical Repository; Prevention Agenda Dashboard; State and County Indicators for Tracking Public Health Priority Areas; Student Weight Status Category Reporting System (SWSCRS) Data; United for ALICE: US Census Bureau, American Community Survey 5-year Estimates; US Department of Agriculture, National Agriculture Statistics Service, 2012; USDA Economic Research Service Fitness Facilities Data. This document was created in 2019.

15.2%, which is higher than the ARHN (13.9%) region and Upstate New York (11.7%). In total, there are 30,624 households in Clinton County. There is a 15.0% poverty rate and 24.4% Asset Limited, Income Constrained, Employed (ALICE) rate, with a total of 12,062 households designated as either poverty or ALICE. Specific to ALICE households, the majority are white (8,119), which far exceeds the second largest group of ALICE households comprised of black residents (122).

The percent of households receiving SNAP benefits is 17.4%, exceeding NYS and national percentages at 15.2% and 12.7%, respectively. The percentage of individuals enrolled in Medicaid is 24.4%; this is slightly below the NYS percentage of 26.8% but does represent a 35% increase since the last assessment. This is likely more a result of ACA requirements than a major shift in economic conditions as percentages of uninsured adults and children are also extremely low compared to percentages from past assessments.

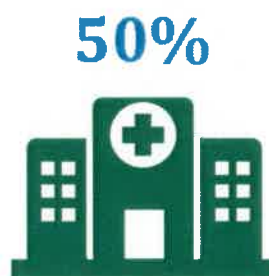
Of the total population in Clinton County, approximately 37% of individuals 25 years of age and older have a high school diploma or equivalent. Another 30.8% have an Associate's or Bachelor's degree or higher. The percent of the population possessing a high school education has increased since the last assessment but the percent of the population pursuing higher level degrees has remained stable. Fifty six percent of the population 16 years and older is in the workforce, with the highest percentage of individuals in the field of education (26.7%), followed by retail trade (13.3%), manufacturing (12.3%), and arts, entertainment, recreation, hotel and food services (10.8%). The manufacturing industry attributes the largest portion to the Clinton County's Gross Domestic Product at over \$489 million.

While over 300 health metrics were reviewed in the community health assessment process, the resident health survey completed as part of the process, was able to capture, perhaps more clearly than any past effort, the extent of concern many residents experience with a range of factors that influence overall health and well-being. Nearly a quarter of all respondents noted securing affordable housing as a challenge for themselves or their families in the past year. Lack of a livable wage was reported as the top social challenge experienced by survey respondents or a family member within the past year (29.7%); it was also the top social challenge identified within the community (37.3%). These same factors, along with good schools and safe, clean environments rounded out the top characteristics of a "healthy community" as defined by residents themselves. Such findings reinforce the importance of the social determinants of health and the need to continue to favor strategies and interventions that address up-stream factors that play a fundamental role in health outcomes. In considering resident and stakeholder input, as well as hundreds of health metrics, low income remains Clinton County's most common and evident disparity.

Health System Profile

Clinton County has one hospital, Champlain Valley Physicians Hospital (CVPH), with 300 hospital beds, the majority of which are medical/surgical beds, resulting in a rate of 369.3 hospital beds. This rate is higher than the ARHN region (274.2) and higher than all other

counties in the ARHN region, except for Warren County (627.5). There are a total of four nursing home facilities, accounting for 490 beds, and three adult care facilities, accounting for 150 beds. The rate of primary care physicians in Clinton County is 119.2 and 317.9 for total physicians. Clinton County consists of four health professional shortage areas (HPSAs), one in primary care, one in dental care, and two in mental health. About one third of Clinton County's population lives in these designated areas however, because of the county's rural nature, most residents living outside of the rural core, namely the City and Town of Plattsburgh, must travel to receive health care services and/or take advantage of health related opportunities. Travel aside, almost 1 in 5 respondents to the resident survey reported not being able to secure an appointment with either a primary care provider (18.3%) or specialist (19.6%) as a barrier to receiving care.



of respondents faced at least 1 barrier to receiving medical care in the past year.

Top ranked barriers reported:

- No vision or dental insurance
- High co-pays and deductibles
- Lack of local specialists
- Affordability

Source: 2019 Community Health Assessment Resident Survey Key Findings

In an effort to address the Primary Care HPSA, CVPH began a Family Medicine Residency program in 2015. The program became accredited by the Accreditation Council for Graduate Medical Education (ACGME) in July of the same year. The first class of Family Medicine Residents (4 physicians) graduated from the program in 2019. Of them, three have decided to continue practicing primary care in Clinton County. Currently, 17 Residents are enrolled in the program with anticipated completion dates between 2020 and 2022. In addition to increasing access to primary care in the county, two pediatric dentist offices have opened in Clinton County since the last CHA cycle. One is located within the City of Plattsburgh while the other resides in the outlying town of Peru.

Education Profile

Within Clinton County, there are nine school districts, with a total enrollment of 10,849 students. Of the enrolled students, 47.0% are eligible for free or reduced lunch, with a majority eligible for free lunch (87% or 4,410). Three school districts began providing universal free breakfast and lunch since the last assessment. For students in districts not providing universally free meals, NYS legislation that went into effect for the 2019-20 school year will provide free breakfast and lunch to students that were eligible for either free or reduced lunch under the established eligibility criteria.



of Clinton County households participating in **SNAP** have **children under the age of 18.**

Source: American Community Survey

The total annual number of high school graduates is 774 with a dropout rate of 2.0%, which is slightly higher than the ARHN (0.8%) region and Upstate New York (0.64%) dropout rates, but lower than the New York State dropout rate of 3.0%. There are 10.9 students per

teacher in Clinton County, which is comparable to the ARHN region but slightly lower than Upstate New York (12.4). The county is home to two college campuses, a two year and a four year institution. Both schools are associated with the state's university system and are a resource for residents interested in pursuing higher level degrees close to home.

NYS Prevention Agenda Priority Areas Related Analysis

Prevent Chronic Diseases

The percentages of adults (36.7%) and children who are obese (20.9%) in Clinton County is higher than their respective Prevention Agenda Benchmarks of 23.2% and 16.7%. Nearly three out of every four adults are overweight or obese. Additionally, the rate of obesity in elementary school children (17.9%) is higher than Upstate New York (16.0%).

More than

1 in 3

Clinton County elementary school students are

overweight or obese.



Source: NYS Department of Health

The burden of obesity may contribute to higher rates of death due to diabetes (any diagnosis) in Clinton County (22.1) than in Upstate New York (15.4). The percent of adults self-reporting no leisure time physical activity has had a slow increase over the past decade (26%, 2016). Less than one quarter of all residents consume adequate servings of fruits and vegetables daily. Clinton County has seen a decrease in total number of full grocery stores since its last full health assessment with 24.4 stores/ 100,000 population, less than half the state average. Despite this decrease in opportunity, the number of census tracts qualifying as food deserts has remained stable at 7, indicating lost stores may have decreased shopping options but were generally in communities with other food resources. However, there has been nearly a 10 percentage point jump in the populations who are low income and experience low food access since the last full health assessment. A significant increase in the number of non-traditional food outlets, such as convenience stores, drug stores and dollar stores, has increased access to less healthy food options, often closer to home. To combat this trend, Clinton County partners secured and invested over \$100,000 in the past three years to increase township food pantry ability to accept, store and redistribute healthier food options safely, among other interventions.

2 in 5

middle and high school students in Clinton County are

overweight or obese.



Source: NYS Department of Health

Smoking and smoking-related diseases seem to pose a significant challenge for Clinton County, with seven of the indicators listing as worse than the comparison benchmark. The percentage of adults who smoke in Clinton County (24.7%) is higher than the percentage of smokers in Upstate New York (16.2%), New York State (14.2%) and the Prevention Agenda Benchmark of 12.3%. Chronic lower respiratory deaths are significantly higher, and hospitalizations are higher in Clinton County (58.2 and 31.0, respectively) than in Upstate

New York (45.4 and 28.0) and the state as a whole (34.1 and 30.6).

1 in 4
adults in
Clinton County
smoke.



Source: Prevention Agenda Dashboard

The rates of lung and bronchus cancer cases are lower in Clinton County (105.9) than in the ARHN region (112.2), but higher than Upstate New York (84.3) and New York State (69.7). Lung and bronchus cancer deaths are also lower in Clinton County (61.3) as compared to the ARHN region (67.4), but higher than Upstate New York (53.0) and New York State (43.5). The rate of colon and rectal cancer cases and deaths is lower in Clinton County than the other geographies. This could be contributed to the fact that the percentage of colorectal screenings for those 50 to 75 years of age in Clinton County (78.3%) is higher than

the ARHN region (73.6%), Upstate New York (68.5%), and New York State (69.7%). Clinton County has maintained funding for the next several years to support cancer screening, namely for breast and colon cancers, for those who have low or no insurance coverage.

The local rates of overweight and obesity across the age continuum continue to climb and incidence/ prevalence rates of common chronic disease benchmarks, like hypertension and heart disease, remain high despite emphasis on upstream, population level change work over the past two community health assessment cycles. This delay in evident impact is not entirely unanticipated and many shorter term measures are demonstrating progress. For example, primary data on local breastfeeding rates indicates over a 6% increase since 2013. Multiple communities have passed Complete Streets resolutions, demonstrating commitment to health in new construction projects on the municipality level and many play spaces have been revitalized with accessibility for all ages and abilities in mind over the past few years. In light the data trends and the need to further the impact of environmental change work, more needs to be done.



78%

of Clinton County adults
ages 50-75 have been
screened for
colon cancer.

Source: NYS Expanded Behavioral
Risk Factor Survey

Promote Well-Being and Prevent Mental and Substance Use Disorders

Nearly 15% of the population continues to report poor mental health (14 or more days/ month) and access to mental health providers at 230.9/ 100,000 population lags behind national rates. Hospital discharge rates from inpatient behavioral health services continue to increase for both adults and children. The ratio of population to



14.8% of adults in Clinton
County stated **poor mental
health 14 or more days**
in the past month. This is
4 points higher than the
state average.

Source: NYS Expanded Behavioral Risk Factor Surveillance System

mental health providers remains higher than the NYS average. UVMHN-CVPH has had success in recruiting additional psychiatrists; increasing capacity for in-patient care. While there remains a shortage of these same professionals in outpatient clinics, collaborative health improvement activities have focused on building infrastructure to support continuity care between inpatient and outpatient mental and behavioral health settings. For example, a mobile crisis team was established in 2017, fielding over 200 referrals in its first 6 months and significantly reducing reliance on the emergency room for service. A local stabilization and rehabilitation center opened in late 2018 and integrated primary care with behavioral health services debuted in the county early 2019.



1 in 5

Clinton County adults have participated in **binge drinking** within the last month.

Source: Prevention Agenda Dashboard

(4.1), and New York State (3.5). The percentage of adults in Clinton County who binge drink (21.1%) is higher than the Prevention Agenda Benchmarks of 18.4%. The rate of alcohol-related crashes in Clinton County (48.2) is significantly higher than New York State (38.0). Among 15 to 19-year old's, the 2016 Community Health Indicator Reports listed the rate of suicides at 11.4*, which is slightly higher than the ARHN region (10.7) and Upstate New York (6.1). It is anticipated that the impact of new infrastructure for rehabilitation and supportive/preventive services will be evident as these measures are updated in the years ahead. However, primary prevention must also be a focus as nearly half of all high school students surveyed report "easy" access to alcohol and other drugs.

Promote a Healthy and Safe Environment

Motor vehicle accidents and speed-related accidents are lower in Clinton County (1,942.5 and 337.1 respectively) than in the ARHN region (2,162.0 and 364.7), but higher than New York State (1,558.5 and 141.6). Additionally, the rate of motor vehicle accident deaths is lower in Clinton County (4.9) than the ARHN region (7.3), Upstate New York (7.1) and the

Like most regions, Clinton County has seen a significant increase in opioid use and issues related to its use. The rate of drug related hospitalizations (17.8/ 100,000 population) remains above the regional rate but below the state rate. Over the past several years, the local Opioid Overdose Prevention Program has trained more than 6,000 community members to respond to opioid overdose and has distributed well over 10,000 Naloxone kits; 202 reversals have been reported.

The rate of self-inflicted hospitalizations in Clinton County (2.7) is lower than Upstate New York

45%

of youth (grades 9-12) report **easy access to alcohol or other drugs.**



Source: 2019 Local Services Plan

state as a whole (5.0). The rate of violent crimes (167.7) is slightly lower than the ARHN region (171.8) and significantly lower than that of Upstate New York (214.9) and New York State (355.6).

Air quality and climate data remain limited for the area but water quality, for both recreational and drinking water sources, is a top environmental concern for residents. Nearly half of all respondents to the resident survey identified challenges related to water as the top environmental concern in the community; specifically, 48.4% identified concerns related to stream, river, and lake quality, and 46.6% reported concerns with drinking water quality. While only a few districts enact fluoridated water programs, these districts serve half of the county's total population. Three quarters of the population are served by monitored public water systems but just over a quarter of all residents rely on unregulated, private water systems.

For the past two years, CCHD has assisted residents in managing private water sources through a private well water sampling program. Over 100 samples were tested in 2018. Clinton County has also secured funding to assist residents along water sources in upgrading/ replacing home septic systems. While funding was originally intended just for Lake Champlain homes, CCHD successfully advocated to have target areas extended to cover homes on the shores of other water sources, such as Upper Chateaugay Lake. SUNY Plattsburgh is also spearheading a number of studies on Lake Champlain, including one seeking to understand sources of microplastics pollution and their mitigation.



Nearly **50%**
of residents selected
water quality
as a top environmental
concern.

*Source: 2019 Community Health
Assessment Resident Survey
Key Findings*

1 in 4

Clinton County residents
experience low access to a
grocery store.



Source: US Dept. of Agriculture—Food Environment Atlas

The built environment poses several challenges in Clinton County. The percentage of the population with low-income and low access to supermarkets or large grocery stores is significantly higher in Clinton County (10.1%) than in the ARHN region (6.0%), Upstate New York (3.9%), the state as a whole (2.3%), and the Prevention Agenda Benchmark of 2.2%. The loss of full grocery stores in favor of non-traditional food outlets, like dollar and convenience stores, has negatively impacted the overall food environment. However, farmers market and farm stand participation in local, state and national nutrition incentive programs has been maximized with a 50% increase in sites accepting SNAP from 2015-2018 and an increase of more than two times the number of sites participating in the state's Farmers Market

Nutrition Program during the same time frame. In 2018, Clinton County was also selected as a North Country pilot site for the Double Up Food Bucks program run out of the Field and Fork Network of Buffalo, NY, providing additional financial support and buying power to low-income households.

At present, seven out of 19 Clinton County municipal districts have passed complete streets resolutions and 12 have healthy space revitalization activities in progress with a number of others that have been completed in the past several years. Projects include the creation of new walking paths, installation of safety features to support active transportation and revision/ upgrades to more traditional play spaces. However, progress in some areas throughout the county is limited as support and technical assistance for complete streets/ active transportation projects has been unequally distributed based on identified target communities for state funded initiatives.

Affordable housing
is a challenge
for nearly
25%
of respondents.



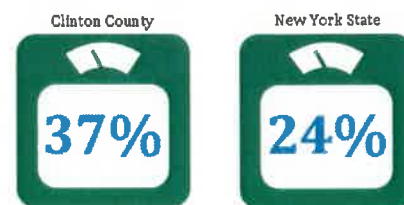
Source: 2019 Community Health
Assessment Resident Survey
Key Findings

Several community partners report increasing challenges related to rising housing costs. Resident survey responses echoed this with a quarter of all respondents listing affordable housing as a social concern for themselves or their family. State data estimates 1 in 3 Clinton County adults is housing insecure; there are a number of initiatives addressing this need, especially among high needs sub-populations. Several key community partners are monitoring this emerging trend.

Promote Healthy Women, Infants and Children

The percentage of births within 24 months of previous pregnancies in Clinton County (23.0%) is higher than the Prevention Agenda Benchmark of 17.0%, while the percentage of unintended pregnancies in Clinton County (23.7%) is in line with the Prevention Agenda benchmark of 23.8%.

The percentages of women receiving WIC in Clinton County with either gestational weight gain greater than ideal or gestational diabetes are worse than the ARHN region, Upstate New York, and New York State. The percentage of pre-pregnancy obesity (36.8%) is higher than that of the ARHN region (33.3%) and Upstate New York (28.0%). However, Clinton County WIC childhood obesity rates are dropping and the local program achieved the third highest exclusive breastfeeding rate (at 6 months of age) in NYS in 2018.



of women enrolled in WIC are **obese**
before becoming **pregnant**.

Source: Prevention Agenda Dashboard

A trend favoring increased breastfeeding initiation, duration and exclusivity for all infants is emerging from data collected by CCHD in collaboration with local pediatric practices over the last five years. From 2013 to 2017, average breastfeeding rates in Clinton County experienced an average percentage point increase of 6.5%. According to the UVMHN-CVPH, there was an increase from 2013 to 2017 in both infants initiating breastfeeding within the

first hour of life and infants breastfeeding at hospital discharge. In 2013, 52% of infants initiated breastfeeding within the first hour of life; this number increased to 79% in 2017. Infants breastfeeding at hospital discharge (exclusive and any) also increased, from 63% in 2013 to 86% in 2017. Once in the community, data show more babies are receiving breastmilk and an increase in breastfeeding rates is evident at each milestone well-visit, for exclusively breastfed infants as well as those supplemented with formula. At the two-day well visit, 74.1% of infants born in 2017 attending a Clinton County pediatric practice were breastfeeding, exclusively and in combination with formula. This number decreases to 38.7% by the six-month well visit, and to 25.2% by the one-year well visit. The largest decrease in breastfeeding rates continues to occur between the two-week and two-month well visits. This timeframe remains a target for individual and community level interventions.

The overall increase in breastfeeding in our community may be attributed to community-wide efforts to remove barriers and change the social context of breastfeeding, as well as an increased capacity to provide individualized clinical support through primary care. Local approaches have incorporated activities identified and suggested by community partners and have been designed utilizing existing best practices. While successes are notable given the short time period for change, opportunities still exist to further improve local breastfeeding rates, especially through early infancy. In addition, Clinton County continues to fall short of meeting several Healthy People 2020 targets related to breastfeeding. Over the past several years, local pediatric practices have adjusted approaches to newborn care, especially for breastfeeding families, increasing services and decreasing length of time between hospital discharge and newborn appointments within the pediatric care setting. The number of families accepting in-home newborn visits has decreased from 12% in 2016 to 3% in 2018; this may speak more to the effectiveness of the changes within the pediatric medical home environment than a decrease in the need for newborn support soon after hospital discharge.



75%
of all Clinton County
babies born in 2017
received **some**
breastmilk.

Source: Clinton County 2017 Breastfeeding Data Summary, 2019

Referrals into services to address childhood developmental delays are increasing, with a 30% increase in referrals seen for the Early Intervention Program from just 2016 to 2018. Program staff are seeing an increase in referrals related to lack of core muscle strength often associated with "container baby syndrome." Other common referrals include neonatal abstinence syndrome and failure to thrive anomalies. Root cause analysis and mitigation options are under discussion among childhood development stakeholders and findings are likely to be considered in prospective community health improvement plans.

Prevent Communicable Diseases

The immunization rate for children ages 19-35 months with 4:3:1:3:3:1:4 (76.9%) is lower than the Prevention Agenda benchmark (80.0%). The percentage of females 13 to 17 with three doses of HPV vaccine has increased from 36.1% at last assessment to 50.5% and is now in line with the Prevention Agenda benchmark of 50.0%. However, according to NYSHS, in 2018 there were 1,316 missed opportunities to provide vaccine to this target group in 2018. Missed opportunities are times when the patient was in the office for an appointment but did not receive vaccines as recommended. Clinical care and public health stakeholders are working together to reduce missed opportunities.

Decreasing the incidence of STIs remains one of Clinton County's biggest challenges. There was a 450% increase in the number of gonorrhea cases in Clinton County, from 6 cases in 2017 to 33 cases in 2018. Investigations have yielded few answers. Increases in gonorrhea are especially alarming due to the increasing antimicrobial resistance with gonococcal treatment. Reported chlamydia cases in Clinton County saw a 10.3% increase from 2017 (273 cases) to 2018 (301 cases), after a slight decrease from 2016 (285 cases). Syphilis cases saw a slight decrease, from 9 reported cases in Clinton County in 2017 to 7 reported cases in 2018.

The local STI Coalition has focused on supporting expedited partner therapy (EPT) within the community as one potential approach to curbing new chlamydia cases and the drop seen most recently may be, at least in part, due to success of this new option. Through an informal survey with a convenience sample of local health care providers, 80% were offering EPT where appropriate. State approval for the use of EPT for gonorrhea is pending. The coalition has provided professional education and up-to-date guidance on EPT use to providers and local pharmacies and will continue to do this into the future as additional uses are approved.

The lowest number of tuberculosis (TB) cases ever reported in the U.S. occurred in 2018, with a provisional total of 9,029 TB cases reported and an incidence of 2.8 cases per 100,000 persons. During this same timeframe, the incidence of TB was 3.8/100,000 in NYS and in 1.2/100,000 in Clinton County. However, this rate is considered unstable due to the low number of cases overall.

In 2018, CCHD investigated 320 potential rabies exposures and 39 individuals received post-exposure vaccine. From 2014-2018, a total of 614 animals were tested for rabies but only 12 (2%) were positive for rabies, half of which were bats. Participation in local rabies clinics for pets continues to be high, with over 1,500 cats and dogs receiving vaccines at 2018 clinics. Ongoing education regarding the importance of pet rabies vaccination, approaches for safely capturing bats for testing and the need for timely reporting of potential exposures remain key components of CCHD rabies related health messaging.

The incidence rate of **chlamydia** in Clinton County is **374.7** per 100,000.



This is an increase of 20 points in 2 years.

Source: NYS Department of Health

Community Health Assessment Process and Methods

Overview

Described below is the process through which CCHD and CVPH solicited and took into account input from community residents and those who represent the broad interests of the community served, including the medically underserved, low income, and other disparate populations. Such community input was sought to:

- Understand the community's perceived significant health needs and concerns;
- Expand knowledge and gain insights on data findings;
- Identify barriers to accessing and receiving care; and
- Identify assets and resources within in the community.

The process of identifying the priority health care needs of the residents of Clinton County (e.g., the service area) involved health data analysis, review of common population profiles, consultation with key members of the community and direct resident input. CVPH and CCHD, the lead entities in the process, facilitated/ completed the following activities with the Clinton County community:

- Two community based, health focused surveys;
- Review of over 300 health indicators and a secondary data analysis;
- A Community Health Priority Setting Session;
- A Priority and Focus Area Finalization Process; and
- Creation of shared Action Plans.

In early 2019, the ARHN conducted a survey of selected stakeholders representing social service, education, government, and health service-providing agencies within a seven-county region. The survey requested that community stakeholders identify the top two health issues which they believe need to be addressed within their county and give insight into contributing factors that were most influential for those specific health concerns. During the same timeframe, CCHD conducted a health survey directly targeting residents of Clinton County. The results of both surveys were intended to provide an overview of regional needs and priorities, to inform future planning and the development of a shared health care agenda.

The health indicator data referenced is published by New York State and contains nearly 300 different health indicators. Since 2002, the ARHN has compiled and analyzed this data for the region, producing and sharing the reports with regional CHA committee members to inform healthcare and improvement planning. ARHN also provides members population profiles for consideration in the CHA process. The health indicators and provided profile are used as a starting point for the preceding Community Profile. Lead organizations have further developed this baseline profile by contributing additional discussion and reference to supporting and opposing factors influencing health and health improvement progress in our community.

A group of stakeholders was convened for a Health Priority Setting Session in June of 2019. Attendees were tasked with identifying the health priority areas most important for the Clinton County community to focus on collectively. The event was facilitated and hosted by CCHD and CVPH and consisted of a wide range of attendees representing various community sectors. A smaller group of stakeholders was convened following this event to finalize priority selections. A detailed description of this process is outlined in this section. Using the results of an indicator analysis, regional and local survey findings, other community assessments, and stakeholder input, shared action plans were created to address the identified health concerns.

For the first time, prior to finalization, the draft CSP/CHA/CHIP/IS document was shared with the community for a comment period. Facebook and Twitter posts announcing the release of the draft document were posted on October 26th, 2019. The comment period remained open for one week. The Facebook post had a reach of 478 views, received 27 engagements. Only 9 viewers clicked through to the posted document and no formal comments were received through this channel. The corresponding Twitter post announcing the draft document received 16 impressions but no formal engagements.

Stakeholder Surveys

Community Resident Survey Process – Clinton County 2019 Community Health Assessment Survey

The CCHD surveyed Clinton County residents to provide the CHA stakeholders with resident perspective about community health. Residents were asked to identify features of a strong, vibrant, healthy community; for their opinions on health, social and environmental challenges in the community; to identify health and social challenges and any barriers to medical care experienced by themselves or a family member within the past year; and for demographic information about individual respondents and their households.

The survey tool was adapted from the Clinton County 2016 Community Health Assessment Community Survey, developed by CCHD. Updates and revisions to the tool were completed in November 2018 and increased the survey's inclusivity in gathering data on health challenges and experiences of those with disabilities and aligned the tool with survey efforts in other regions of the UVM Health Network, thereby allowing data to be aggregated for the region. The fielded survey included 16 questions, 8 of which assessed demographics of the respondents; it was anonymous and no names, addresses or phone numbers were collected. CCHD utilized existing community partners to distribute the survey. It was made available as a web-based link which was shared via email. Paper copies of the survey were also distributed, as well as a small card with the web-based link URL and a poster with the web-based link and QR code. Survey development, fielding and analysis were completed over an 8 month period.

Results of Clinton County Resident Survey

A total of 1,573 responses were received, of which, 1,378 were complete surveys from Clinton County residents. Periodic reviews of demographic information provided by respondents during survey fielding allowed the CCHD to target specific pockets of the population not already reached; ensuring that responses received mirrored census data to the greatest extent possible. Final demographic analysis suggest a reasonable representative sample of the Clinton County population was reached.

Almost half of respondents identified overweight/obesity as a health challenge in the community, while just over 40% of respondents reported it as a health challenge experienced by themselves or a loved one within the past year. Interestingly, while substance abuse was the most commonly identified health challenge of concern in the community, identified by 60.2% of respondents, only 16.2% of residents reported substance abuse as a challenge experienced by themselves or a loved one within the past year. Conversely, while 2 in 5 (40.6%) respondents identified issues related to aging as a health concern experienced by themselves or a family member within the past year, only 24.2% of residents identified it as a health challenge in the community. Almost 86% (1,183) of residents reported at least one health challenge experienced by themselves or their families within the past year; most commonly reported were issues related to aging and overweight/obesity. In addition, almost 2 in 5 (37.1%) residents identified chronic disease as a challenge; almost 1 in 3 (29.8%) identified physical activity; and almost 1 in 4 (22.7%) identified access to dental care as a challenge. Over half (50.3%) of respondents reported experiencing at least one barrier to medical care for themselves or their family in the past year.

Approximately one-third of respondents identified good schools, livable wages, and a safe environment as the most important features of a strong, vibrant, healthy community. These features were closely followed by affordable housing, health care services and a clean environment. Younger respondents were more likely to name good schools as an important feature, whereas respondents aged 45 years and older were more likely to name health care services. While 82.7% (1,140) of respondents reported no difficulties, 17.3% (238) self-reported at least one disability.

While the survey was not framed around the *Prevention Agenda 2019-2024: NYS's Health Improvement Plan*, careful consideration was given to the responses in relation to the Prevention Agenda upon analysis so collected perspective could be successfully incorporated into health priority setting activities. When considered against this framework, there is considerable need for interventions that assist residents in managing chronic diseases and accessing quality care, especially for mental and behavioral health services. In fact, the top six reported *Health Challenges of Greatest Concern in Our Community* and five of the top six self-reported health challenges align with the currently selected health priorities.

Further analysis of resident responses will continue to help health partners identify differences between communities and other subpopulations. This information will be

valuable as health improvement activities are developed and implemented.

Please see Appendix B for: Clinton County 2019 Community Health Assessment Resident Survey Summary

ARHN 2019 Community Stakeholder Survey

ARHN surveyed stakeholders in the seven-county service area, to provide the CHA Committee with input on regional health care needs and priorities. Stakeholders included professionals from health care, social services, educational and governmental institutions as well as community members. The ARHN region is made up of Clinton, Essex, Franklin, Fulton, Hamilton, Warren and Washington counties.

The survey was developed through *Survey Monkey* and included 14 community health questions as well as several demographic questions. The CHA Committee provided a list of health care, social service, education, government, and service providers (hereafter referred to as community stakeholders) by county to be surveyed. The collected distribution list totaled 807 community stakeholders. An initial email was sent to the community stakeholders in early January 2019 by the CHA Committee partners, introducing and providing a web-based link to the survey. A follow-up email was sent by ARHN staff approximately two weeks later after the initial reach out. CHA Committee members were provided the names of all non-respondents for additional follow-up, at partner discretion. CCHD and CVPH opted to personally reach out to all identified non-respondents to maximize participation. The survey requested that community stakeholders identify the top two priority areas from a list of five which they believe need to be addressed within their county. Community stakeholders also gave insight on what they felt were the top health concerns and what contributing factors were most influential for those specific health concerns.

Results of the ARHN Community Stakeholder Survey

A total of 409 responses were received through February 8, 2019, for a total response rate of 50.68%; 81 or 20% of Clinton County stakeholders responded to the survey. To analyze the chosen priority areas, responses were totaled per county and the priority area that received the most responses was designated as the *First Choice*, followed by the second most responses listed as *Second Choice*. All seven of the ARHN counties identified *Promote Well-Being and Prevent Mental and Substance Use Disorders* as their top priority. Additionally, Clinton, Essex, Franklin and Fulton counties identified *Prevent Chronic Disease* as their second choice while Clinton, Essex, Warren and Washington counties identified *Promote a Healthy and Safe Environment* as their second choice.

Community stakeholders were also asked to choose what they believed to be the top five health concerns affecting the residents in the counties their organization/agency served. The choices were ranked from one, being the highest health concern, to five, indicating the lowest health concern. Survey respondents felt that the top five health concerns affecting

the residents within the ARHN region were Mental Health (16.9%), Substance Abuse (12.3%), Opioid Use (9.5%), Overweight/Obesity (8.8%), and Child/Adolescent Emotional Health (5.7%).

Please see Appendix C for: Summary of 2019 Community Stakeholder Survey

Secondary Data Analysis

An analysis of [largely] secondary community health data was used to help identify the significant community needs for Clinton County. Included in this data are multiple population profiles (demographic, health system, education system, etc.) used to better understand the community under assessment. Provided health indicator data was grouped within the five NYS Prevention Agenda Priority Areas for ease of interpretation. Data from each Prevention Agenda Priority Area was considered for selection.

The health data sheets, featuring 271 indicators, provide an overview of population health as compared to the ARHN region, Upstate New York and New York State. The reports feature a status field that specifies whether indicators were met, better, or worse than the corresponding benchmarks. When indicators were worse than the applicable benchmark, their distance from each was calculated. On the report, distances from benchmarks were indicated using quartile rankings. All compiled metrics are featured in Appendix D.

Indicators were broken out by the Prevention Agenda Focus Areas, across ten categories. These include *Mortality, Injuries, Violence and Occupational Health, Built Environment and Water, Obesity, Smoke Exposure, Chronic Disease, Maternal and Infant Health, HIV, STD, Immunization and Infections, Substance Abuse and Mental Health, and Other*. Data and statistics for all indicators come from a variety of sources, including:

- NYS Prevention Agenda Dashboard
- Community Health Indicator Reports (CHIRs)
- NYS Behavioral Risk Factor Surveillance System (BRFSS) Health Indicators
- Division of Criminal Justice Services Index, Property, and Firearm Rates
- NYS Traffic Safety Statistical Repository
- Student Weight Status Category Reporting System (SWSCRS) Data
- USDA Economic Research Service Fitness Facilities Data
- NYS Department of Health Tobacco Enforcement Compliance Results
- State and County Indicators for Tracking Public Health Priority Areas
- NYS Department of Health, Asthma Dashboard – County Level
- NYS Department of Health Hospital Report on Hospital Acquired Infections
- NYS Office of Mental Health, PCS.

A full description of the Data Methodology utilized by ARHN and the CHA Committee is available for reference in Appendix E. All metrics were reviewed and a core group of metrics that were most relevant to the population of Clinton County were identified. Relevancy was based on metric performance (county placement compared to

regional/state/national performance and benchmarks) and relation to current or anticipated health improvement activities. These specific metrics were featured in a series of infographics displayed at the Health Priority Setting Session. When appropriate, primary data, collected by local partners, was also featured. One infographic was created for each Priority Area (see Appendix F). The same metrics were revisited during the Priority and Focus Area Finalization process.

Clinton County's performance in the ten referenced categories is listed below. Percentages represent the percent of indicators within each category that were worse than the benchmark.

1. Mortality – 64.29%
2. Smoke Exposure – 57.14%
3. Obesity in Children and Adults – 48.57%
4. Substance Abuse and Mental Health – 47.06%
5. Built Environment, Outdoor Air Quality, Water Quality – 44.44%
6. Chronic Disease – 26.67%
7. HIV, STDs, Immunizations, Infections – 26.67%
8. Maternal and Infant Health – 20.69%
9. Other – 12.50%
10. Injuries, Violence, and Occupational Health – 11.11%

Community Health Priority Setting Session

Clinton County has a successful history of convening community stakeholders to assist in the identification of priority health issues. On June 26th, 2019 this approach was once again utilized. Approximately 200 Clinton County stakeholders, a 70% increase in invitees over 2016 activities, were invited to the Community Health Priority Setting Session facilitated by CCHD and CVPH. Clinton Community College in Plattsburgh, NY served as the location for the June 2019 event and was chosen specifically for its capacity to accommodate more guests and familiarity with the space among community partners.

The event was three hours in length but did not have a structured agenda like priority setting events in the past. Rather, attendees were free to come and go at any point throughout the morning. Attendees filtered through stations dedicated to the Prevention Agenda Priority Areas. Each station featured a colorful infographic depicting up-to-date data related to the area. Stations were manned by subject matter experts whose line of work aligned with the assigned priority area. Attendees had the opportunity to visit each station, read educational materials, and discuss current activities, progress and challenges with the subject matter experts. Once attendees had visited each station, they were asked to complete a short survey that captured their vote for which areas they believed were most important for Clinton County to address as a community over the next couple of years. The survey also captured their insights related to Focus Area selection.

The event was intentionally designed to encourage interaction between stakeholders from different community sectors. Approximately 55 stakeholders representing a minimum of eleven different sectors attended and shared their views. Sectors represented included community health care, public health, clinical healthcare, government, recreation, human services, planning, business, mental/ behavioral health, media and transportation. Special populations that were represented from within the attendee pool included seniors, low literacy, low income, individuals with disabilities, and youth. Participants' experience with the Prevention Agenda and involvement in community health planning varied. Excitingly, 46% of attendees reported this as their first time contributing to priority setting activities; 54% reported participating in past activities. Based on event feedback, 96% of attendees were satisfied or very satisfied with the event's format and 92% of attendees felt the Priority Area specialists and infographics at each station were helpful in learning more about health improvement work and concerns and in reviewing many metrics quickly. 100% of attendees were satisfied with the timeframe and location of the event.

Responses from health system and community partners participating in the June 15th Prioritization Session overwhelmingly selected *Prevent Chronic Disease* and *Promote Well-Being and Prevent Mental and Substance Use Disorders* as the top two Priority Areas for the next Community Service and Community Health Improvement Plans. Focus Area voting was far less definitive. To help clarify partner contributions relating to the focus areas, a smaller subcommittee was convened. The process they applied is explained in detail in the *Priority and Focus Area Finalization* section.

Participant characteristics, voting results, finalization findings and additional methodology applied in the processes described above can be found in Appendix G.

Priority and Focus Area Finalization

To finalize Priority and Focus Area selections and to begin developing local strategies and related activities, a subcommittee consisting of members from the Action for Health Consortium and CVPH was convened. Selection finalization was based primarily on the following:

1. Results of stakeholder surveys outlined above;
2. Data analysis outlined above;
3. Health priority setting session outlined above;
4. Application of the Hanlon Method.

Participants

The subcommittee was chosen to represent people with community and clinical knowledge, with particular attention to include individuals who are knowledgeable about the needs assessment process, manage services to the underserved, or manage services that address an identified need.

Process

The subcommittee was convened on July 29th, 2019 to finalize Priority Area and Focus

Area selection. Members of the subcommittee noted the consistency in findings from the stakeholder survey, community survey, secondary data analysis and community priority setting session voting. Therefore, *Prevent Chronic Disease* and *Promote Well-Being and Prevent Mental and Substance Use Disorders* were accepted as selected Priority Areas for Clinton County.

To clarify the selection of Focus Areas, the subcommittee reconsidered key health metrics and voting input collected from the June 26th event related to the two selected Priority Areas. The members then individually applied the Hanlon Method to each Focus Area. The Hanlon Method is a quantitative process and a NACCHO supported prioritization tool that can be applied to rank specific health problems based on the criteria of: size of the health problem, seriousness of the health problem and effectiveness of interventions. From these ratings, a priority score is calculated using a method related formula. Individual scores were averaged to obtain final Hanlon Method scores.

Lastly, the subcommittee was asked to consider common disparities that influence health. Each were presented a list of seven disparities, which they ranked from 1-7, with one representing the disparity most apparent in our community and across priority areas.

Outcomes

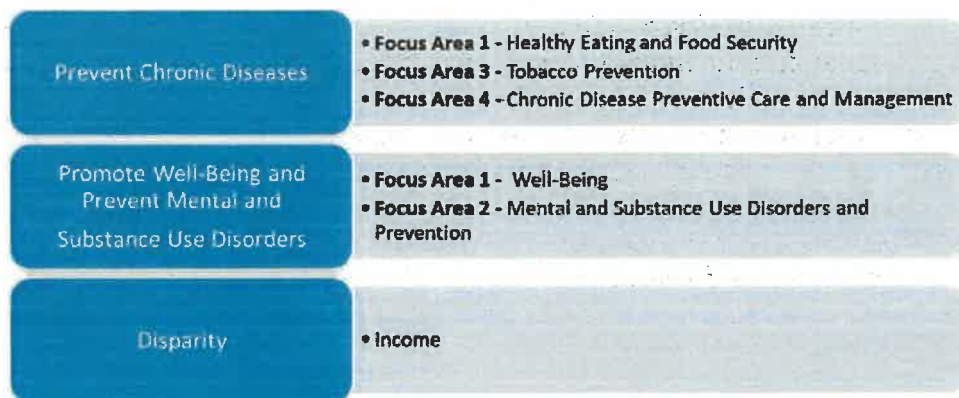
Hanlon Method scores isolated three focus areas under *Prevent Chronic Disease - Healthy Eating and Food Security*, *Chronic Disease Preventive Care and Management*, and *Tobacco Prevention*. Both focus areas from *Promote Well-Being and Prevent Mental and Substance Use Disorders* were selected. It was determined by the subcommittee that each of the selected focus areas would be addressed with its own action plan.

Of the seven disparities presented to the subcommittee for consideration, income was identified as the condition most significant in the Clinton County community, meaning the ability to afford health services and practice health behaviors is perceived as the top issue influencing health equity of Clinton County residents.

A summary of participants and finalization scoring results has been included in Appendix G.

Significant Community Needs (Aligning Secondary Data and Community Input)

To identify the significant community needs, the results of the secondary data analysis were combined with the results of the community input and grouped by priority area. The priority areas, focus areas and disparity that emerged were as follows:



Leveraging Community Assets and Resources

CVPH and CCHD understand the key to successfully impacting the health of Clinton County is partnering with the community and its organizations and combining resources. It is the intent of the lead partners that action plans capture the partnership, contributions and support of many community organizations to strengthen the impact of the planned interventions and assure the responsible use of limited resources. Clinton County is fortunate to have developed a strong network of partners representing many different community sectors and offering a variety of assets and capacities for achieving its shared vision for community health.

Throughout the community health needs assessment process, CCHD, CVPH and their partners have considered existing assets and resources that can be leveraged to help the community to continue to make progress in meeting its long range health goals. A collection of assets and resources identified through the assessment process, key informant dialogues and review of local coalitions/ partnership activities is included in Appendix H. Entries have been organized by common categories used for asset mapping. All assets/ resources listed are potential resources for the implementation of Clinton County's Community Health Improvement Plan and particular attention was given to identifying resources that could assist in engaging residents, disseminating messages, and maximizing reach into disparate/ high needs subpopulations.

Action Plans

Lead staff from CCHD and CVPH have worked with partners to collect and organize activities and interventions that will address the identified health priorities. This was done utilizing a variety of methods: review of current CHIP/IS activities and progress as well as those of other shared work plans (ie. Community Services Plan), individual meetings with key partners, emails soliciting suggestions and contributions of related activities from AFH participants, and review of information collected from the priority setting event and directly from residents through the survey process. Information was then organized by

goals/ objectives within each focus area, resulting in five action plans and formatted following NYSDOH guidance and provided tools. These action plans become CCHD's CHIP and CVPH's IS for the next three years.

It is impossible to feature all the health improvement work that will occur in Clinton County over the next three years in the Action Plans. Much thought is given to the featured interventions; often it is the items that best demonstrate the local commitment to collective impact work, innovation, and cross-system collaboration. There is also an intentional blend of activities that will vary in duration. As such, there will be progress to acknowledge and celebrate perpetually. This also allows new interventions to be considered and added regularly based on emerging local needs and resources. Target programs and locations for the featured interventions are determined by a number of factors including review of health indicator data, especially to identify high needs populations and areas within the county, and feasibility of activities meeting success (existence of potential sites, accessibility, receptiveness, etc.). Featured interventions and projected outcomes are influenced by partner resources including staff, funding and expertise.

As the CHA process is a recurring cycle and the identified health priorities for this cycle maintain the current course, the new action plans feature a combination of interventions that are carrying over into the new action cycle along with new activities that build off successes and progress realized to date. The final update to the 2016-2018 CHIP/IS, which captures progress through 2019, can be reviewed in Appendix G.

Maintaining Engagement & Tracking Progress

Active engagement with others in the community to implement change is challenging given diminishing resources and competing priorities. The process of setting shared goals and creating collective action plans has helped define partner roles and has improved the use of available resources. Efficient and effective use of existing assets requires unprecedented collaboration and cooperation by everyone, not just by the agencies or organizations whose primary missions directly relate to health issues. Higher level decision makers from agencies and organizations in the community now participate in the process demonstrating an actionable level of commitment to the health of the community not seen in the past. Increased capacity for community assessment work has allowed more partners, including residents, to be included in the process and through a number of channels.

Clinton County's collaborative strategy can be traced back to the mid 2000's when the Mobilizing for Action through Planning and Partnerships (MAPP) process was first used locally. Clinton County MAPP partners have evolved into the Action for Health Consortium. This group has representatives from a wide variety of community sectors that have implemented effective policy, systems and environmental strategies for over a decade, for the purpose of improving community health. A full description of this group is available earlier in this document.

It has become standard practice for AFH to assemble subcommittees of partners possessing

technical and professional expertise to implement and update priority area action plans. For example, in 2019, a diverse group of food environment stakeholders was convened for a discussion intended to identify next steps for improving the local food system. Members of identified subcommittees and participants of brainstorming work sessions bring subject matter expertise to the AFH Consortium. It is the intent of CVPH and CCHD to continue to use the developed model of partner engagement described while also always seeking ways to improve processes for all involved.

Formal progress updates on the CSP/CHA/CHIP/IS are captured throughout the year and summarized in an annual document, which is displayed on the CCHD and CVPH websites. During the last quarter of each year, responsible parties for each featured “activity” submit a progress update to the AFH Consortium. Activities are then categorized as “completed” or “in progress”. When applicable, new activities are integrated into the plan each year and often reflect progress and rely on emerging resources. Annual updates serve as a means of celebrating successes and motivating partners. Progress is reported out to the community at large through a semi-annual newspaper insert intended to maximize awareness of the plan and participation in activities by residents.

Dissemination of Plan to the Public

CVPH and CCHD will actively disseminate the CSP/CHA/CHIP/IS to the public. The plan will reside conspicuously in PDF format in the “About” section of www.cvph.org. CCHD will post the CHA and CHIP in the *Statistical Data and Annual Reports* section of its webpage found at www.clintonhealth.org. Links to all documents and updates, when available, will be shared via social media and other media channels. Promotional efforts will then drive the community to these locations to view and download the assessment and related plans. Promotional efforts will include a press release sent to all local media outlining the plan; interviews with the media (as appropriate); regular posts on social media sites such as Facebook and Twitter; and mentions in a variety of print and online communications produced by CVPH and CCHD.

CCHD will, as it has in the past, dedicate an edition of its *Public Health Profiles* to the new CHA/CHIP. The short overview document will highlight priority areas, planned work, and partners. It will also provide specific calls to action for residents, health professionals, and community leaders. This document will be posted on CCHD’s website and promoted through the standard mechanisms referenced above. Other communication efforts and channels will be considered throughout the year to help increase awareness of shared, community level health improvement plans among partners and residents alike.

Notification will be sent to key stakeholders through a cover letter document announcing community members can access community health assessment related documents. In addition, community presentations will include:

- AFH members (and to their Directors or oversight Boards);
- Targeted local elected officials;

- Clinton County Board of Health;
- Foundation of CVPH;
- All other appropriate and identified community stakeholders.

Active and ongoing distribution and promotion throughout the community will maximize reach and awareness of these documents and shared plans for health improvement. Community presentations will highlight how residents and stakeholders informed the process and can contribute to collective efforts going forward. All dissemination activities will help build the grassroots need to address health improvement efforts across the county by engaging both traditional and nontraditional partners in sustainable and permanent community-based interventions.

Evaluation Plan

CCHD and CVPH use a number of process and outcome measures to evaluate the community health assessment process and health improvement progress. For example, prior to the assessment, goals are set for the number and demographics of residents reached through survey activities and stakeholder participation in priority setting events. Dates for completing each stage of the process keep all partners on track.

Progress on collaborative health improvement plans are tracked through regular discussions at AFH meetings. These on-going discussions allow new data, resources and emerging conditions to be considered; at times, mid-course corrections are made to assure activity goals and objectives are met. Each AFH meeting agenda is framed around the NYS Prevention Agenda to assure work related to all five priority areas is periodically captured. CCHD produces a formal annual update document that is shared with the community and categorizes featured activities by degree of completion. CCHD and CVPH use feedback from stakeholders to determine use and reach of all the formal documents (CHA/CHNA/CSP/CHIP/IS). On average for the past 4 years, approximately 60% of surveyed partners use these documents for strategic planning, 64% for staff education/development, and 55% as a data resource. Partners also share these collaborative documents. One third share the documents annually with their advisory boards and link directly to them on their website (connecting directly to the documents on the CCHD or CVPH website); 16% embed the documents within their own websites. A quarter of partners retain hard copy documents in accessible spaces for staff reference/ use; a few partners (6%) display the documents in public spaces.

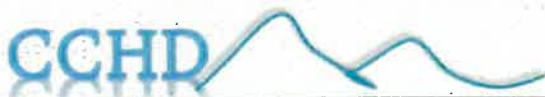
CCHD and CVPH will continue to monitor trends in use to best meet partner needs and maximize participation in the plans. Lead partners will also continue to look for new opportunities to learn about the effectiveness and efficiency in the current process, modifying the approach as appropriate.

Hospital Approval

The Business Operations Manager worked with Senior Leadership to present the CHNA and IS, which were combined to create the Community Service Plan, to the Board of Directors of CVPH. The Board was provided with the Executive Summary of the documents in advance of the meeting, as well as the action plan that is associated. A brief presentation was conducted at the meeting to communicate highlights and answer questions. All documents were approved on December 17, 2019. Upon request, the signed documents can be provided.



Community Health Improvement Plan/Implementation Strategy
Working Together to Strengthen Our Community



Clinton County **HEALTH** Department



THE
University of Vermont
HEALTH NETWORK

Champlain Valley Physicians Hospital

2019-2021 Community Health Improvement Plan and Implementation Strategy

NYS Department of Health Prevention Agenda Priority Area: Prevent Chronic Disease

Focus Area: Preventive Care and Management

Goal: Promote evidence-based care to prevent and manage chronic diseases including asthma, arthritis, cardiovascular disease, diabetes and prediabetes and obesity.
Objective: Promote evidence-based medical management in accordance with national guidelines. (Baseline NA)
Goal: In the community setting, improve self-management skills for individuals with chronic diseases, including asthma, arthritis, cardiovascular disease, diabetes and prediabetes and obesity.
Objective: Increase the percentage of adults with chronic conditions who have taken a course or class to learn how to manage their condition. (Baseline variable by intervention or NA)

Interventions/Activities	Partners (Role)	Measures	Disparity*	
Coordinate at least one QI project with local primary care providers with a community education campaign.	CCHD- co-lead, community campaign creation, facilitation Adk ACO- co-lead, data, access to providers, QI project support	# of participating PCPs, # of community messages, message reach, pre/post evaluation scores		
Provide community education on HPV vaccine.	CVPH Fitzpatrick Cancer Center	Grant application submission date, #'s reached, # of events hosted/attended		
Expand CVPH's Diabetes Prevention Program (DPP) into the community.	CVPH, YMCA	MOU execution date	Access	
Coordinate referrals to the local DPP.	CVPH, YMCA, CVPH Health Center, NCHHN	# of referrals received, # of referring partners, program dates, # enrolled, # completing the program, participant evaluation/ feedback	Access	

Focus Area: Healthy Eating and Food Security

Goal: Reduce obesity and the risk of chronic disease
Objective: Decrease the percentage of adults ages 18 years and older with obesity. (Baseline 36.7%, <i>Prevention Agenda Dashboard</i>)
Objective: Increase the percentage of adults with perceived food security. (Baseline rate for Adults Experiencing Food Insecurity 20.9%, <i>NYS BRFSS</i>)

Interventions/Activities	Partner (Role)	Measures	Disparity*	
Develop a collaborative, comprehensive food action plan.	CCHD- lead facilitator for brainstorming, collecting and organizing ideas; Action for Health partners and food environment stakeholder as partners	# of partners engaged in the process, date plan is finalized, date plan is presented to partners/ community		
Facilitate worksite wellness policies (goal 3-4 sites/year)	CCHD- staff, policy experience, templates, etc. CC worksites	# worksites approached, # of sites recruited, # of policies executed, # of employees impacted		
Assist local school districts in reviewing and updating district level wellness policies (goal - at least 2 districts/yr)	CCHD- staff, policy experience, templates, etc.; school districts & wellness committees as partners	# of schools approached, # of policies updated, policy execution dates, # students impacted		
Offer on-going opportunities to increase food selection and preparation skills (ie. Cooking classes, etc.)	collaborative effort- CCHD, CCE, CCMH&AS for staff, space, class resources, registration, evaluation tools, etc.	# classes offered, # registered, % capacity, post evaluation data	Access, Ability	
Educate local health, human and social services professionals on food security screening and local resources.	CCHD- staff, evaluation; CCMH&AS- funding, staff support	# of organizations trained, # of professionals in attendance, community reach, pre/post evaluation metrics		
Establish a locally sensitive data monitoring system for food insecurity through the pediatric primary care.	CCHD- staff, data aggregation, analysis	# of offices approached, # of practices screening, % of peds patients/ families screened, # of offices providing de-identified reports for aggregated data		

Focus Area: Tobacco Prevention

Goal: Promote tobacco use cessation
Objective: Decrease the prevalence of smoking by adults ages 18 years and older. (Baseline 24.7%, Prevention Agenda Dashboard)
Goal: Prevent initiation of tobacco use
Objective: Decrease the prevalence of any tobacco use by high school students. (Baseline TBD, Youth Risk Behavior Survey)

Interventions/Activities	Partner (Role)	Measures	Disparity*	
Complete public health detailing visits with primary care providers aimed at increasing use of the NYSDOH "Talk to Your Patients" intervention	NCHN- lead, TURN partners- support	# of practices accepting detailing visits, # of providers impacted		
Present local smoking data and policy solutions at the County Legislative Health Committee meeting and at municipality board meetings	Tobacco Use Reduction Network (CCHD, AHI, TFCFE, NCHN, UVMHN-CVPH)- lead	Dates of legislative and municipal meetings, of municipal districts receiving presentations, community reach		
Offer tobacco cessation assistance through Certified Tobacco Treatment Specialists	CVPH- lead	# of patients impacted, development of vaping "quit kit", collaboration w/ community entities on cessation		
Facilitate Tobacco Free Workplace designations	Tobacco Free Clinton Franklin Essex/ Reality Check- lead; local employers & staff	# of worksites, # of staff impacted		
Facilitate smoke free housing designations	Tobacco Free Clinton Franklin Essex/ Reality Check- lead; local landlords of multi-unit housing	# of housing units designated, # of residents impacted		
Provide "Nothing New Under the Sun" presentations to students, parent groups and school staff	Tobacco Free Clinton Franklin Essex/ Reality Check- lead	Dates of presentations, # of districts participating, # of students impacted		

NYS Department of Health Prevention Agenda Priority Area: Promote Wellbeing and Prevent Mental and Substance Use Disorders

Focus Area: Promote Wellbeing

Goal: Strengthen opportunities to build well-being and resilience across the lifespan.
Goal: Facilitate supportive environments that promote respect and dignity for people of all ages.
Objective: Reduce the age-adjusted percentage of adult Clinton County residents reporting 14 or more days with poor mental health in the last month to 10.7% (NYS average). (Baseline: 14.8%, <i>Prevention Agenda Dashboard</i>)

Interventions/Activities	Partner (Role)	Measures	Disparity*	
Embed outpatient services within the UVMHN-CVPH Behavioral Health Unit (establishment of a Medical Village for comprehensive, coordinated inpatient and outpatient mental and behavioral health services).	CVPH- lead facilitator	Dates of legal/ construction milestones,	Access	
Create and sustain inclusive, healthy public spaces (indoor walking trails, SRTG expansion/spur projects)	CVPH/ Foundation of CVPH- lead facilitator	# of promotions, construction benchmarks, space utilization metrics	Ability	
Support at least two educational or social events annually (ex. Live Well, Be Well) to reduce stigma and encourage integration and inclusion for those recovering from substance use and other disorders.	CCMH&AS- lead facilitator, supported by SPARCC partnership	event dates, # of partners promoting events, # in attendance (reach)	Ability	
Facilitate complete streets and active transportation policies and resolutions that focus on inclusion and integration for residents of all ages and abilities.	CCHD-Lead facilitator, process expertise, template resources, project funding, collection of resident input/ feedback, education with local decision makers	# of resolutions/ policies executed, # of inclusive projects undertaken, qualitative resident input/feedback	Ability, Aging	

Focus Area: Prevent Mental and Substance Use Disorders

Goal: Prevent opioid overdose deaths.

Objective: Reduce emergency room visits (including outpatient and admitted patients) involving opioid or other substance misuse, age adjusted rate by 5%. (Baseline TBD, CVPH)

Goal: Prevent and address adverse childhood experiences.

Objective: Increase communities reached by opportunities to build resilience by at least 10%. (Baseline variable for intervention or NA)

Interventions/Activities	Partner (Role)	Measures	Disparity*	
Community will support appropriate referrals to maintain >=90% capacity @ CVFC Stabilization and Rehabilitation Center.	CVFC- lead facilitator, center oversight and management	estimated capacity (quarterly, annually), # of referrals to facility, # of referring agencies	Access	
Establish a peer run recovery center at MHAB (transitional housing) as part of a multi-year effort to develop a full skills-building campus.	CVFC- lead facilitator, center oversight and management, peer training	# of trained peers, date of opening, # enrolled/ participating in programming	Access	
Host a Peer Recovery training.	CVFC- lead facilitator, training coordination	date of training, # of peers trained,		
Establish a Drug User Health Hub Buprenorphine Bridge Clinic	AFPH- lead facilitator (seeking funding, securing space, training staff, day-day management of clinic)	funding, space secured; opening date, # referrals received, # served	Access	
Integrate CRAFFT screening into the pediatric primary care setting.	Pediatric care providers- integration and use, staff training.	# of pediatric practices screening, % of patients screened		
Provide at least one Transforming Trauma/ Adverse Childhood Experience public event annually to increase awareness and management of ACEs.	CCMH&AS lead facilitator, other supporting agencies from the Transforming Trauma in our Community Collaborative and SPARCC	Date of event, # of partners promoting/ supporting, attendance		
Expand use of the PAX Good Behavior Game to 100% of CVES classrooms; expand program usage to at least 3 additional schools	CCMH&AS- lead facilitator, CVES & additional school districts- implementation partners	# of classrooms engaged, # of students impacted, # of school districts participating		

*Low-income has been identified as Clinton County's most prevalent cross cutting disparity and is considered in the development and implementation of all activities. Activities that target or benefit additional disparate populations have been identified.

Appendices

Appendix A:

Community Health Needs Assessment Stakeholder Groups Committee Members and Meeting Schedules

Action for Health Consortium Members

Diana Aguglia	Alliance For Positive Health
Maria Alexander	Senior Citizens Council
Sara Allen	Clinton County Health Department, Contractor
Joy Arana	Citizen, Licensed Social Worker
Maryann Barto	Clinton County Health Department, Environmental Health Division
Laurie Booth-Trudo	Child Care Coordinating Council of the North Country
Kara Bordeau	CVPH Wellness and Fitness Center
James Bosley	Clinton County Planning/Clinton County Public Transit
Donna Boumil	Village of Rouses Point
Mary Breyette	Cornell Cooperative Extension
Rachel Brown	Senior Citizens Council
Dana Bushey	Champlain Valley Family Center
Jessica Chanese	Adirondack Health Institute
Nichole Christiansen	Champlain Valley Family Center
Darleen Collins	Clinton County Office for the Aging
Erin Conner	Behavioral Health Services North
Dot Crawford	Interfaith Food Shelf
Rheannon Croy	Alliance for Positive Health
Lisa Cyphers	University of Vermont Health Network-Champlain Valley Physicians Hospital
Melanie Defayette	Town of Plattsburgh Recreation Department
Karen Derusha	Clinton County Health Department, Health Planning & Promotion Division
Bob Dickie	University of Vermont Health Network-Champlain Valley Physicians Hospital
Adele Douglas	Town of Peru Community Development Coordinator
Andrew Foster	Behavioral Health Services North
Richelle Gregory	Clinton County Mental Health and Addictions
Kerry Haley	The Foundation of CVPH
Mark Hamilton	City of Plattsburgh Housing Authority
Karen Kalman	University of Vermont Health Network-Champlain Valley Physicians Hospital
John Kanoza	Clinton County Health Department, Administration
Victoria Knierim	Adirondack Health Institute
Dorothy Latta	Plattsburgh Interfaith Food Council
C. Allan McCoy	SUNY Plattsburgh
Catherine McFarland	University of Vermont Health Network-Champlain Valley Physicians Hospital
Gizelle Menard	University of Vermont Health Network-Champlain Valley Physicians Hospital

Brian Minchoff	Clinton County Mental Health and Addictions
Megan Murphy	University of Vermont Health Network-Champlain Valley Physicians Hospital
Erin Pangborn	Town of Plattsburgh Recreation Department
Steve Peters	Elevate 518
Joyce Porter	Adirondack Health Institute
Robert Poulin	North Country Center for Independence
Sara Rowden	Citizen
Scott Ruch	Champlain Valley Family Center
Shawn Sabella	Behavioral Health Services North
Shey Schnell	University of Vermont Health Network-Champlain Valley Physicians Hospital
Margaret Searing	Clinton County Health Department, Administration
Courtney Shaler-Smith	Adirondack Health Institute
Terra Sisco	Clinton County Youth Bureau
Mandy Snay	Clinton County Health Department, Health Planning and Promotion
Kathy Snow	United Way of the Adirondack Region
Sally Soucia	Joint Council For Economic Opportunity
Julie Stalker	Joint Council For Economic Opportunity
Kaitlyn Tentis	University of Vermont Health Network-Champlain Valley Physicians Hospital
Trevor Cole	Town of Plattsburgh Planning Department
Lee Vera	Eastern Adirondack Health Care Network
Laurie Williams	The Foundation of CVPH, Contractor
Steve Williams	Hannaford Supermarket

Action for Health Consortium 2018-2019 Meeting Schedule

January 10, 2018
 March 14, 2018
 May 16, 2018
 July 11, 2018
 September 12, 2018
 November 14, 2018
 January 16, 2019
 March 13, 2019
 May 15, 2019
 July 17, 2019
 September 18, 2019
 November 13, 2019

Tentative 2020 Meeting Dates

January 15, 2020
 March 11, 2020
 May 13, 2020
 July 15, 2020
 September 16, 2020
 November 18, 2020

Adirondack Rural Health Network Community Health Assessment

Committee Members

Name	Organization
Heidi Bailey Dan Hill Tim Lamay	Adirondack Medical Center
Cathleen Traver	Glens Falls Hospital
Cheryl McGrattan Tammy Merendo	Nathan Littauer Hospital
Ginger Carriero Annette Marshall	University of Vermont Health Network – Alice Hyde Medical Center
Kaitlyn Tentis Debra Good Gregory Freeman	University of Vermont Health Network - Champlain Valley Physicians Hospital
Heather Reynolds Julie Tromblee Alyson Arnold Amanda Whisher	University of Vermont Health Network - Elizabethtown Community Hospital
Sara Deukmejian	Adirondack Health Institute
John Kanoza Mandy Snay	Clinton County Health Department
Linda Beers Jessica Darney Buehler Susan Allott	Essex County Public Health
Katie Strack Sarah Granquist	Franklin County Public Health
Laurel Headwell Angela Stuart Palmer Alyssa Craig	Fulton County Public Health
Dr. Erica Mahoney Daryl Parslow Carriann Grexa-Allen	Hamilton County Public Health
Ginelle Jones Dan Durkee J'nelle Oxford	Warren County Health Services
Patty Hunt Kathy Jo McIntyre	Washington County Public Health

Meeting Dates

2017

March 22
June 8
September 8
December 15

2018

June 15
September 11
December 7

2019

March 8
June 7
September 6
December 6

Appendix B:

**Clinton County 2019 Community Health Assessment
Community Survey Summary**

October 2019

Introduction

The Clinton County Health Department (CCHD) surveyed Clinton County residents to provide the Community Health Assessment (CHA) stakeholders with resident perspective about community health. Residents were asked to identify features of a strong, vibrant, healthy community; for their opinions on health, social and environmental challenges in the community; to identify health and social challenges and any barriers to medical care experienced by themselves or a family member within the past year; and, for demographic information about individual respondents and their households.

Methods

The Clinton County 2019 Community Health Assessment Community Survey was adapted from the Clinton County 2016 Community Health Assessment Community Survey, developed by CCHD. The survey team consisted of a Senior Public Health Educator, Principal Public Health Educator, and Director of the Division of Health Planning & Promotion; student nurses and other CCHD staff were used throughout the process to field the survey and offer perspective on findings. In coordination with the University of Vermont Health Network-Champlain Valley Physicians Hospital (UVM Health Network-CVPH), CCHD staff reviewed the Clinton County 2016 Community Health Assessment Community Survey along with a community survey recently completed by the UVM Health Network in Vermont. The surveys were found to be very similar, with slight differences in the phrasing of questions and answer choices available.

Notable changes from Clinton County's 2016 Community Survey to the 2019 version include: rephrasing questions asking about "issues" to "challenges"; the addition of response options, based on those present in the Vermont survey as well as what respondents filled in under "other" in the 2016 Community Survey; and the addition of a question defining a healthy community. A question addressing cancer care within the community was also included to assist the Fitzpatrick Cancer Center in fulfilling requirements. This question along with the entire survey tool was aligned with data collected in community surveys throughout the UVM Health Network, allowing responses to be aggregated. Lastly, the demographic section was expanded to include a disability question. With guidance from a Program Analyst for Health and Disability with the National Association of County and City Health Officials (NACCHO), the six standard disability questions¹, used for the U.S. Census and other national surveys, were incorporated into one multiple choice question. In total, the survey included sixteen questions, eight of which assessed demographics of the respondents. However, the survey was anonymous; no names, addresses or phone numbers were collected from respondents. A pdf of the survey is attached to this report. Survey development, fielding and analysis were completed over a five-month period.

¹ Disability and Health - Disability Data | CDC. Centers for Disease Control and Prevention.
<https://www.cdc.gov/ncbddd/disabilityandhealth/datasets.html>. Accessed November 6, 2018.

Clinton County 2019 Community Health Assessment Community Survey Summary

The CCHD utilized existing community partners to distribute the survey. It was made available as a web-based link which was shared via email. Paper copies of the survey were also distributed, as well as a small card with the web-based link URL and a poster with the web-based link and QR code. An email with the web-based link URL was sent to many partners throughout the county, including: Clinton County employees, Action for Health Consortium members, Town Supervisors and Mayors, School Superintendents, SUNY Plattsburgh faculty, and Chamber of Commerce registered employers. Survey fielding was also completed in-person at numerous agencies and events within the community. Sites included: University of Vermont Healthcare Network Champlain Valley Physicians Hospital, Childcare Coordinating Council of the North Country, Clinton County Nutrition Program for the Elderly Congregate lunch sites, CCHD WIC Program, Behavioral Health Services North Healthy Minds Healthy Bodies group, and Interfaith Food Shelf. Events included the 2019 Food from the Farm event.

The CCHD utilized SUNY Plattsburgh nursing interns to expand capacity and assist with survey fielding throughout the county. Some agencies also facilitated completion of surveys by their clients, including Cornell Cooperative Extension and Clinton County Office for the Aging. Additionally, letters with the web-based link URL and posters with the web-based link URL and QR code were distributed to Clinton County Libraries. A news release was distributed to local media outlets. This release was followed by a television interview with NBC5, a local television station, and a radio interview with WBNZ, a local radio station. CCHD used its Facebook, Twitter and Instagram pages to promote the survey, providing the web-based link URL to followers, and encouraged local municipalities and school districts to share posts on their social media platforms.

Survey respondents were first asked for their definition of a healthy community; specifically, *"When you imagine a strong, vibrant, healthy community, what are the most important features you think of?"* and asked to choose up to three of seventeen identified features. The survey then assessed health, social and environmental challenges within the community. Residents were asked to choose up to five health challenges (from nineteen identified challenges) that they feel are of greatest concern in the community. They were then asked to choose up to five social challenges (from twenty-two identified challenges) and up to five environmental challenges (from fourteen identified challenges) that they feel are of greatest concern in the community. The survey then asked respondents what individual health and social challenges they or a family member experienced in the past year, and instructed them to check all that apply (from a list of nineteen possible health challenges and twenty-two possible social challenges). Respondents were also asked about barriers to medical care; specifically, *"If there was a time in the past year that you or a family member needed medical care but could not get it, why did you not get care?"* and instructed to select all that apply from a list of fourteen identified possible barriers. Lastly, respondents were asked (based on their experiences with cancer care) to select the cancer services they feel are missing or lacking in the community, and provided a list of twenty-five possible services. In each section an "other" option allowed residents to fill-in a response if their challenge or concern was not listed. The survey then requested that respondents complete eight demographic questions, which collected information on their gender, age, city/ town of primary residence, primary language spoken in the household, race/ethnicity, highest level of education, the household's annual income, and disabilities. CCHD made a concerted effort to reach a representative sample of all Clinton County residents. A periodic review of demographic information provided by



respondents during survey fielding allowed the CCHD to target specific pockets of the population not already reached, ensuring that responses received mirrored census data to the greatest extent possible.

Analysis for this report was conducted by CCHD Health Planning & Promotion (HPP) staff. During analysis, open-ended responses in which the respondent mentioned an offered response but did not mark were manually categorized by staff. Survey findings were formally shared with stakeholders during the 2019 Clinton County Community Health Assessment Priority Setting Session to assist event attendees in selecting priority health areas for the 2019-2021 Community Health Improvement Plan and Community Services Plan.

Findings

A total of 1,573 responses were received, of which, 1,378 were complete surveys from Clinton County residents. Incomplete surveys and those completed by non-residents were not included in results findings.

Demographics of Survey Respondents

While Clinton County is comprised of approximately 48.7% females and 51.3% males², just over three-quarters of survey respondents (75.7%) identified as female, with only 23.7% (320) of respondents identifying as male. In addition, 0.44% (6) respondents identified as non-binary, and 0.15% (2) chose “other.” Twenty-eight (2.03%) respondents preferred not to identify their gender (see *Table 1* and *Figure 1*). In regards to age, survey respondents more closely mirrored the composition of Clinton County residents; however, individuals aged 18-24 years were slightly underrepresented. While there were no restrictions prohibiting survey completion by any age group, the survey did not specifically target residents 17 years and younger. Persons 17 years and under represent just over 19% of the County’s population², therefore, a higher percentage of each of the other age groups were targeted accordingly. Five percent (63) of survey respondents were 18-24 years; 37% (514) were 24-44 years; 42% (572) were 45-64 years; 12% (169) were 65-79 years; and 3% (47) were 80 years and older (see *Table 1* and *Figure 2*).

According to the 2010 U.S. Census², almost 40% of Clinton County’s population resides in just two of fifteen municipalities, namely the City and Town of Plattsburgh. Due to the rural geographic nature of the county, a concerted effort was made to reach a representative sample of residents from each of the townships within the county. See *Table 1* and *Figure 3* for a comparison of survey respondents by township and Census population by township. Approximately 46.5% (641) of survey respondents reside in the City or Town of Plattsburgh.

Of the 1,378 survey respondents, over 99% (1,371) identified English as the primary language spoken in their home. Other primary languages spoken in the households of respondents included: Spanish (2), French (1), Russian (1), German (1), and American Sign Language (1); one respondent preferred not to identify the primary language spoken in their household (see *Table 1*).

² Data Access and Dissemination Systems (DADS). American FactFinder. United States Census Bureau. https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmk. Published October 5, 2010. Accessed January 9, 2019.

Clinton County 2019 Community Health Assessment Community Survey Summary

Respondents were asked to identify their race/ethnicity and instructed to select all that apply; therefore, responses for this demographic will not total 100%. Of the 1,378 survey respondents, 64 (4.6%) preferred not to identify their race/ethnicity. Ninety-seven percent (1,278) of the 1,314 respondents were White. Two percent of respondents (27) were American Indian, 1.4% (19) were Hispanic, Latino or Spanish origin, 0.8% (10) were Black or African American, 0.8% (10) were Asian or Pacific Islander, and one respondent selected “other” and noted “Mexican” (see *Table 1*). While survey respondents appear to be less racially and ethnically diverse than that of Clinton County residents indicated by the 2010 U.S. Census² (with 93.9% identifying as White, 4% as Black or African American, and 2.5% as Hispanic, Latino, or Spanish origin), it should be noted that the Census also includes prison populations, which were not a target population of our survey. According to the 2010 U.S. Census², 3,340 Clinton County residents resided in prisons (primarily in the Town of Dannemora). Across the U.S., the racial and ethnic make-up of incarcerated populations is often different than that of the community as a whole; when included in census data, ethnicity percentages may be skewed.

The highest level of education completed by survey respondents was diverse; 4.1% (56) completed some high school but did not finish; 13.4% (184) obtained a high school diploma or GED; 29.7% (408) completed some college or obtained a technical or trade school certificate, or an Associate’s degree; 22.7% (312) obtained a Bachelor’s degree; and 30.1% (413) obtained a Graduate’s degree. One respondent reported eighth grade as their highest level of education, and 4 respondents preferred not to identify their highest level of education (see *Table 1*). Comparatively, according to U.S. Census data², of the Clinton County population 25 years and older, 8.7% completed some high school but did not finish, 37.1% obtained a high school diploma or GED, 27.8% completed some college or obtained an Associate’s degree, 11.3% obtained a Bachelor’s degree, and 10.6% obtained a Graduate’s degree.

The household annual income reported by respondents also varied; 5.5% (68) reported a household annual income of less than \$10,000; 9.4% (116) reported \$10,000-\$24,999; 18.5% (228) reported \$25,000-\$49,000; 33.5% (412) reported \$50,000-\$99,999; 22.3% (274) reported \$100,000-\$149,000; and 10.7% (132) reported \$150,000 or more. Of the 1,378 survey respondents, 148 (10.7%) preferred not to provide their household’s annual income (see *Table 1*). This is comparative to Census data², which indicates that of the 31,680 households in Clinton County, 6.8% have annual incomes of less than \$10,000; 16.6% \$10,000-\$24,999; 24.7% \$25,000-\$49,999; 33.1% \$50,000-\$99,999; 12.4% \$100,000-\$149,000; and 6.8% \$150,000 or more.

While 82.7% (1,140) of respondents reported no difficulties, 17.3% (238) reported at least one disability. Respondents were asked to select all that apply, therefore, responses for self-reported disabilities will not total 100. According to the Centers for Disease Control and Prevention (CDC)³, 22.2% of adults in New York have some type of disability. The most commonly reported disability among survey respondents was related to mobility, or serious difficulty walking or climbing stairs (44.5%), followed closely by cognition, or serious difficulty concentrating, remembering, or making decisions because of a physical, mental, or emotional condition (43.3%). In addition, almost 34% (80) indicated difficulty completing errands alone

³ Disability & Health U.S. State Profile Data: New York | CDC. Centers for Disease Control and Prevention. <https://www.cdc.gov/ncbddd/disabilityandhealth/impacts/new-york.html>. Accessed October 11, 2019.

(such as visiting a doctor's office or shopping) because of a physical, mental, or emotional condition; 24.8% (59) identified as deaf or having serious difficulty hearing; 13% identified as blind or having serious difficulty seeing (even when wearing glasses); and 7.1% (17) reported difficulty dressing or bathing (see *Table 1* and *Figure 4*). Survey findings align with NYS and national metrics related to frequency in which disabilities are experienced, in order-mobility, cognition, independent living, hearing, vision, self-care. This further supports the assertion a representative of the population was reached with this survey. Disabilities were more commonly reported among individuals 65 years of age and older and those reporting an annual household income of less than \$25,000.

Definition of a Healthy Community

Approximately one-third of respondents identified good schools, livable wages, and a safe environment as the most important features of a strong, vibrant, healthy community. These features were closely followed by affordable housing, health care services and a clean environment (see *Table 2* and *Figure 5*). Respondents aged 18 to 44 years were more likely to name good schools as an important feature, whereas respondents aged 45 years and older were more likely to name health care services. In addition, female respondents were more likely to identify good schools as an important feature, whereas male respondents were more likely to name economic opportunities.

Challenges Identified

Almost half of respondents identified overweight/obesity as a health challenge in the community, while just over 40% of respondents reported it as a health challenge experienced by themselves or a loved one within the past year. Interestingly, while substance abuse was the most commonly identified health challenge of concern in the community, identified by 60.2% of respondents, only 16.2% of residents reported substance abuse as a challenge experienced by themselves or a loved one within the past year. Conversely, while 2 in 5 (40.6%) respondents identified issues related to aging as a health concern experienced by themselves or a family member within the past year, only 24.2% of residents identified it as a health challenge in the community. Almost 86% (1,183) of residents reported at least one health challenge experienced by themselves or their families within the past year; most commonly reported were issues related to aging and overweight/obesity. In addition, almost 2 in 5 (37.1%) residents identified chronic disease as a challenge; almost 1 in 3 (29.8%) identified physical activity; and almost 1 in 4 (22.7%) identified access to dental care as a challenge. See *Table 3* and *Figure 6* for health challenges identified in our community, and *Table 6* and *Figure 9* for health challenges experienced by residents.

Over half (50.3%) of respondents reported experiencing at least one barrier to medical care for themselves or their family in the past year. The most commonly reported barriers, identified by almost 1 in 3 respondents, included: not having dental or vision insurance (32.8%), co-pays or deductibles that were too high (31.9%), and no specialist available locally (30.4%). In addition, almost 1 in 5 respondents reported that no appointment was available with either a specialist (19.6%) or primary care provider (18.3%) (see *Table 8* and *Figure 11*).

More than two-thirds (68.4%) of residents reported experiencing at least one social challenge within the past year. Lack of a livable wage was reported as the top social challenge experienced by survey



respondents or a family member within the past year (29.7%), as well as the top social challenge identified within the community (37.3%). Nearly one in four residents reported opportunities for physical activity (24.9%), lack of employment opportunities (24.6%), street safety (23.5%); and affordable housing (23.4%) as social challenges experienced by themselves or a family member within the past year. Affordable housing (36.3%) and lack of employment opportunities (33.5%) were also recognized by respondents as challenges within the community. In addition, child abuse/neglect (34.6%) and bullying (27.1%) were identified as challenges of great concern within our community; however, respondents reported experiencing these much less frequently, with only 4.2% of respondents reporting child abuse/neglect as a challenge for themselves or their family, and 17.6% identifying bullying as a challenge. See *Table 4* and *Figure 7* for social challenges identified in our community, and *Table 7* and *Figure 10* for social challenges experienced by residents.

Nearly half of all respondents identified challenges related to water as the top environmental concerns in our community; specifically, 48.4% identified concerns related to stream, river, lake quality, and 46.6% reported concerns with drinking water quality. Approximately one in five residents also identified school safety (42.2%), vector-borne disease (41.6%), and climate change (38.2%) as additional environmental challenges in our community (see *Table 5* and *Figure 8*). Two in five (39.7%) respondents 18 to 24 years identified exposure to tobacco smoke as an environmental concern, compared to approximately 1 in 4 (21 to 25%) of respondents aged 25 years and older. In addition, the concern for climate change increased with age; 31.7% of respondents aged 18 to 24 years, 37.2% of respondents 25 to 44 years, 37.9% of respondents 45 to 64 years, and 43.5% of respondents 65 years and older identified climate change as a concern.

Just over half (51.5%) of all survey respondents identified at least one missing or lacking cancer service within our community. The most commonly reported gaps in services included: stress and anxiety resources and treatment; access to clinical trials; and, access to affordable prescription medication coverage (see *Table 9*).

As noted above, overweight/obesity and lack of a livable wage were identified as health and social challenges both within the community and self-reported by residents; however, many of the other health and social concerns identified within the community did not correlate to self-reported individual and family challenges. Also notable is that the top health and social concerns remained relatively consistent throughout the different townships within Clinton County. In addition, male and female responses were also very similar. Responses from most of the different age groups were also fairly similar, with a few exceptions. Respondents 65 years and older had more concerns in regards to aging and chronic disease, as well as transportation, in comparison to overall responses from other age groups and the county as a whole.

Considerations/Limitations

Having completed a survey of similar magnitude in 2016, the CCHD was able to leverage survey fielding experience and existing partners within the community to efficiently reach almost 1,400 residents. Nevertheless, this equates to only approximately 2.2% of the target audience. The CCHD found that due



to the geographic area of the County, reaching certain subpopulations and communities was sometimes difficult. Females were more likely to complete the survey than males; despite efforts to target males, they proved to be an especially difficult subpopulation to engage.

This survey required that residents self-report their opinions on key challenges prevalent in the community and experienced by themselves and their families; this method has its own limitations in regards to the accuracy of resident's recall as well as what information they choose to disclose. This survey was available both in-person and as an electronic survey. In-person respondents had the advantage of having a staff member explain directions or questions if necessary, but may have not felt as anonymous as those filling out the survey online. Online respondents, therefore, had the advantage of being completely anonymous, but the disadvantage of not having a person that could provide explanations as necessary.

Almost 200 surveys submitted were either completed by residents of a neighboring county or not completely filled out, resulting in 1,378 surveys fully completed by Clinton County residents. Surveys completed by residents of a neighboring county were shared with the identified county. The first question asked respondents to choose "up to 3" features and the second, third, and fourth questions asked respondents to choose "up to 5" challenges; some respondents chose less than three or five, respectively, and some respondents completing the paper survey chose more than three or five, respectively. All responses were counted in the final numbers. The online version of the survey did not allow respondents to choose more than three responses for the first question or more than five responses for the second, third, and fourth questions.

Conclusions

This survey provided valuable feedback from the community for the CCHD and UVM Health Network-CVPH. It represents the largest reaching approach to community inclusion in the local community health assessment process. This is Clinton County's second large scale effort to collect direct resident insight for consideration in selecting local health priorities. Demographic findings suggest a reasonable representative sample of the Clinton County population was reached.

An overview of the survey process and collected data has been given to a number of community groups and were shared at the Clinton County Priority Setting Session in June 2019. A summary infographic was also created to communicate findings back to county residents (included). It is featured on the CCHD website and has been shared through a number of channels. This full summary will be readily shared with community health stakeholders and featured in the 2019-2021 Community Health Assessment.

While the survey was not framed around the *Prevention Agenda 2019-2024: NYS's Health Improvement Plan*, careful consideration was given to the responses in relation to the Prevention Agenda upon analysis so collected perspective could be successfully incorporated into health priority setting activities. When considered against this framework, there is considerable need for interventions that assist residents in managing chronic diseases and accessing quality care, especially for mental and behavioral health services. In fact, the top six reported *Health Challenges of Greatest Concern in Our Community* and five of the top six self-reported health challenges align with the currently selected health priorities. This survey was able to



capture, perhaps more clearly than any past effort, the extent of concern many residents experience with a range of factors that influence overall health and well-being. Nearly a quarter of all respondents noted securing affordable housing as a challenge for themselves or their families and one out of every three respondents selected the lack of a livable wage as a top social issue. These factors, along with good schools and safe, clean environments also rounded out the top characteristics of a “healthy community” as defined by residents themselves. Such findings reinforces the importance of the social determinants of health and the need to continue to favor strategies and interventions that address up-stream factors that play a fundamental role in health outcomes.

Not surprisingly, community health stakeholders, taking resident input into consideration along with nearly 300 other health indicators, have opted to “hold the course” in collaborative health improvement efforts. Clinton County will maintain its current priority health areas of *Prevent Chronic Disease* and *Promote Well-being and Prevent Mental and Substance Use Disorders* in its next Community Health Improvement Plan.

While survey findings have served their primary purpose (inform the local health priority selection process), there is still much to be gained from more in-depth analysis of the information collected. Such review and analysis will continue in the year ahead and additional findings will be used to inform ongoing collaborative planning intended to improve the health of all residents.

Tables & Figures

Table 1. 2019 Clinton County Community Health Assessment Community Survey, Demographics of Respondents		
Demographic		% (#)
Gender (n = 1,350)*	Female	75.70% (1,022)
	Male	23.70% (320)
	Non-Binary	0.44% (6)
	Other	0.15% (2)
	*Note: Of all 1,378 respondents, 2.03% (28) declined to answer.	
Age (n = 1,378)	17 years and younger	0.94% (13)
	18-24 years	4.57% (63)
	25-44 years	37.30% (514)
	45-64 years	41.51% (572)
	65-79 years	12.26% (169)
	80 years and older	3.41% (47)
Township of primary residence (n = 1,378)	Altona	1.96% (27)
	AuSable	2.98% (41)
	Beekmantown	6.46% (89)
	Black Brook	0.58% (8)
	Champlain (including Rouses Point)	7.18% (99)
	Chazy	4.35% (60)
	Clinton	1.23% (17)
	Dannemora	2.98% (41)
	Ellenburg	0.87% (12)
	Mooers	3.99% (55)
	Peru	10.81% (149)
	Plattsburgh (City of)	29.75% (410)
	Plattsburgh (Town of)	16.76% (231)
	Saranac	4.57% (63)
	Schuyler Falls	5.52% (76)
Primary language spoken in household (n = 1,377*)	English	99.56% (1,371)
	Chinese	0.00% (0)
	French	0.07% (1)
	Haitian-Creole	0.00% (0)
	Italian	0.00% (0)
	Korean	0.00% (0)
	Polish	0.00% (0)
	Russian	0.07% (1)
	Spanish	0.15% (2)
	Other	0.15% (2)
	*Note: Of all 1,378 respondents, 0.07% (1) declined to answer.	

Table 1 Continued. 2019 Clinton County Community Health Assessment Community Survey, Demographics of Respondents

Demographic		% (#)
Race/ethnicity (n = 1,314)*	American Indian	2.05% (27)
	Asian or Pacific Islander	0.76% (10)
	Black or African American	0.76% (10)
	Hispanic, Latino or Spanish origin	1.45% (19)
	White	97.26% (1,278)
	Other	0.08% (1)
	*Note: Of all 1,378 respondents, 4.64% (64) declined to answer. For this question respondents were asked to select all that apply; therefore, responses will not total 100%.	
Highest level of education (n = 1,374)*	Some high school (did not finish)	4.08% (56)
	High school diploma or GED	13.39% (184)
	Technical or trade school certificate	2.98% (41)
	Some college	14.70% (202)
	Associate's degree	12.01% (165)
	Bachelor's degree	22.71% (312)
	Graduate degree	30.06% (413)
	Other (1 respondent reported 8 th grade as their highest level of education)	0.07% (1)
	*Note: Of all 1,378 respondents, 0.29% (4) declined to answer.	
Household annual income (n = 1,230)*	Less than \$10,000	5.53% (68)
	\$10,000 - \$24,999	9.43% (116)
	\$25,000 - \$49,999	18.54% (228)
	\$50,000 - \$99,999	33.50% (412)
	\$100,000 - \$149,999	22.28% (274)
	\$150,000 or more	10.73% (132)
	*Note: Of all 1,378 respondents, 10.74% (148) declined to answer.	
Self-reported disabilities (n = 238)*	I am deaf or have serious difficulty hearing.	24.79% (59)
	I am blind or have serious difficulty seeing, even when wearing glasses.	13.03% (31)
	Because of a physical, mental, or emotional condition, I have serious difficulty concentrating, remembering, or making decisions.	43.28% (103)
	I have serious difficulty walking or climbing stairs.	44.54% (106)
	I have difficulty dressing or bathing.	7.14% (17)
	Because of a physical, mental, or emotional condition, I have difficulty doing errands alone, such as visiting a doctor's office or shopping.	33.61% (80)
	*Note: Of all 1,378 respondents, 82.73% (1,140) reported no difficulties; alternatively, 17.27% (238) respondents reported at least one disability. For this question respondents were instructed to select all that apply; therefore, responses will not total 100%.	

Figure 1. 2019 Clinton County Community Health Assessment Community Survey, Demographics of Respondents: Gender (n = 1,350)

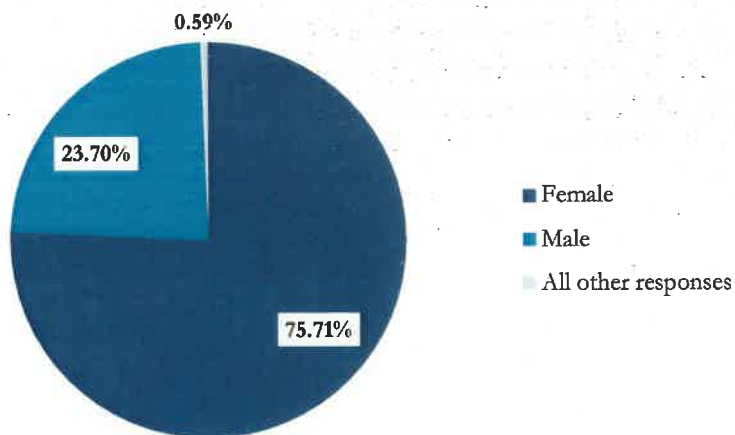


Figure 2. 2019 Clinton County Community Health Assessment Community Survey, Demographics of Respondents: Age (n = 1,378)

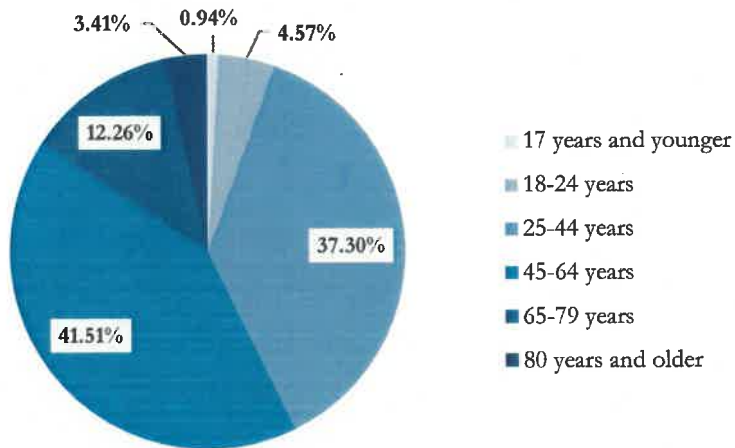
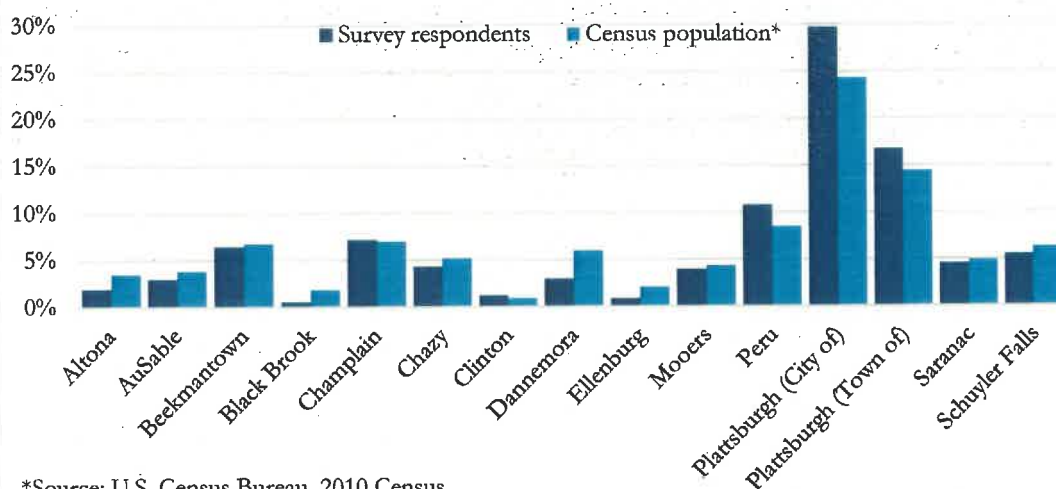


Figure 3. 2019 Clinton County Community Health Assessment Community Survey, Demographics of Respondents: Primary Residence of Respondents vs. Census Population (n = 1,378)



*Source: U.S. Census Bureau, 2010 Census.

Figure 4. 2019 Clinton County Community Health Assessment Community Survey, Demographics of Respondents: Self-reported Disabilities (n = 238)

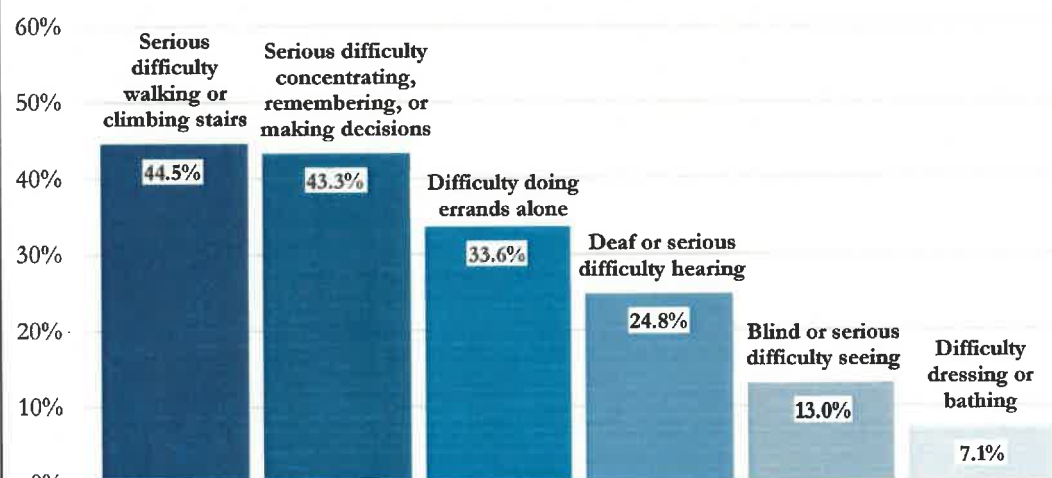


Table 2. 2019 Clinton County Community Health Assessment Community Survey, Definition of a Healthy Community

Features		% (#)
Features of a strong, vibrant, healthy community (n = 1,296*)	Affordable housing	31.02% (402)
	Clean environment	30.32% (393)
	Diverse populations	7.02% (91)
	Drug & alcohol free communities	21.99% (285)
	Economic opportunities	26.08% (338)
	Good childcare	10.19% (132)
	Good schools	32.95% (427)
	Health care services	30.94% (401)
	Healthy food choices	11.50% (149)
	Livable wages	32.02% (415)
	Mental health services	17.82% (231)
	Parks & recreation resources	15.05% (195)
	Safe environment	31.40% (407)
	Senior housing	4.24% (55)
	Senior services	5.63% (73)
	Transportation	6.56% (85)
	Walkable & bike friendly communities	12.73% (165)
	Other	1.77% (23)
*Note: For this question respondents were instructed to select up to 3 features; therefore, responses will not total 100%.		

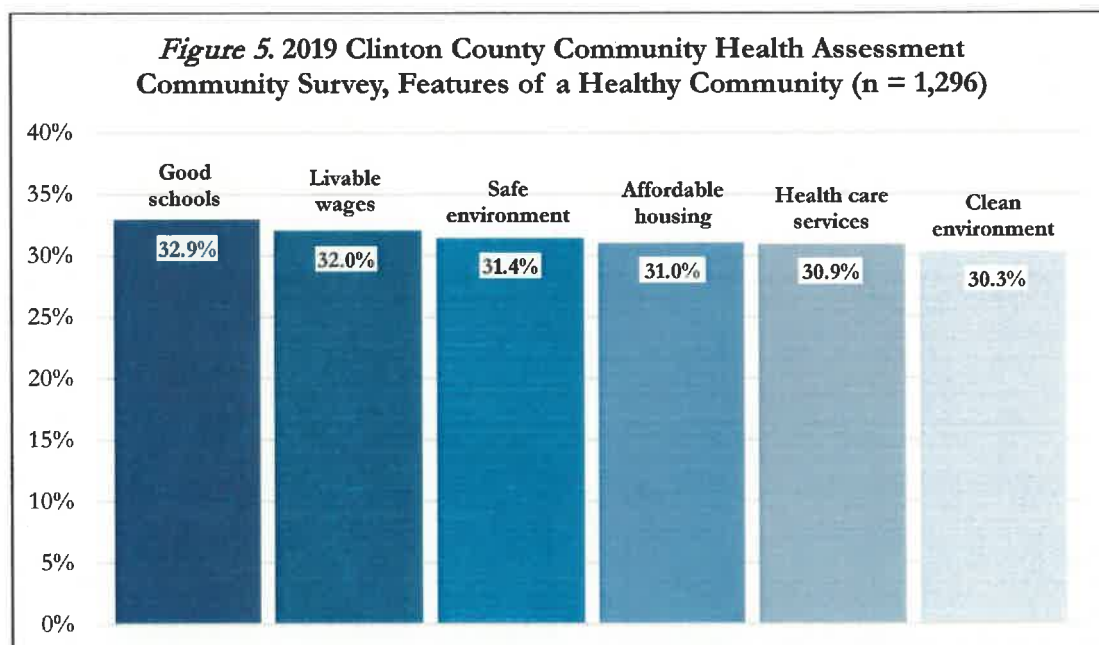


Table 3. 2019 Clinton County Community Health Assessment Community Survey, Health Challenges of Greatest Concern in Our Community

Health Challenges		% (#)
Health challenges of greatest concern (n = 1,378*)	Access to dental care	22.71% (313)
	Access to healthcare services	39.62% (546)
	Access to mental health services	47.02% (648)
	Cancer	28.01% (386)
	Chronic disease (diabetes, heart disease, high blood pressure, high cholesterol, stroke, etc.)	37.08% (511)
	Falls	7.18% (99)
	Immunization rates	5.59% (77)
	Infectious disease (hepatitis A, B or C, flu, etc.)	8.49% (117)
	Health concerns of intellectual or developmental disabilities	10.74% (148)
	Health concerns of physical disabilities	9.00% (124)
	Issues related to aging (arthritis, hearing/vision loss, etc.)	24.17% (333)
	Lung disease (asthma, COPD, etc.)	8.49% (117)
	Overweight/obesity	47.10% (649)
	Physical activity	29.75% (410)
	Prenatal care/maternal & infant health	6.82% (94)
	Sexually transmitted infections (including HIV)	4.93% (68)
	Substance abuse (drugs, alcohol, etc.)	60.16% (829)
	Suicide	26.78% (369)
	Tobacco use	14.37% (198)
	Other	3.12% (43)
*Note: For this question respondents were instructed to select up to 5 health challenges; therefore, responses will not total 100%.		

Table 4. 2019 Clinton County Community Health Assessment Community Survey, Social Challenges of Greatest Concern in Our Community		
Social Challenges		% (#)
Social challenges of greatest concern (n = 1,378*)	Access to healthy foods	25.11% (346)
	Access to opportunities for health for those with intellectual or developmental disabilities	9.94% (137)
	Access to opportunities for health for those with physical limitations or disabilities	12.05% (166)
	Affordable housing	36.28% (500)
	Bullying	27.14% (374)
	Child abuse/neglect	34.62% (477)
	Childcare	19.09% (263)
	Crime/vandalism	15.89% (219)
	Domestic violence	22.21% (306)
	Elder abuse/neglect	12.92% (178)
	Homelessness	17.49% (241)
	Hunger	15.09% (208)
	Incarceration rates (number of people in jail)	7.98% (110)
	Lack of employment opportunities	33.45% (461)
	Lack of a livable wage	37.30% (514)
	Lack of support/resources for seniors	14.01% (193)
	Lack of support/resources for youth	19.38% (267)
	Opportunities for physical activity	17.20% (237)
	Racial or cultural discrimination	11.83% (163)
	Safe recreational areas	12.99% (179)
	Street safety (crosswalks, shoulders, bike lanes, traffic, etc.)	14.37% (198)
	Transportation	18.14% (250)
	Other	3.41% (47)
*Note: For this question respondents were instructed to select up to 5 social challenges; therefore, responses will not total 100%.		

Figure 6. 2019 Clinton County Community Health Assessment Community Survey, Health Challenges of Greatest Concern in Our Community (n = 1,378)

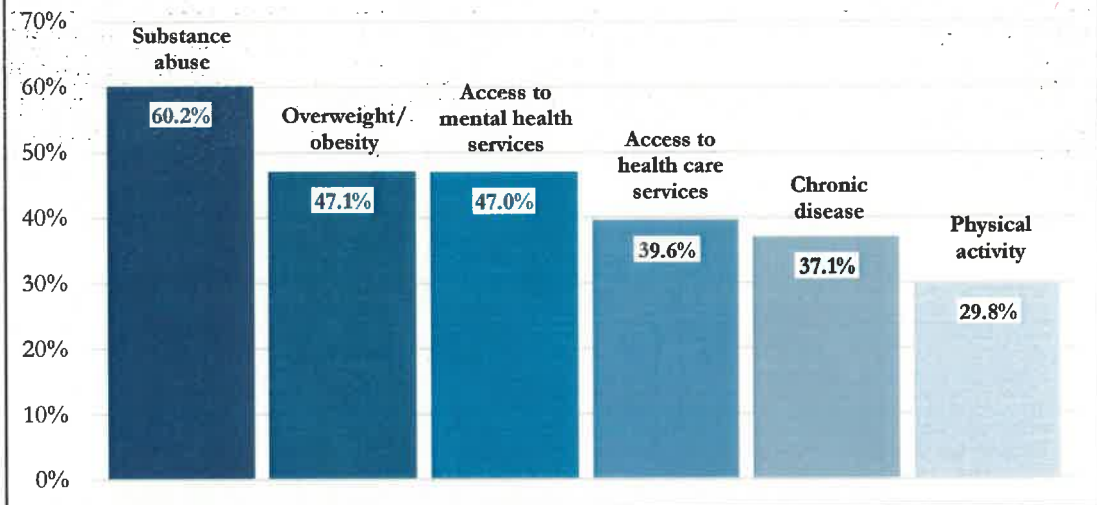


Figure 7. 2019 Clinton County Community Health Assessment Community Survey, Social Challenges of Greatest Concern in Our Community (n = 1,378)

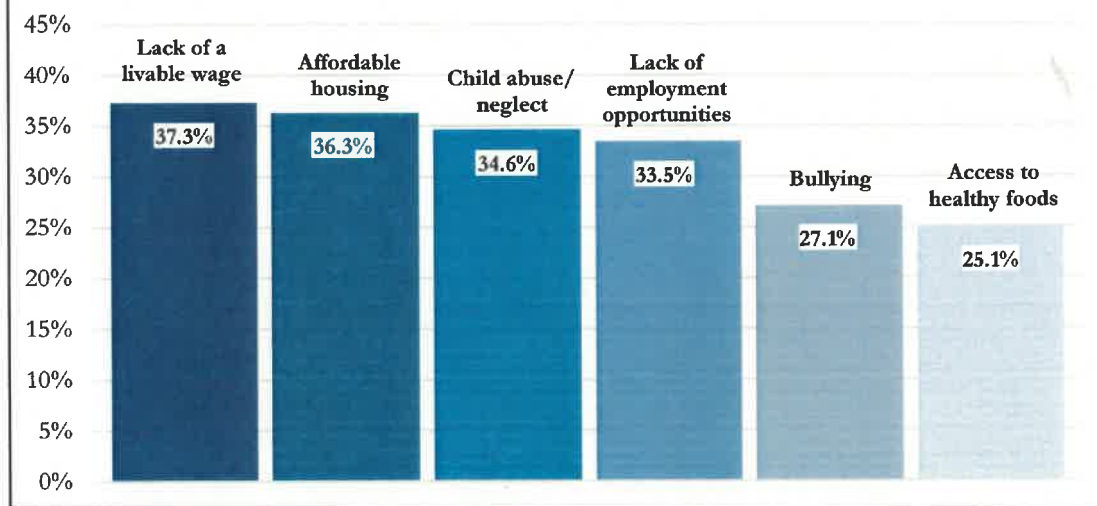


Table 5. 2019 Clinton County Community Health Assessment Community Survey, Environmental Challenges of Greatest Concern in Our Community

Environmental Challenges		% (#)
Environmental challenges of greatest concern (n = 1,378*)	Agricultural runoff (manure, pesticides, etc.)	37.45% (516)
	Air pollution	21.12% (291)
	Climate change	38.24% (527)
	Drinking water quality	46.59% (642)
	Exposure to tobacco smoke	24.17% (333)
	Failing septic systems	11.54% (159)
	Flooding/soil drainage	12.19% (168)
	Home safety	22.21% (306)
	Lead-based paint hazards	7.55% (104)
	Nuisance wildlife/stray animals	11.54% (159)
	Safe food	22.50% (310)
	School safety	42.24% (582)
	Stream, river, lake quality	48.40% (667)
	Vector-borne diseases (mosquitos, ticks, etc.)	41.58% (573)
	Other	2.83% (39)
*Note: For this question respondents were instructed to select up to 5 environmental challenges; therefore, responses will not total 100%.		

Figure 8. 2019 Clinton County Community Health Assessment Community Survey, Environmental Challenges of Greatest Concern in Our Community (n = 1,378)

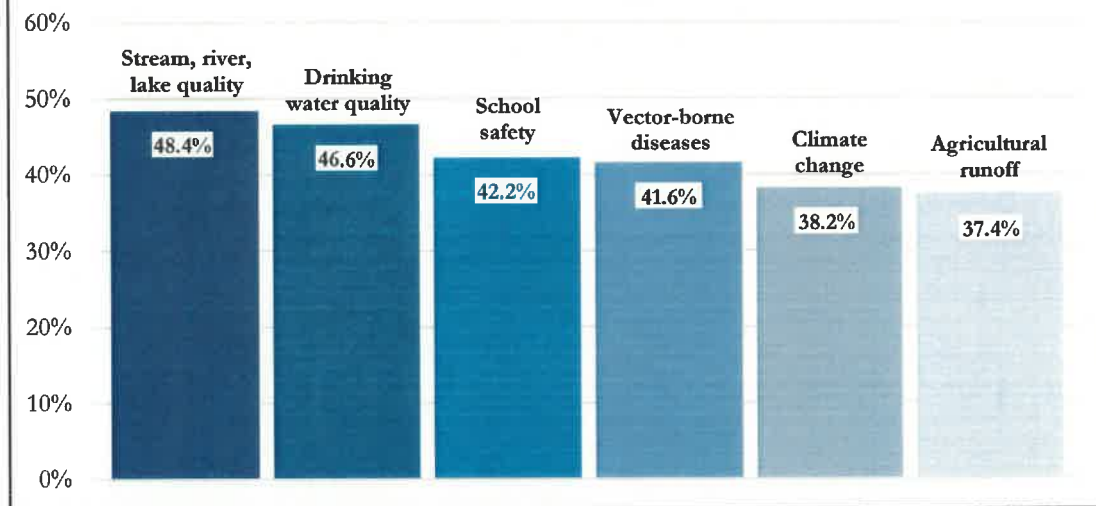


Table 6. 2019 Clinton County Community Health Assessment Community Survey, Self-reported Health Challenges Experienced by Residents Within the Past Year

Health Challenges		% (#)
Self-reported health challenges (n = 1,183*)	Access to dental care	23.75% (281)
	Access to healthcare services	20.54% (243)
	Access to mental health services	20.12% (238)
	Cancer	20.37% (241)
	Chronic disease (diabetes, heart disease, high blood pressure, high cholesterol, stroke, etc.)	39.73% (470)
	Falls	13.95% (165)
	Immunization rates	3.47% (41)
	Infectious disease (hepatitis A, B or C, flu, etc.)	4.99% (59)
	Health concerns of intellectual or developmental disabilities	6.00% (71)
	Health concerns of physical disabilities	13.44% (159)
	Issues related to aging (arthritis, hearing/vision loss, etc.)	40.57% (480)
	Lung disease (asthma, COPD, etc.)	15.47% (183)
	Overweight/obesity	40.07% (474)
	Physical activity	29.25% (346)
	Prenatal care/maternal & infant health	4.23% (50)
	Sexually transmitted infections (including HIV)	2.28% (27)
	Substance abuse (drugs, alcohol, etc.)	16.23% (192)
	Suicide	7.78% (92)
	Tobacco use	13.78% (163)
	Other	6.59% (78)
*Note: For this question respondents were asked, "What health challenges have you or a family member had in the past year?" and instructed to select all that apply; therefore, responses will not total 100%. Of all 1,378 respondents, 14.15% (195) reported no health challenges in the past year; alternatively, 85.85% (1,183) respondents reported experiencing at least one health challenge in the past year.		

Table 7. 2019 Clinton County Community Health Assessment Community Survey, Self-reported Social Challenges Experienced by Residents Within the Past Year

Social Challenges		% (#)
Self-reported social challenges (n = 942*)	Access to healthy foods	15.07% (142)
	Access to opportunities for health for those with intellectual or developmental disabilities	5.73% (54)
	Access to opportunities for health for those with physical limitations or disabilities	10.83% (102)
	Affordable housing	23.35% (220)
	Bullying	17.62% (166)
	Child abuse/neglect	4.25% (40)
	Childcare	14.97% (141)
	Crime/vandalism	5.84% (55)
	Domestic violence	7.22% (68)
	Elder abuse/neglect	3.82% (36)
	Homelessness	4.35% (41)
	Hunger	4.78% (45)
	Incarceration rates (number of people in jail)	3.93% (37)
	Lack of employment opportunities	24.63% (232)
	Lack of a livable wage	29.72% (280)
	Lack of support/resources for seniors	15.50% (146)
	Lack of support/resources for youth	13.27% (125)
	Opportunities for physical activity	24.95% (235)
	Racial or cultural discrimination	7.64% (72)
	Safe recreational areas	13.38% (126)
	Street safety (crosswalks, shoulders, bike lanes, traffic, etc.)	23.46% (221)
	Transportation	16.35% (154)
	Other	3.82% (36)
*Note: For this question respondents were asked, "What social challenges have you or a family member had in the past year?" and instructed to select all that apply; therefore, responses will not total 100%. Of all 1,378 respondents, 31.64% (436) reported no social challenges in the past year; alternatively, 68.36% (942) respondents reported experiencing at least one social challenge in the past year.		

Figure 9. 2019 Clinton County Community Health Assessment Community Survey, Top Self-reported Health Challenges Experienced by Residents Within the Past Year (n = 1,183)

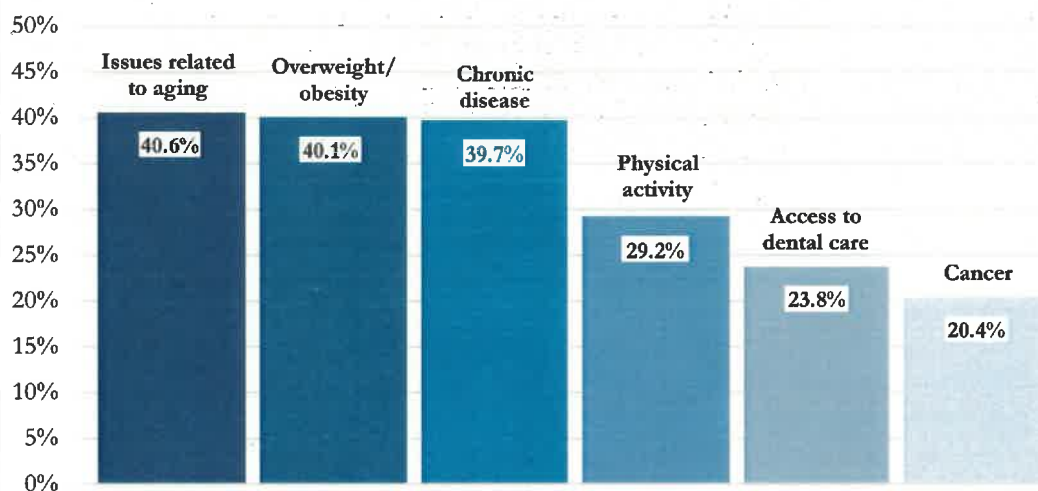


Figure 10. 2019 Clinton County Community Health Assessment Community Survey, Top Self-reported Social Challenges Experienced by Residents Within the Past Year (n = 942)

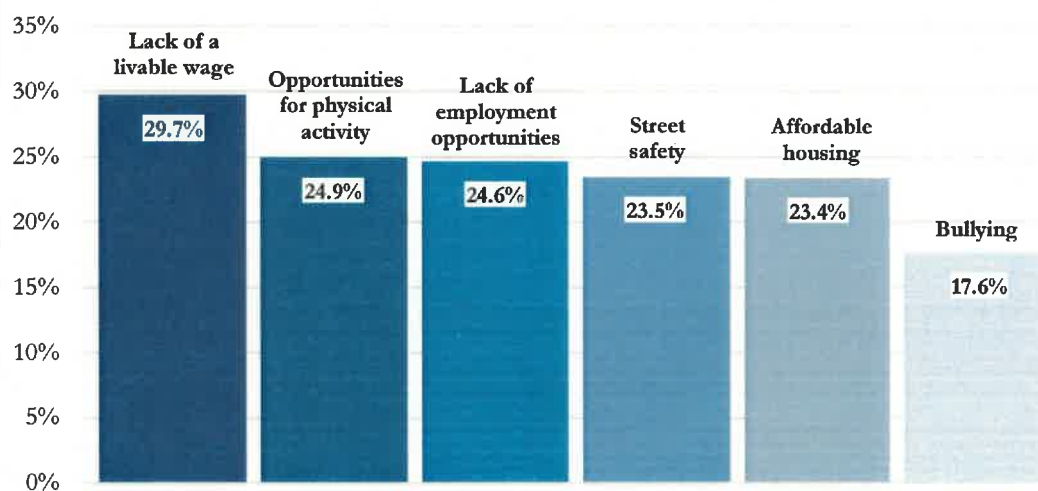


Table 8. 2019 Clinton County Community Health Assessment Community Survey, Self-reported Barriers to Medical Care Experienced by Residents Within the Past Year

Barriers to medical care		% (#)
Self-reported barriers to medical care (n = 693*)	Co-pays or deductibles were too high	31.89% (221)
	Could not afford	29.87% (207)
	Could not leave work	17.60% (122)
	Did not have a doctor	13.42% (93)
	Did not have childcare	4.76% (33)
	Did not have dental or vision insurance	32.76% (227)
	Did not have medical insurance	10.53% (73)
	Did not have transportation	13.13% (91)
	No access for people with physical disabilities	2.60% (18)
	No accommodations for people with intellectual or developmental disabilities	1.44% (10)
	No appointment was available (primary care)	18.33% (127)
	No appointment was available (specialist)	19.62% (136)
	No specialist locally	30.45% (211)
	Provider did not speak my language	0.14% (1)
	Other	9.96% (69)

*Note: For this question respondents were asked, "If there was a time in the past year that you or a family member needed medical care but could not get it, why did you not get care?" and instructed to select all that apply; therefore, responses will not total 100%. Of all 1,378 respondents, 49.71% (685) reported no barriers to medical care in the past year; alternatively, 50.29% (693) respondents reported experiencing at least one barrier to medical care in the past year.

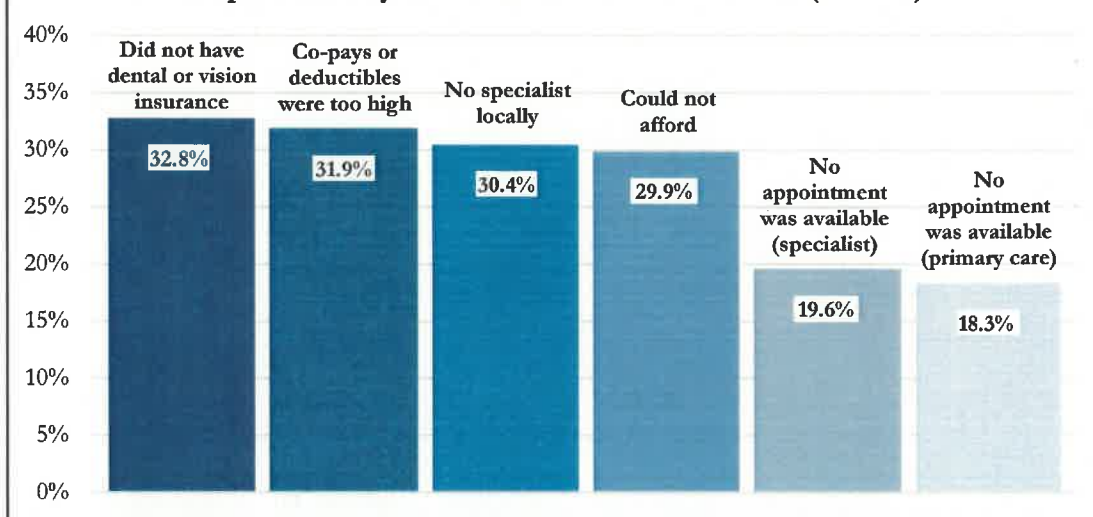
Figure 11. 2019 Clinton County Community Health Assessment Community Survey, Self-reported Barriers to Medical Care Experienced by Residents Within the Past Year (n = 693)

Table 9. 2019 Clinton County Community Health Assessment Community Survey, Cancer Services Missing or Lacking in Community Based on Resident Experience

Cancer Services		% (#)
Cancer services missing or lacking in community based on resident experience (n = 709*)	Access to advanced care planning	19.18% (136)
	Access to affordable prescription/medication coverage	31.17% (221)
	Access to alternative healthcare providers (acupuncture, chiropractors, etc.)	24.82% (176)
	Access to cancer patient support groups	15.09% (107)
	Access to cancer screenings/resources/information	18.76% (133)
	Access to clinical trials	33.00% (234)
	Access to financial assistance programs for co-pays and bills	27.79% (197)
	Access to genetic testing	20.87% (148)
	Access to help overcome drug/alcohol dependence	15.23% (108)
	Access to Hospice services	5.78% (41)
	Access to mental health services	20.87% (148)
	Access to occupational therapy	4.51% (32)
	Access to physical and exercise therapy	10.16% (72)
	Access to recreation/exercise facilities and services for individuals with physical impairments and disabilities	7.62% (54)
	Access to timely specialist care	25.95% (184)
	Affordable in-home services	25.67% (182)
	Affordable travel options	22.00% (156)
	Assistance with understanding health insurance benefits and coverage	15.23% (108)
	Caregiver support (respite)	18.62% (132)
	Nutrition education/healthy meal planning	13.68% (97)
	Opportunities for social connections	10.01% (71)
	Pain management services	17.63% (125)
	Reduction of tobacco use including e-cigarettes	9.73% (69)
	Resources to help with basic needs (food, housing, paying bills, etc.)	17.35% (123)
	Stress and anxiety resources and treatment	33.29% (236)
	Other	5.78% (41)
*Note: For this question respondents were asked, "If you, or someone you love, has ever been diagnosed with cancer please tell us about your experiences when dealing specifically with a cancer diagnosis. Select the cancer services you feel are missing or lacking in the community based on your experience." and instructed to select all that apply; therefore, responses will not total 100%. Of all 1,378 respondents, 48.55% (669) indicated that the question was not applicable; alternatively, 51.45% (709) respondents identified at least one missing or lacking cancer service.		

2019

Community Health Assessment

Clinton County, New York

Community Survey

Introduction

The Clinton County Health Department (CCHD) and the UVM Health Network-CVPH are completing a community health assessment. As part of this process we are conducting a survey to assess the top health needs of our community. Your input will help shape our goals for future community health initiatives. We want to hear from you!

The survey will take about 5-10 minutes to complete. Your participation is voluntary.

Thank you for your time.

To take this survey online visit:

www.surveymonkey.com/r/CHA2019

The logo for the Clinton County Health Department (CCHD) features the letters "CCHD" in a bold, blue, sans-serif font. To the right of the text is a stylized green line graphic that resembles a mountain range or a pulse line.

Clinton County HEALTH Department

THE
University of Vermont
HEALTH NETWORK

Champlain Valley Physicians Hospital

November 2018

Healthy Community

Please tell us your definition of a healthy community.

1. When you imagine a strong, vibrant, healthy community, what are the most important features you think of?

(Choose up to 3.)

- | | |
|---|--|
| ☐ Affordable housing | ☐ Livable wages |
| ☐ Clean environment | ☐ Mental health services |
| ☐ Diverse populations | ☐ Parks & recreation resources |
| ☐ Drug & alcohol free communities | ☐ Safe environment |
| ☐ Economic opportunities | ☐ Senior housing |
| ☐ Good childcare | ☐ Senior services |
| ☐ Good schools | ☐ Transportation |
| ☐ Health care services | ☐ Walkable & bike friendly communities |
| ☐ Healthy food choices | ☐ Other (please specify) _____ |
-

Challenges in Our Community

Please tell us what health, social and environmental challenges you feel are of greatest concern in our community.

2. When you think about health challenges in the community where you live, what are you most concerned about?

(Choose up to 5.)

- | | |
|--|---|
| ☐ Access to dental care | ☐ Issues related to aging
(arthritis, hearing/vision loss, etc.) |
| ☐ Access to healthcare services | ☐ Lung disease (asthma, COPD, etc.) |
| ☐ Access to mental health services | ☐ Overweight/obesity |
| ☐ Cancer | ☐ Physical activity |
| ☐ Chronic disease
(diabetes, heart disease, high blood pressure,
high cholesterol, stroke, etc.) | ☐ Prenatal care/maternal & infant health |
| ☐ Falls | ☐ Sexually transmitted infections (including HIV) |
| ☐ Immunization rates | ☐ Substance abuse (drugs, alcohol, etc.) |
| ☐ Infectious disease
(hepatitis A, B or C, flu, etc.) | ☐ Suicide |
| ☐ Health concerns of intellectual or
developmental disabilities | ☐ Tobacco use |
| ☐ Health concerns of physical disabilities | ☐ Other (please specify) _____
_____ |

Community Health Assessment

Clinton County, New York

3. When you think about social challenges in the community where you live, what are you most concerned about?

(Choose up to 5.)

- | | |
|--|---|
| ☐ Access to healthy foods | ☐ Incarceration rates (number of people in jail) |
| ☐ Access to opportunities for health for those with intellectual or developmental disabilities | ☐ Lack of employment opportunities |
| ☐ Access to opportunities for health for those with physical limitations or disabilities | ☐ Lack of a livable wage |
| ☐ Affordable housing | ☐ Lack of support/resources for seniors |
| ☐ Bullying | ☐ Lack of support/resources for youth |
| ☐ Child abuse/neglect | ☐ Opportunities for physical activity |
| ☐ Childcare | ☐ Racial or cultural discrimination |
| ☐ Crime/vandalism | ☐ Safe recreational areas |
| ☐ Domestic violence | ☐ Street safety
(crosswalks, shoulders, bike lanes, traffic, etc.) |
| ☐ Elder abuse/neglect | ☐ Transportation |
| ☐ Homelessness | ☐ Other (please specify) _____ |
| ☐ Hunger | _____ |

4. When you think about environmental challenges in the community where you live, what are you most concerned about?

(Choose up to 5.)

- | | |
|--|--|
| ☐ Agricultural runoff (manure, pesticides, etc.) | ☐ Lead-based paint hazards |
| ☐ Air pollution | ☐ Nuisance wildlife/stray animals |
| ☐ Climate change | ☐ Safe food |
| ☐ Drinking water quality | ☐ School safety |
| ☐ Exposure to tobacco smoke | ☐ Stream, river, lake quality |
| ☐ Failing septic systems | ☐ Vector-borne diseases (mosquitos, ticks, etc.) |
| ☐ Flooding/soil drainage | ☐ Other (please specify) _____ |
| ☐ Home safety | _____ |

Individual Challenges

Please tell us what health and social challenges have been of greatest concern for you or your family members.

5. What health challenges have you or a family member had in the past year?

(Select all that apply.)

- | | |
|--|---|
| ☐ Access to dental care | ☐ Issues related to aging
(arthritis, hearing/vision loss, etc.) |
| ☐ Access to healthcare services | ☐ Lung disease (asthma, COPD, etc.) |
| ☐ Access to mental health services | ☐ Overweight/obesity |
| ☐ Cancer | ☐ Physical activity |
| ☐ Chronic disease
(diabetes, heart disease, high blood pressure,
high cholesterol, stroke, etc.) | ☐ Prenatal care/maternal & infant health |
| ☐ Falls | ☐ Sexually transmitted infection (including HIV) |
| ☐ Immunization | ☐ Substance abuse (drugs, alcohol, etc.) |
| ☐ Infectious disease
(hepatitis A, B or C, flu, etc.) | ☐ Suicide |
| ☐ Health concerns of intellectual or
developmental disability | ☐ Tobacco use |
| ☐ Health concerns of physical disability | ☐ Other (please specify) _____ |
| | _____ |
| | ☐ N/A |

Community Health Assessment

Clinton County, New York

6. What social challenges have you or a family member had in the past year?

(Select all that apply.)

- | | |
|--|---|
| ☐ Access to healthy foods | ☐ Incarceration (time in jail or prison) |
| ☐ Access to opportunities for health for those with intellectual or developmental disabilities | ☐ Lack of employment opportunities |
| ☐ Access to opportunities for health for those with physical limitations or disabilities | ☐ Lack of a livable wage |
| ☐ Affordable housing | ☐ Lack of support/resources for seniors |
| ☐ Bullying | ☐ Lack of support/resources for youth |
| ☐ Child abuse/neglect | ☐ Opportunities for physical activity |
| ☐ Childcare | ☐ Racial or cultural discrimination |
| ☐ Crime/vandalism | ☐ Safe recreational areas |
| ☐ Domestic violence | ☐ Street safety
(crosswalks, shoulders, bike lanes, traffic, etc.) |
| ☐ Elder abuse/neglect | ☐ Transportation |
| ☐ Homelessness | ☐ Other (please specify) _____ |
| ☐ Hunger | ☐ N/A |

7. If there was a time in the past year that you or a family member needed medical care but could not get it, why did you not get care?

(Select all that apply.)

- | | |
|---|--|
| ☐ Co-pays or deductibles were too high | ☐ No accommodations for people with intellectual or developmental disabilities |
| ☐ Could not afford | ☐ No appointment was available (primary care) |
| ☐ Could not leave work | ☐ No appointment was available (specialist) |
| ☐ Did not have a doctor | ☐ No specialist locally |
| ☐ Did not have childcare | ☐ Provider did not speak my language |
| ☐ Did not have dental or vision insurance | ☐ None of the above |
| ☐ Did not have medical insurance | ☐ Other (please specify) _____ |
| ☐ Did not have transportation | ☐ N/A |
| ☐ No access for people with physical disabilities | |

Cancer Care

If you, or someone you love, has ever been diagnosed with cancer please tell us about your experiences when dealing specifically with a cancer diagnosis.

8. Select the cancer services you feel are missing or lacking in the community based on your experience.
(Select all that apply.)

- | | |
|---|--|
| ☐ Access to advanced care planning | ☐ Access to recreation/exercise facilities and services for individuals with physical impairments and disabilities |
| ☐ Access to affordable prescription/medication coverage | ☐ Access to timely specialist care |
| ☐ Access to alternative healthcare providers (acupuncture, chiropractors, etc.) | ☐ Affordable in-home services |
| ☐ Access to cancer patient support groups | ☐ Affordable travel options |
| ☐ Access to cancer screenings/resources/information | ☐ Assistance with understanding health insurance benefits and coverage |
| ☐ Access to clinical trials | ☐ Caregiver support (respite) |
| ☐ Access to financial assistance programs for co-pays and bills | ☐ Nutrition education/healthy meal planning |
| ☐ Access to genetic testing | ☐ Opportunities for social connections |
| ☐ Access to help overcome drug/alcohol dependence | ☐ Pain management services |
| ☐ Access to Hospice services | ☐ Reduction of tobacco use including e-cigarettes |
| ☐ Access to mental health services | ☐ Resources to help with basic needs (food, housing, paying bills, etc.) |
| ☐ Access to occupational therapy | ☐ Stress and anxiety resources and treatment |
| ☐ Access to physical and exercise therapy | ☐ Other _____ |
| | ☐ N/A |

Demographics

Please tell us more about yourself and your household. This information lets us know we have collected responses from many different residents.

9. What gender do you identify with?

- ☐ Female ☐ Prefer not to answer
- ☐ Male ☐ Other _____
- ☐ Non-binary _____

10. What is your age?

- ☐ 17 years and under ☐ 45-64 years
- ☐ 18-24 years ☐ 65-79 years
- ☐ 25-44 years ☐ 80 years and over

11. What city/town do you live in?

(Select only one based on your primary residence.)

- | | |
|--|--|
| ☐ Altona | ☐ Ellenburg |
| ☐ AuSable | ☐ Mooers |
| ☐ Beekmantown | ☐ Peru |
| ☐ Black Brook | ☐ Plattsburgh (City of) |
| ☐ Champlain (including Rouses Point) | ☐ Plattsburgh (Town of) |
| ☐ Chazy | ☐ Saranac |
| ☐ Clinton | ☐ Schuyler Falls |
| ☐ Dannemora | ☐ Other (please specify) _____ |

Community Health Assessment

Clinton County, New York

12. What is the primary language spoken in your household?

- | | |
|---|--|
| ☐ English | ☐ 한국의 (Korean) |
| ☐ 中文 (Chinese) | ☐ Polski (Polish) |
| ☐ Français (French) | ☐ Русский (Russian) |
| ☐ Kreyòl (Haitian-Creole) | ☐ Español (Spanish) |
| ☐ Italiano (Italian) | ☐ Other (please specify) _____ |

13. What is your race/ethnicity?

(Select all that apply.)

- | | |
|--|--|
| ☐ American Indian | ☐ White |
| ☐ Asian or Pacific Islander | ☐ Prefer not to answer |
| ☐ Black or African American | ☐ Other (please specify) _____ |
| ☐ Hispanic, Latino or Spanish origin | |

14. What is your highest level of education?

- | | |
|---|--|
| ☐ Some high school (did not finish) | ☐ Associate's degree |
| ☐ High school diploma or GED | ☐ Bachelor's degree |
| ☐ Technical or trade school certificate | ☐ Graduate degree |
| ☐ Some college | ☐ Other (please specify) _____ |

15. What is your household's annual income?

- | | |
|--|--|
| ☐ Less than \$10,000 | ☐ \$100,000-\$149,999 |
| ☐ \$10,000-\$24,999 | ☐ \$150,000 or more |
| ☐ \$25,000-\$49,999 | ☐ Prefer not to answer |
| ☐ \$50,000-\$99,999 | |

16. Do any of the following apply to you?**(Select all that apply.)**

- ☐ I am deaf or have serious difficulty hearing.
- ☐ I am blind or have serious difficulty seeing, even when wearing glasses.
- ☐ Because of a physical, mental, or emotional condition, I have serious difficulty concentrating, remembering, or making decisions.
- ☐ I have serious difficulty walking or climbing stairs.
- ☐ I have difficulty dressing or bathing.
- ☐ Because of a physical, mental, or emotional condition, I have difficulty doing errands alone, such as visiting a doctor's office or shopping.
- ☐ N/A

Thank you for completing our survey!

2019 Community Health Assessment

Resident Survey Key Findings

The Clinton County Health Department asked county residents for their opinions on health, social and environmental issues in the community. They were also asked to identify any barriers to medical care experienced by themselves or their family in the past year. Surveys were collected from 1,378 residents.

86% of respondents experienced **1 or more health challenge** for themselves or family in the past year.



40% reported being **overweight or obese.**

29% reported **physical inactivity.**



2 in 5 live with **chronic disease.**

40% reported **issues related to aging.**

1 in 4 experienced **no access to dental care.**



Nearly **1 out of every 3** respondents reported lack of a **livable wage** as a top social issue for themselves or their family.



Nearly **50%** of residents selected **water quality** as a top environmental concern.

50%



of respondents faced at least **1 barrier to receiving medical care** in the past year.

Top ranked barriers reported:

- No vision or dental insurance
- High co-pays and deductibles
- Lack of local specialists
- Affordability

Affordable housing is a challenge for nearly **25%** of respondents.



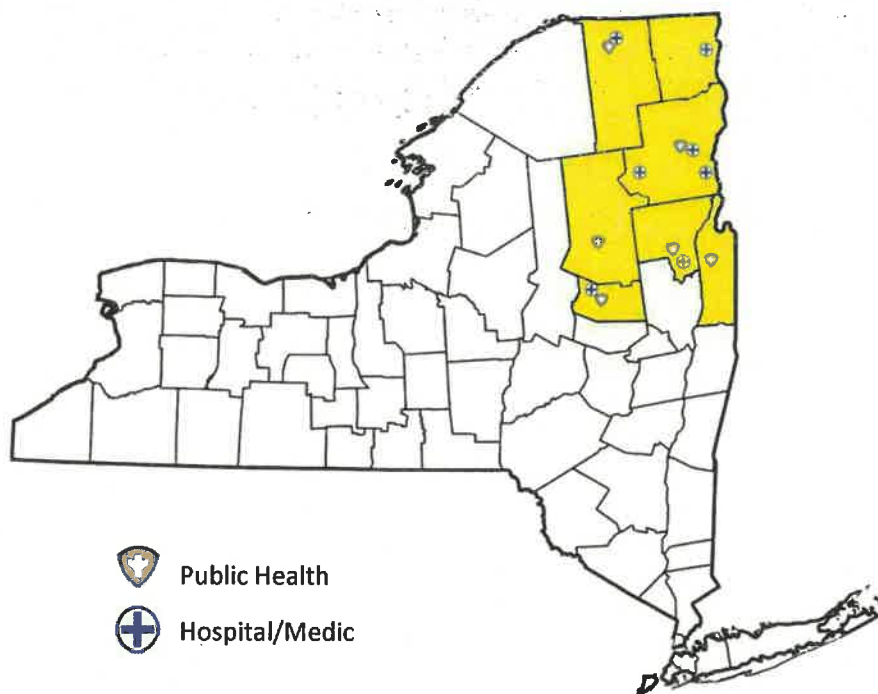
1 in 4 individuals reported a lack of **employment opportunities.**

Note: Statistics on issues for individuals and their family are based on those respondents who indicated that they had any issues. 14% of respondents reported no health issues; 31% reported no social issues. Survey responses represented residents from 100% of Clinton County townships, ages 17—80+, and all census income and education categories.

Appendix C:

Summary of 2019 ARHN Community Stakeholder Survey

Summary of 2019 Community Stakeholder Survey



Adirondack Rural Health Network Service Area
Clinton, Essex, Franklin, Fulton, Hamilton,
Warren and Washington Counties



ARHN is a program of AHI-Adirondack Health Institute
Supported by the New York State Department of Health, Office of Health Systems Management,
Division of Health Facility Planning, Charles D. Cook Office of Rural Health.

April 8, 2019

Background:

Adirondack Rural Health Network: The Adirondack Rural Health Network (ARHN) is a program of AHI - Adirondack Health Institute, Inc. Established in 1992 through a New York State Department of Health Rural Health Development Grant, ARHN is a multi-stakeholder, regional coalition that informs planning, assessment, provides education and training to further the implementation of the New York State Department of Health Prevention Agenda, and offers other resources that support the development of the regional health care system. Since its inception, ARHN has provided a forum to assess regional population health needs and develop collaborative responses to priorities. ARHN includes organizations from New York's Clinton, Essex, Franklin, Fulton, Hamilton, Warren, and Washington counties.

Description of the Community Health Assessment Committee: Since 2002, ARHN has been recognized as the leading sponsor of formal community health planning throughout the region. The Community Health Assessment (CHA) Committee, facilitated by ARHN, is made up of hospitals and county health departments that have developed and implemented a sophisticated process for community health assessment and planning for the defined region to address identified regional priorities. The CHA Committee is made up of representatives from Adirondack Health, Clinton County Health Department, University of Vermont Health Network - Alice Hyde Medical Center, University of Vermont Health Network - Elizabethtown Community Hospital, Essex County Health Department, Franklin County Public Health, Fulton County Public Health, Glens Falls Hospital, Hamilton County Public Health, Nathan Littauer Hospital, University of Vermont Health Network - Champlain Valley Physicians Hospital, Warren County Health Services, and Washington County Public Health.

Purpose of the CHA Committee: The CHA Committee, made up of the CHA service contract holders with AHI, is a multi-county, regional stakeholder group that convenes to support ongoing health planning and assessment by working collaboratively on interventions and developing the planning documents required by the New York State Department of Health and the Internal Revenue Service in an effort to advance the New York State Prevention Agenda.

CHA Committee, Ad Hoc Data Sub-Committee: At the June 15, 2018 CHA meeting, it was decided that an Ad Hoc Data Sub-Committee would be created to review tools and processes used by CHA Committee members to develop their Community Health Assessments (CHA) and Community Health Improvement Plans (CHIP), as well as identify ways to enhance the CHA/CHIP process. A primary activity of the Ad Hoc Data Sub-Committee was to collaboratively develop a stakeholder survey.

The data subcommittee met seven times from mid-July through the end of October 2018. Meetings were held via conference call/webinar. Attendance ranged from 10 to 12 subcommittee members per meeting. Meetings were also attended by AHI staff from ARHN, Population Health Improvement Program (PHIP) and Data teams.

Survey Methodology:

Survey Creation: The 2019 Community Stakeholder Survey was drafted by the Ad Hoc Data Sub-Committee, with the final version approved by the full CHA Committee at December 7, 2018 meeting.

Survey Facilitation: ARHN surveyed stakeholders in the seven-county service area, to provide the CHA Committee with input on regional health care needs and priorities. Stakeholders included professionals from health care, social services, educational, and governmental institutions as well as community

members. The ARHN region is made up of Clinton, Essex, Franklin, Fulton, Hamilton, Warren and Washington Counties.

Survey Logistics: The survey was developed through SurveyMonkey and included 14 community health questions as well as several demographic questions. The CHA Committee provided a list of health care, social service, education, government, and service providers (hereafter referred to as community stakeholders) by county to be surveyed. The collected distribution list totaled 807 community stakeholders.

An initial email was sent to the community stakeholders in early January 2019 by the CHA Committee partners, introducing and providing a web-based link to the survey. A follow-up email was sent by ARHN staff approximately two weeks later after the initial reach out. CHA Committee members were provided the names of all non-respondents for additional follow-up, at partner discretion.

The survey requested that community stakeholders identify the top two priority areas from a list of five which they believe need to be addressed within their county. Community stakeholders also gave insight on what they felt were the top health concerns and what contributing factors were most influential for those specific health concerns. A full list of survey questions can be found under Appendix A.

Survey Responses and Analysis: A total of 409 responses were received through February 8, 2019, for a total response rate of 50.68%. Respondents were asked to indicate in which counties they provided services and could choose coverage of multiple counties, as appropriate. The total response count per county is outlined in the *By County* section. It took respondents an average of 22 minutes to complete the survey, with a median response time of approximately 17 minutes.

Analysis is sorted alphabetically and in order of how the questions were listed in the survey to make the analysis easier to comprehend. Each table is labeled to identify whether the information is by response count or percentage. For tables containing counties, the table below indicates table is color coded to identify counties. All written analysis for each section is provided, with table below, and all written results are done in percentages.

This report provides a regional look at the results thru a wide-angle lens, focusing on the Adirondack Rural Health Network (ARNH) service area. It provides individual analyses of Clinton, Essex, Franklin, Fulton, Hamilton, Warren and Washington counties. This stakeholder survey was conducted to gather information from a variety of fields and perspectives to provide valuable insight into the community's needs. The results enable us to guide strategic planning throughout the Adirondack region, for partners who serve individual counties, and those whose footprint covers multiple counties.

Clinton
Essex
Franklin
Fulton
Hamilton
Warren
Washington

Summary Analysis

1. Indicate county/counties served

Respondents were asked which county their organization/agency serves. Over 68% of respondents were from Essex and Washington counties. Approximately 16% of respondents listed the county they serve as outside of the seven ARHN counties, including Montgomery, Saratoga and St. Lawrence counties. Twelve percent of respondents identified themselves as serving the Adirondack/North Country region as a whole.

It should be noted that the figures below may not add up to 100%, due to organizations with multiple county coverage areas.

Respondents by County		
County/Region	Total Response Count	Total Response Percentage
Adirondack/North Country Region	49	12.04%
Clinton	81	19.90%
Essex	129	31.70%
Franklin	82	20.15%
Fulton	50	12.29%
Hamilton	69	16.95%
Warren	92	22.60%
Washington	150	36.86%
Other	65	15.97%

*Figures do not add up to 100% due to multiple counties per organization.

2. Indicate the community sector that best describes your organization

Community stakeholders were asked to indicate one community sector that best described their organization or agency. Over 160 organizations responded to the survey, spanning multiple counties in the ARHN region. Respondents provided a wide range of services, including *Education (19.0%)*, *Health Care (13.2%)*, *Social Services (12.5%)*, *Public Health (9.2%)*, and *Health Based Community Based Organizations (CBO) (7.5%)*, among many others.

Response Counts by Community Sector	
Community Sector	Total
Business	4
Civic Association	3
College/University	7
Disability Services	10
Early Childhood	9
Economic Development	6
Employment/Job Training	2
Faith-Based	3
Food/Nutrition	10
Foundation/Philanthropy	1
Health Based CBO	30
Health Care Provider	53

Health Insurance Plan	1
Housing	7
Law Enforcement/Corrections and Fire Department	10
Local Government (e.g. elected official, zoning/planning board)	29
Media	2
Mental, Emotional, Behavioral Health Provider	22
Public Health	37
Recreation	3
School (K – 12)	69
Seniors/Elderly	28
Social Services	50
Transportation	2
Tribal Government	1
Veterans	2

3. Indicate your job title

Approximately 42.64% of respondents listed themselves as an *Administrator or Director*. There was a significant number of respondents who identified their title as *Other* (22.69%). Of those responses, the majority included teachers or education professionals and program coordinators.

It's important to note that based off responses, there did not seem to be enough answer choices. Moving forward, a recommendation would be to broaden answer choices to incorporate more community stakeholders.

Respondent Job Titles		
Job Title	Responses	
	Count	Percentage
Community Member	5	1.25%
Direct Service Staff	94	23.44%
Program/Project Manager	40	9.98%
Administrator/Director	171	42.64%
Other	91	22.69%

4. NYS Prevention Agenda Priority Areas

Top Priority Area for the ARHN Region:

Survey participants were asked to rank the NYS Prevention Agenda Priority Areas in order of most to least impact. Overall, respondents in the ARHN region identified *Promote Well-Being and Prevent Mental and Substance Use Disorders* (41.7%) as their top priority, followed by *Promote a Healthy and Safe Environment* (21.9%).

NYS Prevention Agenda Top Priority Area for the ARHN Region		
County	First Choice	Second Choice
ARHN Region	Promote Well-Being and Prevent Mental and Substance Use Disorders	Promote a Healthy and Safe Environment

Top Priority Area by County:

To analyze the chosen priority areas, responses were totaled per county and the priority area that received the most responses is listed as the *First Choice*, followed by the second most responses listed as *Second Choice*.

All seven of the ARHN counties identified *Promote Well-Being and Prevent Mental and Substance Use Disorders* as their top priority. Additionally, Clinton, Essex, Franklin and Fulton counties identified *Prevent Chronic Disease* as their second choice while Clinton, Essex, Warren and Washington counties identified *Promote a Healthy and Safe Environment* as their second choice. Clinton and Essex counties have an overlap due to ties.

As survey participants were not provided focus areas or goals associated with each priority area, it can be assumed that the answers for these priority areas were slightly swayed due to what partners believe *Promote Well-Being and Prevent Mental and Substance Use Disorders* represents or what they feel would be listed in that category.

NYS Prevention Agenda Top Priority Area by County		
County	First Choice	Second Choice
Clinton	Promote Well-Being and Prevent Mental and Substance Use Disorders	<u>Tie:</u> - Prevent Chronic Disease - Promote a Healthy and Safe Environment
Essex	Promote Well-Being and Prevent Mental and Substance Use Disorders	Promote Healthy Women, Infants and Children
Franklin	Promote Well-Being and Prevent Mental and Substance Use Disorders	Prevent Chronic Disease
Fulton	Promote Well-Being and Prevent Mental and Substance Use Disorders	Prevent Chronic Disease
Hamilton	Promote Well-Being and Prevent Mental and Substance Use Disorders	<u>Tie:</u> - Prevent Chronic Disease - Promote a Healthy and Safe Environment
Warren	Promote Well-Being and Prevent Mental and Substance Use Disorders	Promote a Healthy and Safe Environment
Washington	Promote Well-Being and Prevent Mental and Substance Use Disorders	Promote a Healthy and Safe Environment

*Overlapping in county choices is due to several ties in response totals.

5. In your opinion, what are the top five health concerns affecting the residents of the counties your organization/agency serves?

Health Concerns for the ARHN Region:

Community stakeholders were asked to choose what they believed to be the top five health concerns affecting the residents in the counties their organization/agency served. The choices were ranked from one, being the highest health concern, to five, indicating the lowest health concern.

Survey respondents felt that the top five health concerns affecting the residents within the ARHN region were *Mental Health (16.9%)*, *Substance Abuse (12.3%)*, *Opioid Use (9.5%)*, *Overweight/Obesity (8.8%)*, and *Child/Adolescent Emotional Health (5.7%)*.

Response Counts for ARHN Region Health Concerns					
ARHN Region Health Concerns	1 (Highest)	2	3	4	5 (Lowest)
Adverse Childhood Experiences	20	20	19	13	8
Alzheimer's Disease/Dementia	19	17	8	5	9
Arthritis	1	0	2	3	1
Autism	2	2	2	2	4
Cancers	13	14	19	7	8
Child/Adolescent Physical Health	13	12	10	13	8
Child/Adolescent Emotional Health	20	36	20	22	14
Diabetes	10	14	14	6	16
Disability	4	7	5	5	11
Dental Health	1	5	5	10	14
Domestic Abuse/Violence	4	7	16	18	10
Drinking Water Quality	0	1	1	2	5
Emerging Infectious Diseases	2	1	5	1	8
Exposure to Air and Water Pollutants/Hazardous Materials	1	0	1	0	1
Falls	3	7	5	3	4
Food Safety	3	1	2	3	2
Heart Disease	7	11	9	16	12
Hepatitis C	0	0	1	2	1
High Blood Pressure	1	2	8	6	8
HIV/AIDS	0	0	1	0	2
Hunger	4	10	5	6	5
Infant Health	1	0	8	1	4
Infectious Disease	1	0	2	3	4
LGBT Health	0	1	0	1	2
Maternal Health	3	4	3	3	7
Mental Health Conditions	59	48	36	37	23
Motor Vehicle Safety (impaired/distracted driving)	0	0	1	0	7
Opioid Use	33	18	16	14	11
Overweight or Obesity	31	25	26	23	17
Pedestrian/Bicyclist Accidents	0	0	0	0	2
Prescription Drug Abuse	4	7	11	9	7
Respiratory Disease (asthma, COPD, etc.)	5	10	5	9	8

Senior Health	18	9	12	13	11
Sexual Assault/Rape	2	0	0	3	3
Sexually Transmitted Infections	2	0	0	4	4
Social Connectedness	2	4	9	18	16
Stroke	0	2	2	1	2
Substance Abuse	43	33	38	29	10
Suicide	1	5	2	2	7
Tobacco Use/Nicotine Addiction (smoking, vaping, chewing, etc.)	11	7	11	19	27
Underage Drinking/Excessive Adult Drinking	2	8	5	6	5
Unintended/Teen Pregnancy	2	1	1	4	10
Violence (assault, firearm related)	1	0	1	2	5

Health Concerns by County:

Overall, most of the health concerns identified per county aligned with the top five health concerns identified for the ARHN region. Several counties recognized health concerns outside the top five for the ARHN region. Three out of the seven ARHN counties listed *Adverse Childhood Experiences* as a top health concern in their county.

Warren and Washington county respondents felt that *Alzheimer's Disease* was a concern in their area, while Clinton and Hamilton counties included *Heart Disease* as a concern for their counties. Outliers include Hamilton County listing *Diabetes* and Fulton County listing *Tobacco Use* as a top concern in their county.

Top Five Health Concerns by County					
County	1 st	2 nd	3 rd	4 th	5 th
Clinton	Mental Health Conditions	Overweight/Obesity	Opioid Use	Senior Health	Heart Disease
Essex	Substance Abuse	Mental Health Conditions	Child/Adolescent Emotional Health	Overweight/Obesity	Adverse Childhood Experiences
Franklin	Mental Health Conditions	Overweight/Obesity	Substance Abuse	Opioid Use	Adverse Childhood Experiences
Fulton	Mental Health Conditions	Substance Abuse	Tobacco Use	Opioid Use	Child/Adolescent Emotional Health
Hamilton	Substance Abuse	Mental Health Conditions	Overweight/Obesity	Heart Disease	Diabetes
Warren	Mental Health Conditions	Overweight/Obesity	Adverse Childhood Experiences	Substance Abuse	Alzheimer's Disease
Washington	Substance Abuse	Mental Health Conditions	Opioid Use	Alzheimer's Disease	Cancers

6. In your opinion, what are the top five contributing factors to the health concerns you chose in the previous question, affecting the residents of the counties your organization/agency serves?

Respondents were asked to identify what they believed to be the top five contributing factors to the health concerns they chose. The contributing factors were ranked from one to five, with one being the highest contributing factor and five being the lowest.

Contributing Factors for the ARHN Region:

The top five contributing factors identified by survey respondents are *Poverty (12.7%)*, *Addiction to illicit drugs (10.9%)*, *Changing family structures (10.6%)*, *Lack of mental health services (10.3%)*, and *Age of residents (8.3%)*. Forty-four percent of respondents chose these factors as either the highest or second highest contributing factors for the health concerns that they had previously identified.

Response Counts for Top Contributing Factors in the ARHN Region					
ARNH Region Contributing Factors	1 (Highest)	2	3	4	5 (Lowest)
Addiction to alcohol	14	16	12	7	6
Addiction to illicit drugs	37	36	22	13	5
Addiction to nicotine	7	10	6	7	11
Age of residents	28	11	6	4	7
Changing family structures (increased foster care, grandparents as parents, etc.)	36	22	15	20	8
Crime/violence/community blight	0	1	2	1	4
Deteriorating infrastructure (roads, bridges, water systems, etc.)	1	0	1	0	3
Discrimination/racism	0	0	0	0	1
Domestic violence and abuse	4	6	5	4	7
Environmental quality	0	3	4	5	6
Excessive screen time	2	13	11	4	8
Exposure to tobacco smoke/emissions from electronic vapor products	1	3	5	1	3
Food insecurity	8	13	9	8	7
Health care costs	16	17	21	20	16
Homelessness	1	2	4	4	2
Inadequate physical activity	5	16	15	17	21
Inadequate sleep	0	0	2	3	3
Inadequate/unaffordable housing options	5	9	16	8	13
Lack of chronic disease screening, treatment and self-management services	3	8	7	7	4
Lack of cultural and enrichment programs	1	2	1	1	3
Lack of dental/oral health care services	1	3	0	6	7
Lack of educational opportunities for people of all ages	1	2	3	2	9
Lack of educational, vocational or job-training options for adults	1	1	0	6	1
Lack of employment options	1	3	12	7	7
Lack of health education programs	3	1	4	3	2
Lack of health insurance	3	1	4	3	3
Lack of intergenerational connections within communities	1	0	2	4	8
Lack of mental health services	35	28	27	26	9
Lack of opportunities for health for people with physical limitations or disabilities	2	0	1	4	4

Lack of preventive/primary health care services (screenings, annual check-ups)	6	5	2	3	3
Lack of social supports for community residents	4	3	10	8	9
Lack of specialty care and treatment	1	4	4	3	2
Lack of substance use disorder services	8	8	11	4	6
Late or no prenatal care	0	0	1	2	3
Pedestrian safety (roads, sidewalks, buildings, etc.)	0	0	0	0	1
Poor access to healthy food and beverage options	5	2	6	9	0
Poor access to public places for physical activity and recreation	2	3	1	3	4
Poor educational attainment	2	8	2	8	8
Poor community engagement and connectivity	6	5	4	6	14
Poor eating/dietary practices	12	15	15	17	12
Poor health literacy (ability to comprehend health information)	6	2	4	5	4
Poor referrals to health care, specialty care, & community-based support services	8	5	4	4	7
Poverty	43	18	16	16	23
Problems with Internet access (absent, unreliable, unaffordable)	0	0	0	3	2
Quality of schools	0	0	1	1	3
Religious or spiritual values	0	0	0	1	1
Shortage of child care options	0	1	3	1	3
Stress (work, family, school, etc.)	7	10	15	21	9
Transportation problems (unreliable, unaffordable)	9	13	15	13	14
Unemployment/low wages	3	6	3	8	13

Contributing Factors by County:

The majority of the ARHN counties identified contributing factors that fell in line with the overall ARHN region's top five. Another contributing factor indicated by Franklin, Hamilton and Warren counties was *Health Care Costs*.

Top Five Contributing Factors by County					
County	1st	2nd	3rd	4th	5th
Clinton	Poverty	Food Insecurity	Addiction to Illicit Drugs	Lack of Mental Health Services	Inadequate Physical Activity
Essex	Poverty	Lack of Mental Health Services	Changing Family Structures	Addiction to Illicit Drugs	Age of Residents
Franklin	Poverty	Lack of Mental Health Services	Addiction to Illicit Drugs	Changing Family Structures	Health Care Costs
Fulton	Lack of Mental Health Services	Poverty	Poor Eating/ Dietary Practices	Changing Family Structures	Addiction to Illicit Drugs
Hamilton	Age of Residents	Health Care Costs	Lack of Mental Health Services	Poverty	Poor Community Engagement and Connectivity
Warren	Age of Residents	Lack of Mental Health Services	Changing Family Structures	Health Care Costs	Poverty
Washington	Addiction to Illicit Drugs	Age of Residents	Poverty	Lack of Mental Health Services	Changing Family Structures

8. Please rank the following Social Determinants of Health impacting the residents of the counties that your organization/agency serves using a scale of (1) "excellent" to (5) "very poor".

This survey question asked respondents to rank the Social Determinants of Health, listed below, in order from one, excellent, to five, very poor. The table below encompasses response counts for the entire survey.

Many respondents chose *Health and Health Care* (29.0%) as the social determinant of health that they felt most impacted the residents of the counties that they serve, followed by *Economic Stability* (22.4%). Both of these specific Social Determinants of Health align with the chosen health factors and contributing factors listed previously.

Response Counts per Social Determinants of Health Ranking					
Social Determinants of Health	1 (Excellent)	2	3	4	5 (Very Poor)
Economic Stability (consider poverty, employment, food security, housing stability)	54	22	33	53	100
Education (consider high school graduation, enrollment in higher education, language and literacy, early childhood education and development)	50	67	66	49	27
Health and Health Care (consider access to primary care, access to specialty care, health literacy)	70	64	79	52	49
Neighborhood and Built Environment (consider access to healthy foods and beverages, quality of housing, crime and violence, environmental conditions, transportation)	35	67	61	79	43
Social and Community Context (consider social cohesion, civic participation, perceptions of discrimination and equity, incarceration/institutionalization)	32	58	73	62	38

9. In your opinion, what population in the counties your organization/agency serves experiences the poorest health outcomes?

To help determine who the target audience that has the greatest need is, we asked, in their opinion, what population, in the counties they serve, experiences the poorest health outcomes.

Every county in the ARHN region chose *Individuals living at or near the federal poverty level* (33.3%) as the population they felt had the poorest health outcomes. For six of the seven ARHN counties, excluding Hamilton, the second population with the highest responses was *Individuals with mental health issues* (24.3%). For Hamilton County, the second population believed to have the poorest health outcomes were *Seniors or Elderly* (1.8%).

Response Counts for Poorest Health Outcomes by County							
Population	Clinton	Essex	Franklin	Fulton	Hamilton	Warren	Washington
Children/Adolescents	0	5	1	1	2	5	4
Females of reproductive age	0	0	0	0	0	0	0
Individuals living at or near the federal poverty level	35	46	32	14	19	25	39
Individuals living in rural areas	5	6	7	2	8	12	17
Individuals with disability	1	2	0	0	0	1	0

Individuals with mental health issues	19	24	19	11	9	14	29
Individuals with substance abuse issues	2	8	4	1	6	7	16
Migrant workers	1	1	1	0	0	0	0
Seniors/Elderly	5	7	6	6	10	8	17
Specific racial or ethnic groups	0	0	0	0	0	0	0
Other (please specify)	0	1	0	1	1	1	2
Total per county	68	101	70	37	56	74	126

10. New York State Prevention Agenda Goals

Top Three Goals for the ARHN Region:

Respondents were asked to choose three goals that their organization could assist in achieving in their counties. The top three goals for each NYS Prevention Agenda priority area aligned with most of the individual county goals.

Top Three Prevention Agenda Goals for the ARHN Region			
NYS Prevention Agenda Priority Areas	Goal #1	Goal #2	Goal #3
Prevent Chronic Disease	Increase skills and knowledge to support healthy food and beverage choices	Improve self-management skills for individuals with chronic disease	Improve community environments that support active transportation and recreational physical activity for people of all ages and abilities
Promote Healthy Women, Infants and Children	Support and enhance children and adolescents' social-emotional development and relationships	Increase use of primary and preventive care services by women of all ages, with a focus on women of reproductive age	Reduce racial, ethnic, economic, and geographic disparities in maternal and child health outcomes and promote health equity for maternal and child health populations
Promote a Healthy and Safe Environment	Promote healthy home and schools' environments	Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change	Reduce violence by targeting prevention programs to highest risk populations
Promote Well-Being and Prevent Mental and Substance Use Disorders	Strengthen opportunities to promote well-being and resilience across the lifespan	Facilitate supportive environments that promote respect and dignity for people of all ages	Prevent opioid and other substance misuse and deaths
Prevent Communicable Disease	Improve vaccination rates	Improve infection control in health care facilities	Reduce inappropriate antibiotic use

Top Three Goals by County:

To align with the structure of the survey, county analysis is provided per NYS Prevention Agenda priority area.

Prevent Chronic Disease

Most of the responses contained two specific goals, *Promote the use of evidence-based care to manage chronic diseases* and *Improve self-management skills for individuals with chronic disease*. Five out of the seven ARHN counties also listed *Promote tobacco use cessation*. Washington County was the only county to include *Improving community environments that support active transportation*, which aligns with the top ARHN goals.

Priority Area: Prevent Chronic Disease			
County/Region	Goal #1	Goal #2	Goal #3
Clinton	Improve self-management skills for individuals with chronic disease	Promote school, child care, and worksite environments that support physical activity for people of all ages and abilities	Promote tobacco use cessation, especially among populations disproportionately affected by tobacco use
Essex	Improve self-management skills for individuals with chronic disease	Promote school, child care, and worksite environments that support physical activity for people of all ages and abilities	Promote tobacco use cessation, especially among populations disproportionately affected by tobacco use
Franklin	Improve self-management skills for individuals with chronic disease	Promote tobacco use cessation, especially among populations disproportionately affected by tobacco use	Promote the use of evidence-based care to manage chronic diseases
Fulton	Improve self-management skills for individuals with chronic disease	Promote tobacco use cessation, especially among populations disproportionately affected by tobacco use	Increase skills and knowledge to support healthy food and beverage choices
Hamilton	Improve self-management skills for individuals with chronic disease	Promote the use of evidence-based care to manage chronic diseases	Promote tobacco use cessation, especially among populations disproportionately affected by tobacco use
Warren	Improve self-management skills for individuals with chronic disease	Increase skills and knowledge to support healthy food and beverage choices	Promote the use of evidence-based care to manage chronic diseases
Washington	Improve self-management skills for individuals with chronic disease	Improve community environments that support active transportation and recreational physical activity for people of all ages and abilities.	Increase skills and knowledge to support healthy food and beverage choices

Promote Healthy Women, Infants and Children

All ARHN counties choose *Support and enhance children and adolescents' social-emotional development and relationships* as their number one goal. Clinton, Fulton, Hamilton, Warren and Washington counties also listed *Reduce racial, ethnic, economic and geographic disparities in maternal and child health outcomes* as one of their top three goals.

Priority Area: Promote Healthy Women, Infants and Children			
County/Region	Goal #1	Goal #2	Goal #3
Clinton	Support and enhance children and adolescents' social-emotional development and relationships	Increase use of primary and preventive care services by women of all ages, with a focus on women of reproductive age	Reduce racial, ethnic, economic, and geographic disparities in maternal and child health outcomes and promote health equity for maternal and child health populations
Essex	Support and enhance children and adolescents' social-emotional development and relationships	Increase use of primary and preventive care services by women of all ages, with a focus on women of reproductive age	Increase supports for children with special health care needs
Franklin	Support and enhance children and adolescents' social-emotional development and relationships	Increase use of primary and preventive care services by women of all ages, with a focus on women of reproductive age	Increase supports for children with special health care needs
Fulton	Support and enhance children and adolescents' social-emotional development and relationships	Reduce racial, ethnic, economic, and geographic disparities in maternal and child health outcomes and promote health equity for maternal and child health populations	Increase supports for children with special health care needs
Hamilton	Support and enhance children and adolescents' social-emotional development and relationships	Increase use of primary and preventive care services by women of all ages, with a focus on women of reproductive age	Reduce racial, ethnic, economic, and geographic disparities in maternal and child health outcomes and promote health equity for maternal and child health populations
Warren	Support and enhance children and adolescents' social-emotional development and relationships	Increase use of primary and preventive care services by women of all ages, with a focus on women of reproductive age	Reduce racial, ethnic, economic, and geographic disparities in maternal and child health outcomes and promote health equity for maternal and child health populations
Washington	Support and enhance children and adolescents' social-emotional development and relationships	Increase use of primary and preventive care services by women of all ages, with a focus on women of reproductive age	Reduce racial, ethnic, economic, and geographic disparities in maternal and child health outcomes and promote health equity for maternal and child health populations

Promote a Healthy and Safe Environment

Promote healthy home and schools' environments was chosen as the top goal for all seven of the ARHN counties, as well as the ARHN region as a whole. *Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change* was also listed in the top three goals for every county.

Priority Area: Promote a Healthy and Safe Environment			
County/Region	Goal #1	Goal #2	Goal #3
Clinton	Promote healthy home and schools' environments	Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change	Reduce falls among vulnerable populations
Essex	Promote healthy home and schools' environments	Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change	Reduce violence by targeting prevention programs to highest risk populations
Franklin	Promote healthy home and schools' environments	Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change	Reduce violence by targeting prevention programs to highest risk populations
Fulton	Promote healthy home and schools' environments	Reduce violence by targeting prevention programs to highest risk populations	Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change
Hamilton	Promote healthy home and schools' environments	Reduce falls among vulnerable populations	Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change
Warren	Promote healthy home and schools' environments	Reduce falls among vulnerable populations	Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change
Washington	Promote healthy home and schools' environments	Reduce falls among vulnerable populations	Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change

Promote Well-Being and Prevent Mental and Substance Use Disorders

Strengthen opportunities to promote well-being and resilience across the lifespan and Facilitate supportive environments that promote respect and dignity for all ages were both within the top three goals for every county. Five counties also listed Prevent opioid and other substance misuse and deaths in their top three goals.

Priority Area: Promote Well-Being and Prevent Mental and Substance Use Disorders			
County/Region	Goal #1	Goal #2	Goal #3
Clinton	Strengthen opportunities to promote well-being and resilience across the lifespan	Facilitate supportive environments that promote respect and dignity for people of all ages	Prevent opioid and other substance misuse and deaths
Essex	Strengthen opportunities to promote well-being and resilience across the lifespan	Facilitate supportive environments that promote respect and dignity for people of all ages	Prevent opioid and other substance misuse and deaths
Franklin	Strengthen opportunities to promote well-being and resilience across the lifespan	Facilitate supportive environments that promote respect and dignity for people of all ages	Prevent opioid and other substance misuse and deaths
Fulton	Prevent opioid and other substance misuse and deaths	Strengthen opportunities to promote well-being and resilience across the lifespan	Facilitate supportive environments that promote respect and dignity for people of all ages
Hamilton	Strengthen opportunities to promote well-being and resilience across the lifespan	Facilitate supportive environments that promote respect and dignity for people of all ages	Prevent and address adverse childhood experiences
Warren	Strengthen opportunities to promote well-being and resilience across the lifespan	Facilitate supportive environments that promote respect and dignity for people of all ages	Prevent and address adverse childhood experiences
Washington	Strengthen opportunities to promote well-being and resilience across the lifespan	Facilitate supportive environments that promote respect and dignity for people of all ages	Prevent opioid and other substance misuse and deaths

Prevent Communicable Diseases

All seven ARHN counties listed *Improve vaccination rates*, *Improve infection control in health care facilities*, and *Reduce inappropriate antibiotic use* in the top three goals that their organization can assist in improving. *Reduce the annual growth rate for Sexually Transmitted Infections (STIs)* was also included in Fulton County's top three goals.

Priority Area: Prevent Communicable Disease			
County/Region	Goal #1	Goal #2	Goal #3
Clinton	Improve vaccination rates	Improve infection control in health care facilities	Reduce inappropriate antibiotic use
Essex	Improve vaccination rates	Reduce inappropriate antibiotic use	Improve infection control in health care facilities
Franklin	Improve vaccination rates	Improve infection control in health care facilities	Reduce inappropriate antibiotic use
Fulton	Improve vaccination rates	Reduce inappropriate antibiotic use	Reduce the annual growth rate for Sexually Transmitted Infections (STIs)
Hamilton	Reduce inappropriate antibiotic use	Improve vaccination rates	Improve infection control in health care facilities
Warren	Improve vaccination rates	Improve infection control in health care facilities	Reduce inappropriate antibiotic use
Washington	Improve vaccination rates	Improve infection control in health care facilities	Reduce inappropriate antibiotic use

12. Based on the goals you selected, please identify the resources your organization/agency can contribute toward achieving these goals.

Respondents were asked to indicate the resources that their organization/agency would be able to contribute toward achieving the goals they listed. The table below encompasses the top ten resources listed.

Approximately 70% of all respondents identified *Participating on committees, workgroups and coalitions* and *Share knowledge of community resources* as the main resources they can contribute to help achieve the NYS Prevention Agenda goals listed above. Respondents also felt strongly that they can deliver education and counseling and provide expertise relevant to achieving the listed goals.

This is the first year that we have asked this question in the stakeholder survey. This would be a helpful resource to explore further once partners begin exacting their approved plans.

Response Counts and Percentages for Resources Organizations Can Contribute		
Resources	Count	Percentage
Participate on committees, work groups, coalitions to help achieve the selected goals	208	70.99%
Share knowledge of community resources	204	69.62%
Deliver education and counseling relevant to the selected goal(s)	189	64.51%
Provide subject-matter knowledge and expertise	182	62.12%
Promote health improvement activities/events through social media and other communication channels your organization/agency operates	164	55.97%
Facilitate access to populations your organization/agency serves	139	47.44%

Provide letters of support for planned health improvement activities	124	42.32%
Offer health related-educational materials	117	39.93%
Facilitate access to committees, work groups, coalitions currently working to achieve the selected goals	112	38.23%
Work to promote changes to policies/laws/community environment to address selected goal(s)	111	37.88%

2019 CHA Stakeholders Survey

Introduction

To help inform a collaborative approach to improving community health, the Adirondack Rural Health Network (ARHN) seeks to identify priorities, factors and resources that influence the health of residents of the Adirondack region (Clinton, Essex, Franklin, Fulton, Hamilton, Warren and Washington counties).

You have been identified as a key informant who can provide insight into health and well-being of the people your organization/agency serves. Please answer the survey questions in the context of your role within your organization/agency and in representing the population(s) your organization/agency serves.

All survey information will be held confidential and no responses will be attributed to any one individual or agency.

Your Organization/Agency

Please provide the following information about your organization/agency and yourself:

1. Organization/Agency name:
2. Your name (Please provide first and last name):
3. Your job title/role:
 - ☐ Community Members
 - ☐ Direct Service Staff
 - ☐ Program/Project Manager
 - ☐ Administrator/Director
 - ☐ Other (please specify)
4. Your email address:
5. Indicate the one community sector that best describes your organization/agency:
 - ☐ Business
 - ☐ Civic Association
 - ☐ College/University
 - ☐ Disability Services

- ☐ Early Childhood
- ☐ Economic Development
- ☐ Employment/Job training
- ☐ Faith-Based
- ☐ Food/Nutrition
- ☐ Foundation/Philanthropy
- ☐ Health Based CBO
- ☐ Health Care Provider
- ☐ Health Insurance Plan
- ☐ Housing
- ☐ Law Enforcement/Corrections
- ☐ Local Government (e.g. elected official, zoning/planning board)
- ☐ Media
- ☐ Mental, Emotional, Behavioral Health Provider
- ☐ Public Health
- ☐ Recreation
- ☐ School (K – 12)
- ☐ Seniors/Elderly
- ☐ Social Services
- ☐ Transportation
- ☐ Tribal Government
- ☐ Veterans
- ☐ Other (please specify):

6. Indicate the counties your organization/agency serves. **Check all that apply.**

- ☐ Adirondack/North Country Region
- ☐ Clinton
- ☐ Essex
- ☐ Franklin
- ☐ Fulton
- ☐ Hamilton
- ☐ Warren
- ☐ Washington
- ☐ Other: _____

Health Priorities, Concerns and Factors

The NYS Prevention Agenda for 2019-2024 identifies five main priority areas that are key to improving the health of residents that you serve. These main priority areas are listed in question #7.

7. Please rank, by indicating 1 through 5, the priority areas that, if addressed locally, would have the greatest to the smallest impact on improving the health and well-being of the residents of the counties your organization/agency serves. (#1 ranked priority area would have the most impact; #5 ranked priority area would have the least impact.)

- ☐ Prevent Chronic Diseases
- ☐ Promote Healthy Women, Infants and Children
- ☐ Prevent Communicable Diseases
- ☐ Promote a Healthy and Safe Environment
- ☐ Promote Well-Being and Prevent Mental and Substance Use Disorders

8. In your opinion, what are the **top five (5) health concerns** affecting the residents of the counties your organization/agency serves? Please rank the health concerns from 1 (highest) to 5 (lowest).

- ☐ Adverse childhood experiences
- ☐ Alzheimer's disease/Dementia
- ☐ Arthritis
- ☐ Autism
- ☐ Cancers
- ☐ Child/Adolescent physical health
- ☐ Child/Adolescent emotional health
- ☐ Diabetes
- ☐ Disability
- ☐ Dental health
- ☐ Domestic abuse/violence
- ☐ Drinking water quality
- ☐ Emerging infectious diseases (ebola, zika virus, tick and mosquito-transmitted, etc.)
- ☐ Exposure to air and water pollutants/hazardous materials
- ☐ Falls
- ☐ Food safety
- ☐ Heart disease
- ☐ Hepatitis C
- ☐ High blood pressure
- ☐ HIV/AIDS
- ☐ Hunger
- ☐ Infant health
- ☐ Infectious disease
- ☐ LGBT health

- ☐ Maternal health
- ☐ Mental health conditions
- ☐ Motor vehicle safety (impaired/distracted driving)
- ☐ Opioid use
- ☐ Overweight or obesity
- ☐ Pedestrian/bicyclist accidents
- ☐ Prescription drug abuse
- ☐ Respiratory disease (asthma, COPD, etc.)
- ☐ Senior health
- ☐ Sexual assault/rape
- ☐ Sexually transmitted infections
- ☐ Social connectedness
- ☐ Stroke
- ☐ Substance abuse
- ☐ Suicide
- ☐ Tobacco use/nicotine addiction – smoking/vaping/chewing
- ☐ Underage drinking/excessive adult drinking
- ☐ Unintended/Teen pregnancy
- ☐ Violence (assault, firearm related)
- ☐ Other (Please specify):

9. In your opinion, what are the **top five (5) contributing factors** to the health concerns you chose in question #8? Please rank the contributing factors from 1 (highest) to 5 (lowest).

- ☐ Addiction to alcohol
- ☐ Addiction to illicit drugs
- ☐ Addiction to nicotine
- ☐ Age of residents
- ☐ Changing family structures (increased foster care, grandparents as parents, etc.)
- ☐ Crime/violence/community blight
- ☐ Deteriorating infrastructure (roads, bridges, water systems, etc.)
- ☐ Discrimination/racism
- ☐ Domestic violence and abuse
- ☐ Environmental quality
- ☐ Excessive screen time
- ☐ Exposure to tobacco smoke/emissions from electronic vapor products
- ☐ Food insecurity
- ☐ Health care costs
- ☐ Homelessness
- ☐ Inadequate physical activity
- ☐ Inadequate sleep
- ☐ Inadequate/unaffordable housing options
- ☐ Lack of chronic disease screening, treatment and self-management services

- ☐ Lack of cultural and enrichment programs
- ☐ Lack of dental/oral health care services
- ☐ Lack of educational opportunities for people of all ages
- ☐ Lack of educational, vocational or job-training options for adults
- ☐ Lack of employment options
- ☐ Lack of health education programs
- ☐ Lack of health insurance
- ☐ Lack of intergenerational connections within communities
- ☐ Lack of mental health services
- ☐ Lack of opportunities for health for people with physical limitations or disabilities
- ☐ Lack of preventive/primary health care services (screenings, annual check-ups)
- ☐ Lack of social supports for community residents
- ☐ Lack of specialty care and treatment
- ☐ Lack of substance use disorder services
- ☐ Late or no prenatal care
- ☐ Pedestrian safety (roads, sidewalks, buildings, etc.)
- ☐ Poor access to healthy food and beverage options
- ☐ Poor access to public places for physical activity and recreation
- ☐ Poor educational attainment
- ☐ Poor community engagement and connectivity
- ☐ Poor eating/dietary practices
- ☐ Poor health literacy (ability to comprehend health information)
- ☐ Poor referrals to health care, specialty care, and community-based support services
- ☐ Poverty
- ☐ Problems with Internet access (absent, unreliable, unaffordable)
- ☐ Quality of schools
- ☐ Religious or spiritual values
- ☐ Shortage of child care options
- ☐ Stress (work, family, school, etc.)
- ☐ Transportation problems (unreliable, unaffordable)
- ☐ Unemployment/low wages
- ☐ Other (please specify)

Social Determinants of Health

10. Social Determinants of Health are conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes. Please rate the following Social Determinants of Health impacting the residents of the counties that your organization/agency serves using a scale of (1) "very poor" to (5) "excellent".

- ☐ **Economic Stability** (consider poverty, employment, food security, housing stability)

- ☐ **Education** (consider high school graduation, enrollment in higher education, language and literacy, early childhood education and development)
- ☐ **Social and Community Context** (consider social cohesion, civic participation, perceptions of discrimination and equity, incarceration/institutionalization)
- ☐ **Neighborhood and Built Environment** (consider access to healthy foods and beverages, quality of housing, crime and violence, environmental conditions, transportation)
- ☐ **Health and Health Care** (consider access to primary care, access to specialty care, health literacy)

11. In your opinion, what **population** in the counties your organization/agency serves experiences the poorest health outcomes? Please select **one** population.

- ☐ Specific racial or ethnic groups
- ☐ Children/adolescents
- ☐ Females of reproductive age
- ☐ Seniors/elderly
- ☐ Individuals with disability
- ☐ Individuals living at or near the federal poverty level
- ☐ Individuals with mental health issues
- ☐ Individuals living in rural areas
- ☐ Individuals with substance abuse issues
- ☐ Migrant workers
- ☐ Others (please specify):

Improving Health and Well-Being

The NYS Prevention Agenda 2019-2024 identifies specific goals for improving the health of New Yorkers of all ages. New York State envisions that improving the health of all New Yorkers requires strategies that can be implemented by a diverse set of health and non-health organizations and agencies.

12. Over the next 5 questions, select the top 3 goals your organization/agency can assist in achieving in the counties it serves.

13. Prevent Chronic Diseases

- ☐ Increase access to healthy and affordable food and beverages
- ☐ Increase skills and knowledge to support healthy food and beverage choices
- ☐ Increase food security
- ☐ Improve community environments that support active transportation and recreational physical activity for people of all ages and abilities
- ☐ Promote school, child care, and worksite environments that support physical activity for people of all ages and abilities
- ☐ Increase access, for people of all ages and abilities, to safe indoor and/or outdoor places for physical activity
- ☐ Prevent initiation of tobacco use, including combustible tobacco and vaping products by youth and young adults
- ☐ Promote tobacco use cessation, especially among populations disproportionately affected by tobacco use including: low income; frequent mental distress/substance use disorder; LGBT; and disability
- ☐ Eliminate exposure to secondhand smoke and exposure to secondhand aerosol/emissions from electronic vapor products
- ☐ Increase screening rates for breast, cervical, and colorectal cancer
- ☐ Increase early detection of cardiovascular disease, diabetes, prediabetes and obesity
- ☐ Promote the use of evidence-based care to manage chronic diseases
- ☐ Improve self-management skills for individuals with chronic disease

14. Promote Healthy Women, Infants, and Children

- ☐ Increase use of primary and preventive care services by women of all ages, with a focus on women of reproductive age
- ☐ Reduce maternal mortality and morbidity
- ☐ Reduce infant mortality and morbidity
- ☐ Increase breastfeeding
- ☐ Support and enhance children and adolescents' social-emotional development and relationships
- ☐ Increase supports for children with special health care needs
- ☐ Reduce dental caries (cavities) among children
- ☐ Reduce racial, ethnic, economic, and geographic disparities in maternal and child health outcomes and promote health equity for maternal and child health populations

15. Promote a Healthy and Safe Environment

- ☐ Reduce falls among vulnerable populations
- ☐ Reduce violence by targeting prevention programs to highest risk populations
- ☐ Reduce occupational injury and illness

- ☐ Reduce traffic-related injuries for pedestrians and bicyclists
- ☐ Reduce exposure to outdoor air pollutants
- ☐ Improve design and maintenance of the built environment to promote healthy lifestyles, sustainability, and adaptation to climate change
- ☐ Promote healthy home and schools' environments
- ☐ Protect water sources and ensure quality drinking water
- ☐ Protect vulnerable waterbodies to reduce potential public health risks associated with exposure to recreational water
- ☐ Raise awareness of the potential presence of chemical contaminants and promote strategies to reduce exposure
- ☐ Improve food safety management

16. Promote Well-Being and Prevent Mental and Substance Use Disorders

- ☐ Strengthen opportunities to promote well-being and resilience across the lifespan
- ☐ Facilitate supportive environments that promote respect and dignity for people of all ages
- ☐ Prevent underage drinking and excessive alcohol consumption by adults
- ☐ Prevent opioid and other substance misuse and deaths
- ☐ Prevent and address adverse childhood experiences
- ☐ Reduce the prevalence of major depressive episodes
- ☐ Prevent suicides
- ☐ Reduce the mortality gap between those living with serious mental illness and the general population

17. Prevent Communicable Diseases

- ☐ Improve vaccination rates
- ☐ Reduce vaccination coverage disparities
- ☐ Decrease HIV morbidity (new HIV diagnoses)
- ☐ Increase HIV viral suppression
- ☐ Reduce the annual growth rate for Sexually Transmitted Infections (STIs)
- ☐ Increase the number of persons treated for Hepatitis C
- ☐ Reduce the number of new Hepatitis C cases among people who inject drugs
- ☐ Improve infection control in health care facilities
- ☐ Reduce infections caused by multidrug resistant organisms and *C. difficile*
- ☐ Reduce inappropriate antibiotic use

18. Based on the goals you selected in Questions 12-16, please identify the primary assets/resources your organization/agency can contribute toward achieving the goals you have selected:

- ☐ Provide subject-matter knowledge and expertise
- ☐ Provide knowledge of and/or access to potential sources of funding (grants, philanthropy)
- ☐ Facilitate access to committees, work groups, coalitions currently working to achieve the selected goals
- ☐ Participate on committees, work groups, coalitions to help achieve the selected goals
- ☐ Share knowledge of community resources (e.g. food, clothing, housing, transportation, etc.)
- ☐ Facilitate access to populations your organization/agency serves (to encourage participation in programs, provide feedback about health improvement efforts, etc.)
- ☐ Promote health improvement activities/events through social media and other communication channels your organization/agency operates
- ☐ Share program-level data to help track progress in achieving goals
- ☐ Provide in-kind space for health improvement meetings/events
- ☐ Offer periodic organizational/program updates to community stakeholders
- ☐ Provide staff time to help conduct goal-related activities
- ☐ Provide letters of support for planned health improvement activities
- ☐ Sign partnership agreements related to community level health improvement efforts
- ☐ Assist with data analysis
- ☐ Offer health related-educational materials
- ☐ Other (please specify):

19. Are you interested in being contacted at a later date to discuss the utilization of the resources you identified in Question #17?

- ☐ Yes
- ☐ No

20. Please add any other comments/recommendations you have about improving the health and well-being of the residents of the counties your organization/agency serves.



Update to 2024-2027 Goals and Objectives Clinton County Mental Health And Addiction Services

Richelle Gregory, Director of Community Services
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Goal 1		
Title	Crisis Services	
Update		
OBJECTIVES		
Crisis Intervention Team		Ongoing
Home and Community Based Crisis Intervention		Ongoing
Crisis Residential		Ongoing
Intensive Crisis Stabilization Center		Ongoing
Co-occurring OMH and OPWDD		Ongoing
OBJECTIVE UPDATES		

Goal 2		
Title	Housing	
Update		
OBJECTIVES		
Additional Apartments for those with an Intellectual/Developmental Disability		Ongoing
Empire State Supportive Housing Initiative Planning		Ongoing
Expansion of Permanent Supported Housing		Ongoing
OBJECTIVE UPDATES		

Goal 3		
Title	Case Management/Care Coordination	
Update		
OBJECTIVES		
Expanding Care Mangement		Ongoing
Expand the System Of Care		Ongoing
Improve Emergency Room Coordination		Ongoing

Strengthen the Relationship with Law Enforcement and Judicial System	Ongoing
OBJECTIVE UPDATES	

Goal 4	
Title	Prevention
Update	
OBJECTIVES	
Intensive and Sustained Engagement	N/A
• Youth Development Survey	Ongoing
• Opioid Settlement Funds	Ongoing
System of Care	Ongoing
School Support	Ongoing
OBJECTIVE UPDATES	



2026 Update to 2024-2027 Goals and Objectives Clinton County Mental Health And Addiction Services

Richelle Gregory, Director of Community Services
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Goal 1

Goal 1, 2026 Status Update: Ongoing

Goal 1, 2026 Status Update Description: Over the past five years, Clinton County has experienced growing behavioral health needs across multiple populations. Mental health (MH) emergency room visits have increased, especially among youth, reflecting a national trend exacerbated by the COVID-19 pandemic. Adults continue to present high rates of mental health crises, often relying on emergency care due to gaps in outpatient and community-based services. Substance use disorder (SUD) remains a persistent concern, with overdose rates rising sharply between 2022 and 2023, fueled by the prevalence of fentanyl, xylazine, and polysubstance use. Individuals with developmental disabilities (I/DD), particularly those dually diagnosed with MH or SUD conditions, face systemic challenges accessing integrated, appropriate care. The data underscores the urgent need to expand crisis response, enhance preventative and community-based resources, and build cross-system coordination to support individuals with complex behavioral health needs.

In reviewing the emergency call volume for 911, the second half of 2024 marked an increase in 911 emergency calls related to mental health crises, suicidality, and domestic violence. In the first quarter of 2025 we have elevated emergency calls for mental health, overdoses, and suicidality—significantly higher than previous years. This follows the national trends that indicate a surge in ER visits for mental health, particularly during and after the COVID-19 pandemic. The Clinton County Community Health Assessment raises concerns about increasing mental health issues among youth, including depression and suicidal ideation. Mental health related ER visits in Clinton County are 113.7 per 10,000, compared to the NYS average of 108.9. Gaps in adult mental health services have been identified, including limited access to outpatient care and crisis prevention support. High ER visit rates highlight the need for improved community services and coordinated care models. In reviewing Alliance for Positive's Health's overdose data 2023 was the highest recent year for overdoses, 2024 shows a slight decline in overdoses but still higher than 2022. The most common substances are Heroin, Fentanyl, and analogs like Xylazine. There is rising polysubstance use trends involving methamphetamine and cocaine. Xylazine appears more frequently in 2024, and it poses reversal challenges due to lack of naloxone response.

Emergency room usage and mental health admissions do not appear to be experiencing a decrease in numbers. There may be a decrease in the second half of 2025 that will coincide with the opening of the Intensive Crisis Stabilization Center. The local 9.39 hospital UVHN-CVPH reports in 2024 there were 350 admissions to the adult mental health unit and to date in 2025, there are 123. There were 113 admissions to the child mental health unit in 2024, and to date in 2025 there have been 57 admissions. In 2024 there were a 1,914 crisis patient visits to the emergency room with 501 admitted to the Mental Health Unit and 1,332 were discharged.

Community-level concern that behavioral health needs are outpacing service capacity despite the implementation of 988 and additional community interventions. Youth mental health crisis is escalating, underscoring the need for early intervention and adults continue to use ER services at higher rates than state average due to gaps in community-based support. We need to continue to enhance Youth Mental Health Services and expand outpatient services and community engagement. However, these recommendations need to be balanced and monitored closely by a limited workforce that is struggling.

Goal 1 Objective 1, 2026 Status Update: Complete

Goal 1 Objective 1, 2026 Status Update Description: Crisis Intervention Team (CIT) programs are built around a structured crisis system map, which identifies key decision points where individuals with behavioral health conditions intersect with law enforcement, emergency response, courts, and the health care system. The core goals include:

- Diverting individuals from arrest and jail - Enhancing safety for officers and individuals in crisis
- Improving access to behavioral health services
- Reducing repeat contacts and emergency utilization

Clinton county completed CIT mapping in the Spring of 2023 and created a steering committee consisting of representatives from of a family member of a person with mental illness, NAMICV, all local law enforcement agencies, the suicide prevention coordinator, the local hospital, the department of social services, the mobile crisis team and the office of emergency services. Currently the Plattsburgh City Police Department is working on a draft of general orders to support and expand the Crisis Intervention Team.

Clinton County has established two positions (1.) a Community Services Coordinator (CSC) and (2.) a Court Navigator to support this ongoing initiative. These positions enhance the Law Enforcement response by supporting crisis evaluations, referrals, stabilization, court diversion and monitoring in the community. These positions also serve as liaisons between the

behavioral health community and the justice system, addressing critical service gaps and supporting individuals with Serious Mental Illness (SMI), especially those involved with the criminal justice system.

The Community Services Coordinator receives referrals from the Law Enforcement Mental Health Referral System (LEMHRS) when Law Enforcement encounters an individual having an emotional crisis. This allows for follow-up engagement for individuals in an attempt to outreach individuals with support services. The Community Services Coordinator also is the SPOA coordinator, the AOT Coordinator. In addition, this position assists with coordinating Mental Health First Aid for Law Enforcement. This intersection starts with the Law Enforcement Mental Health Referral System (LEMHRS). This program allows road patrol officers to submit a confidential, HIPAA compliant referral when they encounter an individual who may be struggling with mental illness and needs additional support. The role of the CSC is to receive the referral and provide outreach and engagement support; as well as brief crisis intervention and referral to existing or new services as appropriate. Additionally, the CSC provides support to family and/or other natural support with information on resources available in the community. Since the inception of the LEMHRS program in March 2022, the CSC has handled 675 referrals from five different law enforcement agencies, in 2024 there were 210 referrals and to date in 2025, there have been 83 referrals. CSC functions as the AOT County Coordinator, working closely with local treatment providers and leadership at UVHN-CVPH to identify and support the chronically ill individuals living in the community to access needed support and provide monitoring of the Assisted Outpatient Court orders. Currently there are five active AOT court orders that are being monitored. There are three active investigations into the appropriateness of new court orders.

The Court Navigator position was created as a response to Clinton County having a greater number of individuals with a SMI involved with the justice system. The number of adults arrested in Clinton County fluctuated over the years, with a peak in 2019 (1,100 arrests) and a notable decrease in 2023 (369 arrests). The percentage of those arrested who had an SMI ranged from 16% to 25%, with a high of 25% in 2022, indicating that 1 in 4 arrests involved an individual with a SMI during that year. This position was hired at the end of April and since that time has been able to establish various relationships with those involved in the criminal justice system processes to ensure collaboration and establish goals to bridge the gap of care with justice-involved individuals who are experiencing mental illness struggles. To date, the Court navigator has completed all trainings through the CUSU Academy, established a relationship with the Public Defender's Office, NAMI-CV, judges and crisis team, attended treatment courts, and received the first referral for our county.

By aligning the CSC and Court Navigator roles, Clinton County has created an infrastructure that strengthens real-time response to behavioral health crises at all levels, embeds behavioral health experience in law enforcement and court settings, fosters early intervention, reduces recidivism, and promotes recovery. Continued work and growth in the Court Navigator position will provide continuity of care across systems, improving individual outcomes and community safety. This work of integrated care demonstrates Clinton County's commitment to cross-system collaboration, trauma-informed justice, and public health-centered crisis response.

Goal 1 Objective 2, 2026 Status Update: Complete

Goal 1 Objective 2, 2026 Status Update Description: Community Connections for Franklin County (CCFC) started the program in October of 2024. Prior to and continuing after the start of the program, CCFC staff conducted outreach, and the staff attended the Children's SPOA to ensure providers were aware of the program and how to refer. Eleven families have been helped since October of 2024 with only 1 unsuccessful discharge. CCFC has had challenges with staffing and are currently recruiting for a Program Manager. NAMI-CV played a vital role in collaboratively identifying the needs of children and youth in Clinton County and securing the necessary funding to bring the Home and Community Based Intervention Model to Clinton County. Franklin County Community Connections has implemented staffing in Clinton County for the program and MAMI-CV remains a resource for the project.

Clinton County	Jan	Feb	March
Unique Individuals Served	2	2	1
Units of Service	5	10	7
Successful Discharges	0	0	0
Unsuccessful Discharges	1	0	0
Referrals	1	0	1

Goal 1 Objective 3, 2026 Status Update: Complete

Goal 1 Objective 3, 2026 Status Update Description: Those in crisis continue to be a concern and the need seems to be outpacing the ability to implement services in the community. Office of Emergency Services 911 calls saw a second half of the year increase in 2024 for mental health, suicidality and domestic violence. For 2025, January and February were higher than other years for mental health, overdose calls and suicidality. Behavioral Health Services North established a children's crisis residence in 2023. It appears that the youth are decreasing in age and increasing in length of stay. In 2024, there were 167 referrals, 81 admissions with an average age of 13.5 years and average length of stay of 8 days. In 2025 to date, there have been 79 referrals, 30 admissions with an average age of 12.8 years and an average length of stay of 13 days. An adult crisis residence opened in September of 2024 and, in that year, received 89 referrals, had 42 admissions with an average age of 34.7 and length of stay of 17 days. In 2025, to date there have been 83 referrals, 41 admissions with an average age of 35.9 years and an average length of stay of 12.9 days. The BHSN mobile crisis call volumes are decreasing with 4,815 daytime calls, 2,283 after hours calls, 342 mobile responses and 232 individuals referred to a higher level of care in 2024, compared to the current 2025 first quarter which shows 945 daytime calls, 729 after hour calls, 64 mobile responses and 46 individuals referred to a higher level of care. This may be attributed to the implementation of a local 988 system.

Goal 1 Objective 4, 2026 Status Update: Ongoing

Goal 1 Objective 4, 2026 Status Update Description: The renovation of the ICSC continues and should be concluded on 6/13/25 with some furniture will be delivered on 6/16. At this point, positions have been offered to 7 Peers, 7 nurses, 2 CASAC's and 1 LCSW. Currently, work is ongoing with technology and phone system and electronic records. The Town of Plattsburgh will do a walk through in June to secure the Certificate of Occupancy and then finalize work for the Operating Certificate after which, work will be active on insurance contracts. An Open House will be on Tuesday 7/29/25 and CVFC expects to deliver care shortly thereafter.

Goal 1 Objective 5, 2026 Status Update: Ongoing

Goal 1 Objective 5, 2026 Status Update Description: UVMHN-CVPH is consistently utilizing the Region Crisis Line for individuals with identified barriers on admission. Communication has improved between CCARC and Mountain Lakes Services. UVMHN-CVPH utilized the OPWDD Tele option for a recent case with mixed reviews. The Bureau of Technical Support was valuable in listening and providing insight and some guidance to work throughout a case. The Jervis Center team, per the treatment team, were not as helpful. A representative from UVMHN- CVPH has joined the Region 2 OPWDD Advisory Council and, until the departure of the Crisis Services for Individuals with Intellectual Disabilities Director we were working toward education options. UVMHN-CVPH has a staff person who is a crisis clinician in the emergency room but works a full-time job at CC ARC. This staff member will be working on some education for other clinicians and will be involved in Care plan development when individuals with IDD's present to the ED and inpatient Medical.

Mountain Lakes Services was awarded the Critical Time Intervention grant in 2024 to serve co-occurring youth in the emergency department. Mountain Lake Services is working with OMH to finalize the contract, as there have been some updates to the template. A work plan submitted to OMH and program guidance from OMH is in development. There is an identified director for the program and a project implementation team. CTI case management is pending the contract. Mountain Lake Services has identified a location for the respite residential setting and are at the very beginning stages of planning.

Goal 2

Goal 2, 2026 Status Update: Ongoing

Goal 2, 2026 Status Update Description: Clinton County is facing an urgent need for increased investments in supportive housing, mental health and addiction services, and coordinated responses to homelessness. Clinton County's housing crisis disproportionately affects several vulnerable groups. These populations often face compounded barriers to stable housing due to poverty, mental health issues, domestic violence, and systemic gaps in services. Individuals with serious mental illness (SMI), substance use disorders (SUD), and developmental disabilities (DD) face profound challenges in securing and maintaining stable housing in Clinton County. These populations often require specialized housing models that integrate supportive services, case management, and long-term affordability. Incorporating the latest data from the New York State Office of Temporary and Disability Assistance (OTDA), the Continuum of Care (CoC), CARES of NY and the Point-in-Time (PIT) count, we can see an increased need for housing these populations, beyond current efforts. According to the 2024 PIT count, Clinton County experienced a significant, 84% increase in sheltered homelessness compared to the previous year. Out of a total of 289 individuals, 9 were chronically homeless. There is reason to believe that the 289 number is lower than the actual homeless number in our community, given that the count is done in possibly the coldest winter month, where many have sought accommodation and are not easily counted. In this report, 45 of the 289 individuals were identified as living with serious mental illness, an increase of 55% from the previous year. Mental health-related evictions, crisis interventions, and frequent hospitalizations are common among unstably housed individuals. Housing needs include access to permanent supportive housing units with on-site mental health services, safe environments, and medication management support. There were 25 identified as having a substance use disorder, a 92% increase from the previous count. Recovery housing options are limited in the county, contributing to cycles of relapse, incarceration, and homelessness. Needs include sober living environments, peer recovery support, and transitional housing that bridges treatment and independence. Youth exiting foster care or juvenile justice systems are at high risk for homelessness and require transitional housing, education/employment support, and mentorship. In this PIT count, 31 were unaccompanied youth (up to age 25). Youth and adults with developmental disabilities often face severe barriers to housing due to accessibility limitations, insufficient income, and lack of service. Supportive housing options that integrate OPWDD services are scarce in Clinton County. There is a growing need for group homes, supervised apartments, and scattered-site housing models with built-in life skill supports. The recent increase in homelessness is linked to several systemic and situational issues:

- Expiration of ESG-CV (Emergency Solutions Grant – CARES Act) funding.
- A lack of affordable permanent supportive housing options.
- Persistent gaps in mental health and substance use services.
- Rise in mental health and substance use challenges
- Expiration of pandemic support programs
- End of eviction moratoriums

Integrated cross-system collaboration—between OMH, OASAS, OPWDD, DSS, and housing developers—are essential to meeting the housing needs of these vulnerable groups.

References:

1. New York State Office of Temporary and Disability Assistance (OTDA). 2024 BoS CoC Point-in-Time Summary Report. <https://otda.ny.gov/resources/continuum-of-care/documents/NYS-BoS-CoC-Point-in-Time-Summary-Report-2024.pdf>
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2. U.S. Department of Housing and Urban Development (HUD) Continuum of Care Reports. <https://www.hudexchange.info/programs/coc/>
3. CARES of NY, Inc. Clinton County HMIS Reports. <https://caresny.org/cchmis/reports/>
5. Empire Justice Center. Clinton County Homeless Services Plan. <https://empirejustice.org/>
7. Community Health Assessment – University of Vermont Health Network CVPH. <https://www.cvph.org>

Goal 2 Objective 1, 2026 Status Update: Ongoing

Goal 2 Objective 1, 2026 Status Update Description: At this point CCARC is in the preliminary design stage. There is a scheduled conceptual meeting with the Town of Plattsburgh to work out any variances etc. that may be needed as the location planned on Tom Miller Road next to ARC's Transportation building. Currently, there is no OPWDD study completed, as the project is in the preliminary stages. ARC is planning 20 apartments for I/DD population, 16.67% of the total apartments being developed in this project, (20 OPWDD apartments/120 total apartments). The reason 20 apartments were chosen is that CCARC cannot do more than 25% of the apartments for the population. If the study shows less, CCARC will adjust the HCR side accordingly. Our hope is to have CCARC apply in the next round and the HCR application would be completed by Housing Visions.

Goal 2 Objective 2, 2026 Status Update: Ongoing

Goal 2 Objective 2, 2026 Status Update Description: In 2021, BHSN was conditionally awarded 18 ESSHI beds to serve SMI and "frail elderly" within a 60-unit complex to be constructed by Housing Visions. In 2022, HV/BHSN requested and BHSN agreed to increase this project's size to 100-120 units to serve 30-40 ESSHI beds. BHSN confirmed with OMH that BHSN could increase ESSHI beds later in the development process and that 40 units were realistic. Since 2022, we have received the following data and encountered the following barriers/struggles that have stunted the development of this project:

- Site control concerns: HV has identified a potential site in the Town of Plattsburgh, but owner was unwilling to hold for lengthy periods of time without payment; HV couldn't pay without receiving approval; HV couldn't receive approvals due to:
- Municipality concerns - on-going septic allocation disputes between the City/Town of Plattsburgh made it challenging for HV to move forward
- Potential wetland areas
- Capital funding issues - due to capital funding constraints, HV does not believe they will be able to obtain funding for 100–120-unit complex and recommending reducing this to 80 units (similar to Northwoods)
- ESSHI award - To make ESSHI operational, capital funding had to be secured by Dec 2023. As HV was unable to do this for reasons listed above, BHSN ESSHI award expired in 2023. BHSN intends to apply and receive conditional ESSHI award in 2025 (see details below)

BHSN / HV are actively working on a REVISED NEW PROJECT FOR 80 UNITS:

- HV is very much interested in building 80 units of safe and affordable housing, which would include:
- 30% of ESSHI units (24 units) BHSN intends to apply in 2025 to serve 1-2 vulnerable homeless populations in our community. We are exploring serving the SUD population to offer a pathway Permanent Stable Housing (PSH) for individuals such as residents leaving BHSN Twin Oaks Community Residence or CVFC Recovery Campus who struggle to secure PSH in Clinton County.
- 70% of workforce housing (56 units)
- HV has identified a site that is believed to not be wetlands, within the Town of Plattsburgh, it is an ideal location, and they are working on site control
- HV is committed to working together with both Town/City of Plattsburgh to obtain septic allocation for the new project as much ground has been made since 2022.

Anticipated timeline for this REVISED housing project:

2025 - BHSN applies for ESSHI, HV gains site control and municipal approvals

2026 - HV applies for capital funding

2027 - HV obtains capital funding and breaks ground in late 2027 or early 2028

2028-2029 – construction begins

Goal 2 Objective 3, 2026 Status Update: Complete

Goal 2 Objective 3, 2026 Status Update Description: ETC Housing assumed responsibility for this grant from CCDSS in July 2024. Currently, the program utilizes 18 units and provides housing for 19 individuals. ETC has seen several successes with the program. Notably, they were able to house an individual who had been in temporary shelter for almost three years. This individual had challenges with document signing and had inconsistent engagement with CCDSS. Through the CoC PSH program, their full rent is covered, ensuring housing stability regardless of compliance issues. They have also developed a positive rapport with a case manager and are successfully collaborating with Adult Protective Services to facilitate bi-weekly visits and address their immediate needs. ETC is pleased to report that no one has exited the program back into homelessness during this grant cycle and ETC has successfully housed three additional individuals since taking over the grant.

ETC intends to apply for additional housing through ESSHI funding with Regan Development for a 70 unit work force housing project that includes 12 supportive housing units.

A key barrier we face is the scarcity of affordable housing options within city limits. Additionally, uncertainty at the federal level has presented challenges. While ETC received approval for the grant to continue starting in July 2025 with an

increased budget to add more units, ETC's reserve funding is limited. Timely signing and delivery no later than the end of August 2025 is crucial to ensure the program's sustainability without reimbursement.

Goal 3

Goal 3, 2026 Status Update: Ongoing

Goal 3, 2026 Status Update Description: Please see attached/uploaded white paper: CLMHD Reinvesting in Intensive Case Management for New York's Youth with Complex Needs.

Goal 3 Objective 1, 2026 Status Update: Ongoing

Goal 3 Objective 1, 2026 Status Update Description:

Community Connection reports:

- Not really receiving referrals for youth/adolescents in Clinton County.
- Only 2 youth right now enrolled in Health Home.
- Trends seen with youth/adolescences is managing behavior: unresolved trauma, attachments issues, that lead to school refusal, physical aggression, oppositional behaviors with parents.

Champlain Valley Family Center reports:

- Intentionally slow roll-out in 2024.
- Difficulty finding services related to autism.
- Lack of youth groups and support groups.
- Staffing turnover impacting consistency and relationships with family.

Behavioral Health Services North:

- Steady decrease in client census. Less than 70 clients enrolled, lowest since 2019.
- Staffing issues.
- Inability to connect youth with services due to waitlists.
- Difficult to coordinate with agencies to hold interdisciplinary team meetings, especially for High Fidelity Wraparound.

Goal 3 Objective 2, 2026 Status Update: Ongoing

Goal 3 Objective 2, 2026 Status Update Description: Clinton County's SOC (HEARTT) will partner with school districts to provide continued education and collaboration to understand the impact of Adverse Childhood Experiences (ACES) and to create environments that buffer trauma and support resiliency. The HEARTT initiative in Clinton County embodies a robust System of Care (SOC) framework that reflects national best practices and emerging research around trauma-informed prevention, cross-system collaboration, and community empowerment. The commitment to school district partnerships to address ACEs, positions HEARTT as both a responsive and preventive model of care.

1. Prevention as a Primary Focus

Addressing ACEs through school partnerships is not only a therapeutic intervention—it is a primary prevention strategy. Decades of research, including the landmark CDC-Kaiser ACE Study, link adverse experiences in childhood to long-term health risks such as substance use disorders, mental illness, chronic disease, and even early death. Early identification and supportive responses to trauma reduce the likelihood of later system involvement, including emergency services, child welfare, and juvenile justice. By creating protective environments within schools—such as those HEARTT supports through student-led programming, mental health education, and anti-bullying initiatives—the county can reduce the long-term public health burden and improve life outcomes for children and youth.

HEARTT exemplifies prevention work by collaborating with neighboring Franklin and Essex County's System of Care and hosted a Tri-County youth conference: Smart Choices. Bright Future. This event was youth led with surveying students about substance use, substance use exposure, risk factors, and topics students would be interested in learning about during an event. There were 216 surveys with student responses to SUD, and 204 surveys with student responses to topics they wanted to learn about. Two 2 leaders from each school that received Opioid Settlement Funds for prevention work were selected to help plan the event. Student leaders completed the following tasks: creating a name for the event, choosing the meal, choosing who to invite to table, deciding on a logo for the event, creating flyers, thank you notes, and invites for attendees, as well as helping determine what topics would be solidified in the agenda. The event targeted high risk youth under the age of 18. Referrals for youth came from schools, the Department of Social Services and care management. There were also 10 local tabling agencies that included: Clinton County Mental Health and Addictions, North Country Behavioral Medicine, NAMI-CV, Community Connections of Franklin County, St. Joseph's, OMH 988, OMH SOC, Public Health, Planned Parenthood and BHSN Children's Care Management.

2. Evidence-Based Alignment

Nationally recognized frameworks like SAMHSA's System of Care model and the National Child Traumatic Stress Network (NCTSN) underscore the value of trauma-informed practices in schools. These approaches have been proven to:

- Increase school engagement
- Reduce behavioral incidents and suspensions
- Improve emotional regulation and academic performance
- Build long-term resilience through consistent adult support and peer connection

HEARTT's initiatives in Clinton County reflect this evidence, with documented accomplishments during 2024–2025 that include:

- Creation of a comprehensive children and family's resource manual and community friendly website to provide local resources to families
- Over 550 surveys from youth and adults to identify barriers, risk factors, and educational needs
- Youth-led planning for a regional prevention conference addressing substance use, anti-racism, mental health, and relationship skills
- Strong collaboration with schools receiving opioid settlement funding, which further reinforces the commitment to youth wellness and education
- Focus groups and high-risk family meetings coordinated with C-SPOA and HBCI pathways, ensuring wraparound supports are in place for those already showing signs of risk

3. The Preventive Impact of School-Based Systems of Care

A trauma-informed SOC embedded in schools acts as a buffer against ACEs. These school-based support serve as a first line of defense—where children are seen daily, and trusted adults are trained to recognize early warning signs. When schools are equipped with the tools and community linkages to respond to trauma, they become a central hub for prevention, early intervention, and resiliency building.

References:

Substance Abuse and Mental Health Services Administration (SAMHSA). (2019). Systems of Care: A Snapshot for State and Local Collaborators. National Child Traumatic Stress Network (NCTSN). (2023). Creating Trauma-Informed Systems. CDC-Kaiser Permanente ACE Study. (1998). Adverse Childhood Experiences Study

Goal 3 Objective 3, 2026 Status Update: Ongoing

Goal 3 Objective 3, 2026 Status Update Description: CVPH has hired an Emergency Department Social Worker whose focus is on intervening individuals who are repeat visitors and try to engage them in services before discharge. The primary focus is on medical patients that may have cooccurring conditions. Any patient with primary Psych complaint works with crisis clinicians. In addition, the network hired a WRAP (Working to Reduce Admissions Program) LMSW with a focus on reducing ED utilization. There are no outcome metrics, yet. Regionally, DCSs held Mental Hygiene Forums with community and hospital partners to improve communication, provide education and problem solve barriers. Work continued with partnership from OMH, Hospital and Community Connections. The following next steps were outlined:

1. OMH and your DCSs will be reaching out over the next few months and scheduling smaller group meetings to take the solutions you identified and develop action plans for implementation.
2. We wanted to share a few new developments that impact on our work of improving our collaboration and coordination:
 - One barrier we heard across regions was a lack of shared understanding of consent rules. In February 2024 OMH released a Guidance regarding when PHI, including clinical information governed by NYS Mental Hygiene Law, can be shared with or without individual consent to support service coordination and communication between providers to improve patient outcomes.

- In addition to the OMH Guidance on Hospital Evaluation and Discharge Practices that went out in October 2023, a companion Draft Guidance for Community-Based Programs was released on March 4th for review and comment; feedback is currently being reviewed by leadership to inform the final version of this guidance.
- Opportunities for new OMH mental health supports and services are regularly being made available on OMH's procurement website: <https://omh.ny.gov/omhweb/rfp/>. For example, the RFP for Critical Time Transition Programs for Children, Youth and Families has been released, and applications are due 5/29/2024.

Goal 3 Objective 4, 2026 Status Update: Ongoing

Goal 3 Objective 4, 2026 Status Update Description: Crisis Intervention Team (CIT) programs are built around a structured crisis system map, which identifies key decision points where individuals with behavioral health conditions intersect with law enforcement, emergency response, courts, and the health care system. The core goals include:

- Diverting individuals from arrest and jail
- Enhancing safety for officers and individuals in crisis
- Improving access to behavioral health services
- Reducing repeat contacts and emergency utilization

Clinton County completed CIT mapping in the Spring of 2023 and created a steering committee consisting of representatives from of a family member of a person with mental illness, NAMI:CV, all local law enforcement agencies, the suicide prevention coordinator, the local hospital, the department of social services, the mobile crisis team and the office of emergency services. Currently the Plattsburgh City Police Department is working on a draft of general orders to support and expand the Crisis Intervention Team.

Clinton County has established two positions (1.) a Community Services Coordinator (CSC) and (2.) a Court Navigator to support this ongoing initiative. These positions enhance the Law Enforcement response by supporting crisis evaluations, referrals, stabilization, court diversion and monitoring in the community. These positions also serve as liaisons between the behavioral health community and the justice system, addressing critical service gaps and supporting individuals with Serious Mental Illness (SMI), especially those involved with the criminal justice system. The Community Services Coordinator receives referrals from the Law Enforcement Mental Health Referral System (LEMHRS) when Law Enforcement encounters an individual having an emotional crisis. This allows for follow-up engagement for individuals in an attempt to outreach to

individuals with support services. The Community Services Coordinator also is the SPOA coordinator, the AOT Coordinator. In addition, this position assists with coordinating Mental Health First Aid for Law Enforcement. This intersection starts with the Law Enforcement Mental Health Referral System (LEMHRS). This program allows road patrol officers to submit a confidential, HIPAA 15 Clinton County 2026 LSP compliant referral when they encounter an individual who may be struggling with mental illness and needs additional support. The role of the CSC is to receive the referral and provide outreach and engagement support; as well as brief crisis intervention and referral to existing or new services as appropriate. Additionally, the CSC provides support to family and/or other natural support with information on resources available in the community. Since the inception of the LEMHRS program in March 2022, the CSC has handled 675 referrals from five different law enforcement agencies, in 2024 there were 210 referrals and to date in 2025, there have been 83 referrals. CSC functions as the AOT County Coordinator, working closely with local treatment providers and leadership at UVHN-CVPH to identify and support the chronically ill individuals living in the community to access needed support and provide monitoring of the Assisted Outpatient Court orders. Currently there are five active AOT court orders that are being monitored. There are three active investigations into the appropriateness of new court orders. The Court Navigator position was created as a response to Clinton County having a greater number of individuals with a SMI involved with the justice system. The number of adults arrested in Clinton County fluctuated over the years, with a peak in 2019 (1,100 arrests) and a notable decrease in 2023 (369 arrests). The percentage of those arrested who had an SMI ranged from 16% to 25%, with a high of 25% in 2022, indicating that 1 in 4 arrests involved an individual with a SMI during that year. This position was hired at the end of April and since that time has been able to establish various relationships with those involved in the criminal justice system processes to ensure collaboration and establish goals to bridge the gap of care with justice-involved individuals who are experiencing mental illness struggles. To date, the Court navigator has completed all trainings through the CUSU Academy, established a relationship with the Public Defender's Office, NAMI:CV, judges and crisis team, attended treatment courts, and received the first referral for our county. By aligning the CSC and Court Navigator roles, Clinton County has created an infrastructure that strengthens real-time response to behavioral health crises at all levels, embeds behavioral health experience in law enforcement and court settings, fosters early intervention, reduces recidivism, and promotes recovery. Continued work and growth in the Court Navigator position will provide continuity of care across systems, improving individual outcomes and community safety. This work of integrated care demonstrates Clinton County's commitment to cross-system collaboration, trauma-informed justice, and public health-centered crisis response.

Goal 4

Goal 4, 2026 Status Update: Ongoing

Goal 4, 2026 Status Update Description:

Goal 4 Objective 1, 2026 Status Update: N/A

Goal 4 Objective 1, 2026 Status Update Description: Application was submitted and RFP was not accepted.

Goal 4 Objective 2, 2026 Status Update: Complete

Goal 4 Objective 2, 2026 Status Update Description: Champlain Valley Family Center will conduct the Youth Development Survey in at least 5 Clinton County School Districts during the 2023-2024 school year calendar.

Goal 4 Objective 3, 2026 Status Update: Ongoing

Goal 4 Objective 3, 2026 Status Update Description: The Community Services Board utilized Opioid Settlement Funds to support a variety of initiatives for Champlain Valley Family Services Prevention Surveys and Summer Prevention Program (see uploaded/attached), Ready4Real, Suicide Coalition for a Community "You Matter" Mural, Opioid Coalition supports for a sober community event "Live Well. Be Well"., Club 12 Male Recovery Residence and Youth Club House (see attached/uploaded) and five school districts for prevention efforts.

The school districts have focused their efforts on implementation or enhancement of trauma-informed initiatives and social-emotional learning practices. Many chose a youth empowerment program through Sweethearts and Heroes with leadership development. Through this program staff and students engaged in leadership summit, school-based presentations and other social emotional learning strategies.

Goal 4 Objective 4, 2026 Status Update: Ongoing

Goal 4 Objective 4, 2026 Status Update Description: Clinton County's SOC (HEARTT) will partner with school districts to provide continued education and collaboration to understand the impact of Adverse Childhood Experiences (ACES) and to create environments that buffer trauma and support resiliency. The HEARTT initiative in Clinton County embodies a robust System of Care (SOC) framework that reflects national best practices and emerging research around trauma-informed prevention, cross-system collaboration, and community empowerment. The commitment to school district partnerships to address ACEs, positions HEARTT as both a responsive and preventive model of care.

1. Prevention as a Primary Focus Addressing ACEs through school partnerships is not only a therapeutic intervention—it is a primary prevention strategy. Decades of research, including the landmark CDC-Kaiser ACE Study, link adverse experiences in childhood to long-term health risks such as substance use disorders, mental illness, chronic disease, and even early death. Early identification and supportive responses to trauma reduce the likelihood of later system involvement, including emergency services, child welfare, and juvenile justice. By creating protective environments within schools—such as those HEARTT supports through student-led programming, mental health education, and anti-bullying initiatives—the county can reduce the long-term public health burden and improve life outcomes for children and youth.

2. Evidence-Based Alignment Nationally recognized frameworks like SAMHSA's System of Care model and the National Child Traumatic Stress Network (NCTSN) underscore the value of trauma-informed practices in schools. These approaches have been proven to:

- Increase school engagement
- Reduce behavioral incidents and suspensions
- Improve emotional regulation and academic performance
- Build long-term resilience through consistent adult support and peer connection HEARTT's initiatives in Clinton County reflect this evidence, with documented accomplishments during 2024–2025 that include:
 - Over 550 surveys from youth and adults to identify barriers, risk factors, and educational needs 18 Clinton County 2026 LSP
 - Youth-led planning for a regional prevention conference addressing substance use, anti-racism, mental health, and relationship skills
 - Strong collaboration with schools receiving opioid settlement funding, which further reinforces the commitment to youth wellness and education
 - Focus groups and high-risk family meetings coordinated with C-SPOA and HBCI pathways, ensuring wraparound supports are in place for those already showing signs of risk

3. The Preventive Impact of School-Based Systems of Care A trauma-informed SOC embedded in schools acts as a buffer against ACEs. These school-based support serve as a first line of defense—where children are seen daily, and trusted adults are trained to recognize early warning signs. When schools are equipped with the tools and community linkages to respond to trauma, they become a central hub for prevention, early intervention, and resiliency building.

References:

Substance Abuse and Mental Health Services Administration (SAMHSA). (2019). Systems of Care: A Snapshot for State and Local Collaborators.

National Child Traumatic Stress Network (NCTSN). (2023). Creating Trauma-Informed Systems.

CDC-Kaiser Permanente ACE Study. (1998). Adverse Childhood Experiences Study.

Goal 4 Objective 5, 2026 Status Update: Ongoing

Goal 4 Objective 5, 2026 Status Update Description: BHSN has significantly increased both the number and effectiveness of its school-based interventions during the 2024–2025 school year.

Key Outcomes:

- BHSN provided 3,188 interventions during the 2024–2025 school year—a 33% increase from 2,399 interventions the previous year.
- Of those, 3,031 students (95%) were successfully returned to class following intervention, a notable improvement from 77% (1,844 students) returned in the 2023–2024 school year.
- Only 20 cases (0.63%) required a higher level of care, such as an emergency department visit, demonstrating that many student needs were effectively managed within the school setting.

These results highlight the impact of BHSN's early identification and immediate in-school support in reducing disruption to student learning. By returning a greater percentage of students to class promptly and minimizing emergency escalations, BHSN is directly contributing to improved student stability and classroom continuity. The workforce is a continued barrier to services.

Goal 1: Crisis Services- January 2025**Strengthening Crisis System by providing increased access and appropriate community support to adults and youth experiencing mental health or co-occurring crisis.**

Over the past five years, Clinton County has experienced growing behavioral health needs across multiple populations. Mental health (MH) emergency room visits have increased, especially among youth, reflecting a national trend exacerbated by the COVID-19 pandemic. Adults continue to present high rates of mental health crises, often relying on emergency care due to gaps in outpatient and community-based services. Substance use disorder (SUD) remains a persistent concern, with overdose rates rising sharply between 2022 and 2023, fueled by the prevalence of fentanyl, xylazine, and polysubstance use. Individuals with developmental disabilities (I/DD), particularly those dually diagnosed with MH or SUD conditions, face systemic challenges accessing integrated, appropriate care. The data underscores the urgent need to expand crisis response, enhance preventative and community-based resources, and build cross-system coordination to support individuals with complex behavioral health needs.

In reviewing the emergency call volume for 911, the second half of 2024 marked an increase in 911 emergency calls related to mental health crises, suicidality, and domestic violence. In the first quarter of 2025 we have elevated emergency calls for mental health, overdoses, and suicidality—significantly higher than previous years. This follows the national trends that indicate a surge in ER visits for mental health, particularly during and after the COVID-19 pandemic. The Clinton County Community Health Assessment raises concerns about increasing mental health issues among youth, including depression and suicidal ideation. Mental health-related ER visits in Clinton County are 113.7 per 10,000, compared to the NYS average of 108.9. Gaps in adult mental health services have been identified, including limited access to outpatient care and crisis prevention support. High ER visit rates highlight the need for improved community services and coordinated care models.

In reviewing Alliance for Positive's Health's overdose data 2023 was the highest recent year for overdoses, 2024 shows a slight decline in overdoses but still higher than 2022. The most common substances are Heroin, Fentanyl, and analogs like Xylazine.

There is rising polysubstance use trends involving methamphetamine and cocaine.

Xylazine appears more frequently in 2024, and it poses reversal challenges due to lack of naloxone response.

Emergency room usage and mental health admissions do not appear to be experiencing a decrease in numbers. There may be a decrease in the second half of 2025 that will coincide with the opening of the Intensive Crisis Stabilization Center. The local 9.39 hospital UVHN-CVPH reports in 2024 there were 350 admissions to the adult mental health unit and to date in 2025, there are 123. There were 113 admissions to the child mental health unit in 2024, and to date in

2025 there have been 57 admissions. In 2024 there were a 1,914 crisis patient visits to the emergency room with 501 admitted to the Mental Health Unit and 1,332 were discharged.

Community-level concern that behavioral health needs are outpacing service capacity despite the implementation of 988 and additional community interventions. Youth mental health crisis is escalating, underscoring the need for early intervention and adults continue to use ER services at higher rates than state average due to gaps in community-based support. We need to continue to enhance Youth Mental Health Services and expand outpatient services and community engagement. However, these recommendations need to be balanced and monitored closely by a limited workforce that is struggling.

Goal 1, Objective 1: Crisis Intervention Team

The CIT Steering Committee will continue to train law enforcement and develop protocols and guidelines for those with a behavioral health crisis that includes police intervention and/or creating a dual response with Behavioral Health Agencies. Memorandums of Understanding will be established and implemented.

Crisis Intervention Team (CIT) programs are built around a structured crisis system map, which identifies key decision points where individuals with behavioral health conditions intersect with law enforcement, emergency response, courts, and the health care system. The core goals include:

- Diverting individuals from arrest and jail
- Enhancing safety for officers and individuals in crisis
- Improving access to behavioral health services
- Reducing repeat contacts and emergency utilization

Clinton county completed CIT mapping in the Spring of 2023 and created a steering committee consisting of representatives from of a family member of a person with mental illness, NAMI-CV, all local law enforcement agencies, the suicide prevention coordinator, the local hospital, the department of social services, the mobile crisis team and the office of emergency services. Currently the Plattsburgh City Police Department is working on a draft of general orders to support and expand the Crisis Intervention Team.

Clinton County has established two positions (1.) a Community Services Coordinator (CSC) and (2.) a Court Navigator to support this ongoing initiative. These positions enhance the Law Enforcement response by supporting crisis evaluations, referrals, stabilization, court diversion and monitoring in the community. These positions also serve as liaisons between the behavioral health community and the justice system, addressing critical service gaps and supporting individuals with Serious Mental Illness (SMI), especially those involved with the criminal justice system.

The Community Services Coordinator receives referrals from the Law Enforcement Mental Health Referral System (LEMHRS) when Law Enforcement encounters an individual having an emotional crisis. This allows for follow-up engagement for individuals in an attempt to outreach

individuals with support services. The Community Services Coordinator also is the SPOA coordinator, the AOT Coordinator. In addition, this position assists with coordinating Mental Health First Aid for Law Enforcement.

This intersection starts with the Law Enforcement Mental Health Referral System (LEMHRS). This program allows road patrol officers to submit a confidential, HIPAA compliant referral when they encounter an individual who may be struggling with mental illness and needs additional support. The role of the CSC is to receive the referral and provide outreach and engagement support; as well as brief crisis intervention and referral to existing or new services as appropriate. Additionally, the CSC provides support to family and/or other natural support with information on resources available in the community. Since the inception of the LEMHRS program in March 2022, the CSC has handled 675 referrals from five different law enforcement agencies, in 2024 there were 210 referrals and to date in 2025, there have been 83 referrals.

CSC functions as the AOT County Coordinator, working closely with local treatment providers and leadership at UVHN-CVPH to identify and support the chronically ill individuals living in the community to access needed support and provide monitoring of the Assisted Outpatient Court orders. Currently there are five active AOT court orders that are being monitored. There are three active investigations into the appropriateness of new court orders.

The Court Navigator position was created as a response to Clinton County having a greater number of individuals with a SMI involved with the justice system. The number of adults arrested in Clinton County fluctuated over the years, with a peak in 2019 (1,100 arrests) and a notable decrease in 2023 (369 arrests). The percentage of those arrested who had an SMI ranged from 16% to 25%, with a high of 25% in 2022, indicating that 1 in 4 arrests involved an individual with a SMI during that year.

This position was hired at the end of April and since that time has been able to establish various relationships with those involved in the criminal justice system processes to ensure collaboration and establish goals to bridge the gap of care with justice-involved individuals who are experiencing mental illness struggles. To date, the Court navigator has completed all trainings through the CUSU Academy, established a relationship with the Public Defender's Office, NAMI-CV, judges and crisis team, attended treatment courts, and received the first referral for our county.

By aligning the CSC and Court Navigator roles, Clinton County has created an infrastructure that strengthens real-time response to behavioral health crises at all levels, embeds behavioral health experience in law enforcement and court settings, fosters early intervention, reduces recidivism, and promotes recovery. Continued work and growth in the Court Navigator position will provide continuity of care across systems, improving individual outcomes and community safety. This work of integrated care demonstrates Clinton County's

commitment to cross-system collaboration, trauma-informed justice, and public health-centered crisis response.

Goal 1, Objective 2: Home and Community Based Crisis Intervention-May 2024

NAMI-Champlain Valley in collaboration with Franklin County Community Connections and Families First will serve children and youth in crisis through a Home and Community Based Crisis Intervention Model, a short-term, peer run, intensive service to avert hospitalization and out of home placements.

Community Connections for Franklin County (CCFC) started the program in October of 2024. Prior to and continuing after the start of the program, CCFC staff conducted outreach, and the staff attended the Children's SPOA to ensure providers were aware of the program and how to refer. Eleven families have been helped since October of 2024 with only 1 unsuccessful discharge.

CCFC has had challenges with staffing and are currently recruiting for a Program Manager.

NAMI-CV played a vital role in collaboratively identifying the needs of children and youth in Clinton County and securing the necessary funding to bring the Home and Community Based Intervention Model to Clinton County. Franklin County Community Connections has implemented staffing in Clinton County for the program and NAMI-CV remains a resource for the project.

Clinton County	Jan	Feb	March
Unique Individuals Served	2	2	1
Units of Service	5	10	7
Successful Discharges	0	0	0
Unsuccessful Discharges	1	0	0
Referrals	1	0	1

Goal 1, Objective 3: Crisis Residential -January 2024

BHSN will implement Crisis Residential programming to increase therapeutic crisis intervention and decrease preventable hospitalization for youth and adults.

Those in crisis continue to be a concern and the need seems to be outpacing the ability to implement services in the community. Office of Emergency Services 911 calls saw a second half of the year increase in 2024 for mental health, suicidality and domestic violence. For 2025, January and February were higher than other years for mental health, overdose calls and suicidality.

Behavioral Health Services North established a children's crisis residence in 2023. It appears that the youth are decreasing in age and increasing in length of stay. In 2024, there were 167 referrals, 81 admissions with an average age of 13.5 years and average length of stay of 8 days. In 2025 to date, there have been 79 referrals, 30 admissions with an average age of 12.8 years and an average length of stay of 13 days.

An adult crisis residence opened in September of 2024 and, in that year, received 89 referrals, had 42 admissions with an average age of 34.7 and length of stay of 17 days. In 2025, to date there have been 83 referrals, 41 admissions with an average age of 35.9 years and an average length of stay of 12.9 days.

The BHSN mobile crisis call volumes are decreasing with 4,815 daytime calls, 2,283 after hours calls, 342 mobile responses and 232 individuals referred to a higher level of care in 2024, compared to the current 2025 first quarter which shows 945 daytime calls, 729 after hour calls, 64 mobile responses and 46 individuals referred to a higher level of care. This may be attributed to the implementation of a local 988 system.

Goal 1, Objective 4: Intensive Crisis Stabilization Center – June 2024

Champlain Valley Family Center has been approved and will open an Intensive Crisis Stabilization Center (ICSC).

The renovation of the ICSC continues and should be concluded on 6/13/25 with some furniture will be delivered on 6/16. At this point, positions have been offered to 7 Peers, 7 nurses, 2 CASAC's and 1 LCSW. Currently, work is ongoing with technology and phone system and electronic records. The Town of Plattsburgh will do a walk through in June to secure the Certificate of Occupancy and then finalize work for the Operating Certificate after which, work will be active on insurance contracts. An Open House will be on Tuesday 7/29/25 and CVFC expects to deliver care shortly thereafter.

Goal 1, Objective 5: Co-occurring OMH and OPWDD

Champlain Valley Physician's Hospital and the Advocacy and Resource Center are meeting to identify barriers to providing services with co-occurring individuals and investigate options such as tele-medicine to provide appropriate and timely treatment.

UVMHN-CVPH is consistently utilizing the Region Crisis Line for individuals with identified barriers on admission. Communication has improved between CCARC and Mountain Lakes Services.

UVMHN-CVPH utilized the OPWDD Tele option for a recent case with mixed reviews. The Bureau of Technical Support was valuable in listening and providing insight and some guidance to work throughout a case. The Jervis Center team, per the treatment team, were not as helpful. A representative from UVMHN- CVPH has joined the Region 2 OPWDD Advisory Council and, until the departure of the Crisis Services for Individuals with Intellectual Disabilities Director we were working toward education options.

UVMHN-CVPH has a staff person who is a crisis clinician in the emergency room but works a full-time job at CC ARC. This staff member will be working on some education for other clinicians and will be involved in Care plan development when individuals with IDD's present to the ED and inpatient Medical.

Mountain Lakes Services was awarded the Critical Time Intervention grant in 2024 to serve co-occurring youth in the emergency department. Mountain Lake Services is working with OMH to finalize the contract, as there have been some updates to the template. A work plan submitted to OMH and program guidance from OMH is in development. There is an identified director for the program and a project implementation team. CTI case management is pending the contract. Mountain Lake Services has identified a location for the respite residential setting and are at the very beginning stages of planning.

Please see uploaded/attached CTPP for Children Update.

Goal 2: Housing

Develop more housing opportunities to support those with a mental health diagnosis, a substance use disorder and/or intellectual/developmental disability.

Clinton County is facing an urgent need for increased investments in supportive housing, mental health and addiction services, and coordinated responses to homelessness. Clinton County's housing crisis disproportionately affects several vulnerable groups. These populations often face compounded barriers to stable housing due to poverty, mental health issues, domestic violence, and systemic gaps in services. Individuals with serious mental illness (SMI), substance use disorders (SUD), and developmental disabilities (DD) face profound challenges in securing and maintaining stable housing in Clinton County. These populations often require specialized housing models that integrate supportive services, case management, and long-term affordability.

Incorporating the latest data from the New York State Office of Temporary and Disability Assistance (OTDA), the Continuum of Care (CoC), CARES of NY and the Point-in-Time (PIT) count, we can see an increased need for housing these populations, beyond current efforts.

According to the 2024 PIT count, Clinton County experienced a significant, 84% increase in sheltered homelessness compared to the previous year. Out of a total of 289 individuals, 9 were chronically homeless. There is reason to believe that the 289 number is lower than the actual homeless number in our community, given that the count is done in possibly the coldest winter month, where many have sought accommodation and are not easily counted.

In this report, 45 of the 289 individuals were identified as living with serious mental illness, an increase of 55% from the previous year. Mental health-related evictions, crisis interventions, and frequent hospitalizations are common among unstably housed individuals. Housing needs include access to permanent supportive housing units with on-site mental health services, safe environments, and medication management support.

There were 25 identified as having a substance use disorder, a 92% increase from the previous count. Recovery housing options are limited in the county, contributing to cycles of relapse, incarceration, and homelessness. Needs include sober living environments, peer recovery support, and transitional housing that bridges treatment and independence.

Youth exiting foster care or juvenile justice systems are at high risk for homelessness and require transitional housing, education/employment support, and mentorship. In this PIT count, 31 were unaccompanied youth (up to age 25).

Youth and adults with developmental disabilities often face severe barriers to housing due to accessibility limitations, insufficient income, and lack of service. Supportive housing options that integrate OPWDD services are scarce in Clinton County. There is a growing need for group homes, supervised apartments, and scattered-site housing models with built-in life skill supports.

The recent increase in homelessness is linked to several systemic and situational issues:

- Expiration of ESG-CV (Emergency Solutions Grant – CARES Act) funding.
- A lack of affordable permanent supportive housing options.
- Persistent gaps in mental health and substance use services.
- Rise in mental health and substance use challenges
- Expiration of pandemic support programs
- End of eviction moratoriums

Integrated cross-system collaboration—between OMH, OASAS, OPWDD, DSS, and housing developers—are essential to meeting the housing needs of these vulnerable groups.

References:

1. New York State Office of Temporary and Disability Assistance (OTDA). 2024 BoS CoC Point-in-Time Summary Report. <https://otda.ny.gov/resources/continuum-of-care/documents/NYS-BoS-CoC-Point-in-Time-Summary-Report-2024.pdf>

2. U.S. Department of Housing and Urban Development (HUD) Continuum of Care Reports. <https://www.hudexchange.info/programs/coc/>
3. CARES of NY, Inc. Clinton County HMIS Reports. <https://caresny.org/echmis/reports/>
5. Empire Justice Center. Clinton County Homeless Services Plan. <https://empirejustice.org/>
7. Community Health Assessment – University of Vermont Health Network CVPH. <https://www.cvph.org/>

Goal 2, Objective 1: Additional Apartments for those with Intellectual/Developmental Disability.

OPWDD and CCARC through Homes and Community Renewal (HCR), will review the opportunity to establish another apartment complex that houses those with Developmental Disabilities.

At this point CCARC is in the preliminary design stage. There is a scheduled conceptual meeting with the Town of Plattsburgh to work out any variances etc. that may be needed as the location planned on Tom Miller Road next to ARC's Transportation building. Currently, there is no OPWDD study completed, as the project is in the preliminary stages. ARC is planning 20 apartments for I/DD population, 16.67% of the total apartments being developed in this project, (20 OPWDD apartments/120 total apartments). The reason 20 apartments were chosen is that CCARC cannot do more than 25% of the apartments for the population. If the study shows less, CCARC will adjust the HCR side accordingly. Our hope is to have CCARC apply in the next round and the HCR application would be completed by Housing Visions.

Goal 2, Objective 2: Empire State Supportive Housing Initiative Planning

Behavioral Health Services North is conducting planning to support the future development of a 100–120-unit complex with Housing Visions for approximately 40 additional ESSHI beds.

In 2021, BHSN was conditionally awarded 18 ESSHI beds to serve SMI and "frail elderly" within a 60-unit complex to be constructed by Housing Visions. In 2022, HV/BHSN requested and BHSN agreed to increase this project's size to 100-120 units to serve 30-40 ESSHI beds. BHSN confirmed with OMH that BHSN could increase ESSHI beds later in the development process and that 40 units were realistic.

Since 2022, we have received the following data and encountered the following barriers/struggles that have stunted the development of this project:

- Site control concerns: HV has identified a potential site in the Town of Plattsburgh, but owner was unwilling to hold for lengthy periods of time without payment; HV couldn't pay without receiving approval; HV couldn't receive approvals due to:
 - Municipality concerns - on-going septic allocation disputes between the City/Town of Plattsburgh made it challenging for HV to move forward

- Potential wetland areas
- Capital funding issues - due to capital funding constraints, HV does not believe they will be able to obtain funding for 100–120-unit complex and recommending reducing this to 80 units (similar to Northwoods)
- ESSHI award - To make ESSHI operational, capital funding had to be secured by Dec 2023. As HV was unable to do this for reasons listed above, BHSN ESSHI award expired in 2023. BHSN intends to apply and receive conditional ESSHI award in 2025 (see details below)

BHSN / HV are actively working on a REVISED NEW PROJECT FOR 80 UNITS:

- HV is very much interested in building 80 units of safe and affordable housing, which would include:
 - 30% of ESSHI units (24 units) BHSN intends to apply in 2025 to serve 1-2 vulnerable homeless populations in our community. We are exploring serving the SUD population to offer a pathway Permanent Stable Housing (PSH) for individuals such as residents leaving BHSN Twin Oaks Community Residence or CVFC Recovery Campus who struggle to secure PSH in Clinton County.
 - 70% of workforce housing (56 units)
- HV has identified a site that is believed to not be wetlands, within the Town of Plattsburgh, it is an ideal location, and they are working on site control
- HV is committed to working together with both Town/City of Plattsburgh to obtain septic allocation for the new project as much ground has been made since 2022.

Anticipated timeline for this REVISED housing project:

2025 - BHSN applies for ESSHI, HV gains site control and municipal approvals

2026 - HV applies for capital funding

2027 - HV obtains capital funding and breaks ground in late 2027 or early 2028

2028-2029 – construction begins

Goal 2, Objective 3: Expansion of Permanent Supported Housing

The Local Department of Social Services and Evergreen Town House Community have applied for an expansion grant to add 3 additional units to the CoC Permanent Supportive Housing Program. This program currently has 15 units and houses 16 individuals.

ETC Housing assumed responsibility for this grant from CCDSS in July 2024. Currently, the program utilizes 18 units and provides housing for 19 individuals.

ETC has seen several successes with the program. Notably, they were able to house an individual who had been in temporary shelter for almost three years. This individual had challenges with document signing and had inconsistent engagement with CCDSS. Through the CoC PSH program, their full rent is covered, ensuring housing stability regardless of compliance issues.

They have also developed a positive rapport with a case manager and are successfully collaborating with Adult Protective Services to facilitate bi-weekly visits and address their immediate needs. ETC is pleased to report that no one has exited the program back into homelessness during this grant cycle and ETC has successfully housed three additional individuals since taking over the grant. ETC intends to apply for additional housing through ESSHI funding with Regan Development for a 70 unit work force housing project that includes 12 supportive housing units.

A key barrier we face is the scarcity of affordable housing options within city limits. Additionally, uncertainty at the federal level has presented challenges. While ETC received approval for the grant to continue starting in July 2025 with an increased budget to add more units, ETC's reserve funding is limited. Timely signing and delivery no later than the end of August 2025 is crucial to ensure the program's sustainability without reimbursement.

Goal 3: Case Management/Care Coordination

Expand collaboration and coordination across all service systems to strengthen support and to individuals in need while identifying barriers, reducing duplicative efforts, developing a comprehensive plan and employing creative solutions.

Please see attached/uploaded white paper: CLMHD Reinvesting in Intensive Case Management for New York's Youth with Complex Needs

Goal 3, Objective 1: Expanding Care Management

Community Connections will be offering Children's Health Home Care Management; Behavioral Health Services North will increase the number of Care Managers and Champlain Valley Family Center will provide Care Management for Children and Adolescents.

Community Connection reports:

- Not really receiving referrals for youth/adolescents in Clinton County.
- Only 2 youth right now enrolled in Health Home.
- Trends seen with youth/adolescences is managing behavior: unresolved trauma, attachments issues, that lead to school refusal, physical aggression, oppositional behaviors with parents.

Champlain Valley Family Center reports:

- Intentionally slow roll-out in 2024.
- Difficulty finding services related to autism.
- Lack of youth groups and support groups.
- Staffing turnover impacting consistency and relationships with family.

Behavioral Health Services North:

- Steady decrease in client census. Less than 70 clients enrolled, lowest since 2019.
- Staffing issues.

- Inability to connect youth with services due to waitlists.
- Difficult to coordinate with agencies to hold interdisciplinary team meetings, especially for High Fidelity Wraparound.

Goal 3, Objective 2: Expand the System of Care

System of Care (HEARTT) will continue to work with children that have multi-system involvement to coordinate care, identify barriers in the services system and provide support to the family through multisystem collaborative efforts decreasing emergency room visits and out of county placements.

Clinton County's SOC (HEARTT) will partner with school districts to provide continued education and collaboration to understand the impact of Adverse Childhood Experiences (ACES) and to create environments that buffer trauma and support resiliency.

The HEARTT initiative in Clinton County embodies a robust System of Care (SOC) framework that reflects national best practices and emerging research around trauma-informed prevention, cross-system collaboration, and community empowerment. The commitment to school district partnerships to address ACEs, positions HEARTT as both a responsive and preventive model of care.

1. Prevention as a Primary Focus

Addressing ACEs through school partnerships is not only a therapeutic intervention—it is a primary prevention strategy. Decades of research, including the landmark CDC-Kaiser ACE Study, link adverse experiences in childhood to long-term health risks such as substance use disorders, mental illness, chronic disease, and even early death. Early identification and supportive responses to trauma reduce the likelihood of later system involvement, including emergency services, child welfare, and juvenile justice.

By creating protective environments within schools—such as those HEARTT supports through student-led programming, mental health education, and anti-bullying initiatives—the county can reduce the long-term public health burden and improve life outcomes for children and youth.

HEARTT exemplifies prevention work by collaborating with neighboring Franklin and Essex County's System of Care and hosted a Tri-County youth conference: Smart Choices. Bright Future. This event was youth led with surveying students about substance use, substance use exposure, risk factors, and topics students would be interested in learning about during an event. There were 216 surveys with student responses to SUD, and 204 surveys with student responses to topics they wanted to learn about. Two 2 leaders from each school that received Opioid Settlement Funds for prevention work were selected to help plan the event. Student leaders completed the following tasks: creating a name for the event, choosing the meal, choosing who to invite to table, deciding on a logo for the event, creating flyers, thank you notes, and invites for attendees, as well as helping determine what topics would be solidified in the agenda. The event targeted high risk youth under the age of 18. Referrals for youth came from schools, the Department of Social Services and care management. There were also 10 local tabling agencies

that included: Clinton County Mental Health and Addictions, North Country Behavioral Medicine, NAMI-CV, Community Connections of Franklin County, St. Joseph's, OMH 988, OMH SOC, Public Health, Planned Parenthood and BHSN Children's Care Management.

2. Evidence-Based Alignment

Nationally recognized frameworks like SAMHSA's System of Care model and the National Child Traumatic Stress Network (NCTSN) underscore the value of trauma-informed practices in schools. These approaches have been proven to:

- Increase school engagement
- Reduce behavioral incidents and suspensions
- Improve emotional regulation and academic performance
- Build long-term resilience through consistent adult support and peer connection

HEARTT's initiatives in Clinton County reflect this evidence, with documented accomplishments during 2024–2025 that include:

- Creation of a comprehensive children and family's resource manual and community friendly website to provide local resources to families
- Over 550 surveys from youth and adults to identify barriers, risk factors, and educational needs
- Youth-led planning for a regional prevention conference addressing substance use, anti-racism, mental health, and relationship skills
- Strong collaboration with schools receiving opioid settlement funding, which further reinforces the commitment to youth wellness and education
- Focus groups and high-risk family meetings coordinated with C-SPOA and HBCI pathways, ensuring wraparound supports are in place for those already showing signs of risk

3. The Preventive Impact of School-Based Systems of Care

A trauma-informed SOC embedded in schools acts as a buffer against ACEs. These school-based support serve as a first line of defense—where children are seen daily, and trusted adults are trained to recognize early warning signs. When schools are equipped with the tools and community linkages to respond to trauma, they become a central hub for prevention, early intervention, and resiliency building.

References:

- Substance Abuse and Mental Health Services Administration (SAMHSA). (2019). Systems of Care: A Snapshot for State and Local Collaborators.
- National Child Traumatic Stress Network (NCTSN). (2023). Creating Trauma-Informed Systems.
- CDC-Kaiser Permanente ACE Study. (1998). Adverse Childhood Experiences Study.

Goal 3, Objective 3: Emergency Room Coordination

Champlain Valley Physician's Hospital (CVPH) has created an Emergency Department Social Worker position to work with the Multi Visit Patient Population list (MVP). The plan is to reengage the multi-agency care coordination team to collaboratively plan for the individual to improve community support and decrease utilization of the emergency department.

CVPH has hired an Emergency Department Social Worker whose focus is on intervening individuals who are repeat visitors and try to engage them in services before discharge. The primary focus is on medical patients that may have cooccurring conditions. Any patient with primary Psych complaint works with crisis clinicians. In addition, the network hired a WRAP (Working to Reduce Admissions Program) LMSW with a focus on reducing ED utilization. There are no outcome metrics, yet.

Regionally, DCSs held Mental Hygiene Forums with community and hospital partners to improve communication, provide education and problem solve barriers. Work continued with partnership from OMH, Hospital and Community Connections. The following next steps were outlined:

1. OMH and your DCSs will be reaching out over the next few months and scheduling smaller group meetings to take the solutions you identified and develop action plans for implementation.
2. We wanted to share a few new developments that impact on our work of improving our collaboration and coordination:
 - One barrier we heard across regions was a lack of shared understanding of consent rules. In February 2024 OMH released a Guidance regarding when PHI, including clinical information governed by NYS Mental Hygiene Law, can be shared with or without individual consent to support service coordination and communication between providers to improve patient outcomes. Please [click here to access that Guidance](#).
 - In addition to the [OMH Guidance on Hospital Evaluation and Discharge Practices](#) that went out in October 2023, a companion [Draft Guidance for Community-Based Programs](#) was released on March 4th for review and comment; feedback is currently being reviewed by leadership to inform the final version of this guidance.
 - Opportunities for new OMH mental health supports and services are regularly being made available on OMH's procurement website: <https://omh.ny.gov/omhweb/rfp/>. For example, the RFP for Critical Time Transition Programs for Children, Youth and Families has been released, and applications are due 5/29/2024.

Goal 3, Objective 4: Strengthen the Relationship with Law Enforcement and Judicial System

Provide continued opportunities to train Law Enforcement and to find points of engagement for law enforcement with behavioral health providers and peers to support individuals who are interfacing with the criminal justice system by strengthening programs such as Law Enforcement Mental Health Referral System, NAMI's Forensic Peer Position and Imminent Risk Committee to increase Law Enforcement or Criminal Justice participation and collaboration.

Crisis Intervention Team (CIT) programs are built around a structured crisis system map, which identifies key decision points where individuals with behavioral health conditions intersect with law enforcement, emergency response, courts, and the health care system. The core goals include:

- Diverting individuals from arrest and jail
- Enhancing safety for officers and individuals in crisis
- Improving access to behavioral health services
- Reducing repeat contacts and emergency utilization

Clinton county completed CIT mapping in the Spring of 2023 and created a steering committee consisting of representatives from of a family member of a person with mental illness, NAMI-CV, all local law enforcement agencies, the suicide prevention coordinator, the local hospital, the department of social services, the mobile crisis team and the office of emergency services. Currently the Plattsburgh City Police Department is working on a draft of general orders to support and expand the Crisis Intervention Team.

Clinton County has established two positions (1.) a Community Services Coordinator (CSC) and (2.) a Court Navigator to support this ongoing initiative. These positions enhance the Law Enforcement response by supporting crisis evaluations, referrals, stabilization, court diversion and monitoring in the community. These positions also serve as liaisons between the behavioral health community and the justice system, addressing critical service gaps and supporting individuals with Serious Mental Illness (SMI), especially those involved with the criminal justice system.

The Community Services Coordinator receives referrals from the Law Enforcement Mental Health Referral System (LEMHRS) when Law Enforcement encounters an individual having an emotional crisis. This allows for follow-up engagement for individuals in an attempt to outreach to individuals with support services. The Community Services Coordinator also is the SPOA coordinator, the AOT Coordinator. In addition, this position assists with coordinating Mental Health First Aid for Law Enforcement.

This intersection starts with the Law Enforcement Mental Health Referral System (LEMHRS). This program allows road patrol officers to submit a confidential, HIPAA

compliant referral when they encounter an individual who may be struggling with mental illness and needs additional support. The role of the CSC is to receive the referral and provide outreach and engagement support; as well as brief crisis intervention and referral to existing or new services as appropriate. Additionally, the CSC provides support to family and/or other natural support with information on resources available in the community. Since the inception of the LEMHRS program in March 2022, the CSC has handled 675 referrals from five different law enforcement agencies, in 2024 there were 210 referrals and to date in 2025, there have been 83 referrals.

CSC functions as the AOT County Coordinator, working closely with local treatment providers and leadership at UVHN-CVPH to identify and support the chronically ill individuals living in the community to access needed support and provide monitoring of the Assisted Outpatient Court orders. Currently there are five active AOT court orders that are being monitored. There are three active investigations into the appropriateness of new court orders.

The Court Navigator position was created as a response to Clinton County having a greater number of individuals with a SMI involved with the justice system. The number of adults arrested in Clinton County fluctuated over the years, with a peak in 2019 (1,100 arrests) and a notable decrease in 2023 (369 arrests). The percentage of those arrested who had an SMI ranged from 16% to 25%, with a high of 25% in 2022, indicating that 1 in 4 arrests involved an individual with a SMI during that year.

This position was hired at the end of April and since that time has been able to establish various relationships with those involved in the criminal justice system processes to ensure collaboration and establish goals to bridge the gap of care with justice-involved individuals who are experiencing mental illness struggles. To date, the Court navigator has completed all trainings through the CUSU Academy, established a relationship with the Public Defender's Office, NAMI-CV, judges and crisis team, attended treatment courts, and received the first referral for our county.

By aligning the CSC and Court Navigator roles, Clinton County has created an infrastructure that strengthens real-time response to behavioral health crises at all levels, embeds behavioral health experience in law enforcement and court settings, fosters early intervention, reduces recidivism, and promotes recovery. Continued work and growth in the Court Navigator position will provide continuity of care across systems, improving individual outcomes and community safety. This work of integrated care demonstrates Clinton County's commitment to cross-system collaboration, trauma-informed justice, and public health-centered crisis response.

Goal 4: Prevention

Improve prevention efforts in schools and community by strengthening the community responses, investing in prevention programs that engage vulnerable populations and providing education regarding the effects of ACES and environments that buffer the effects of trauma.

Goal 4, Objective 1: Intensive and Sustained Engagement-Apr 01, 2024

Community Connections in partnership with NAMI are applying to an RFP for Intensive and Sustained Engagement Teams (INSET). This grant will support adults over the age of 21 to prevent ER visits, inpatient stays and law enforcement involvement. If awarded the grants, we anticipate the start of the program by the end of Q1 2024.

Application was submitted and RFP was not accepted.

Goal 4, Objective 2: Youth Development Survey

Champlain Valley Family Center will conduct the Youth Development Survey in at least 5 Clinton County School Districts during the 2023-2024 school year calendar

Please see uploaded/attached.

Goal 4, Objective 3: Opioid Settlement Funds

The Community Services Board is utilizing Opioid Settlement money to support innovative programming for early prevention of substance use.

The Community Services Board utilized Opioid Settlement Funds to support a variety of initiatives for Champlain Valley Family Services Prevention Surveys and Summer Prevention Program (see uploaded/attached), Ready4Real, Suicide Coalition for a Community "You Matter" Mural, Opioid Coalition supports for a sober community event "Live Well. Be Well", Club 12 Male Recovery Residence and Youth Club House (see attached/uploaded) and five school districts for prevention efforts.

The school districts have focused their efforts on implementation or enhancement of trauma-informed initiatives and social-emotional learning practices. Many chose a youth empowerment program through Sweethearts and Heroes with leadership development. Through this program staff and students engaged in leadership summit, school-based presentations and other social-emotional learning strategies.

Goal 4, Objective 4: System of Care

Clinton County's SOC (HEARTT) will partner with school districts to provide continued education and collaboration to understand the impact of ACES and to create environments that buffer trauma and support resiliency.

Clinton County's SOC (HEARTT) will partner with school districts to provide continued education and collaboration to understand the impact of Adverse Childhood Experiences (ACES) and to create environments that buffer trauma and support resiliency.

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CDC-Kaiser Permanente ACE Study. (1998). Adverse Childhood Experiences Study.

Goal 4, Objective 5: School Support

BHSN will increase the number of families linked to services to reduce the incidents of crisis events in school, reduce suspensions, and time away from class.

BHSN has significantly increased both the number and effectiveness of its school-based interventions during the 2024–2025 school year.

Key Outcomes:

- BHSN provided 3,188 interventions during the 2024–2025 school year—a 33% increase from 2,399 interventions the previous year.
- Of those, 3,031 students (95%) were successfully returned to class following intervention, a notable improvement from 77% (1,844 students) returned in the 2023–2024 school year.
- Only 20 cases (0.63%) required a higher level of care, such as an emergency department visit, demonstrating that many student needs were effectively managed within the school setting.

These results highlight the impact of BHSN's early identification and immediate in-school support in reducing disruption to student learning. By returning a greater percentage of students to class promptly and minimizing emergency escalations, BHSN is directly contributing to improved student stability and classroom continuity.

The workforce is a continued barrier to services.



Critical Time Transition Program for Children, Youth and Families

Submitted by Rowena Smith, Interim Executive Director

June 12, 2025

Program Overview:

The Critical Time Transition Program (CTTP) offers immediate response and holistic coordination of services to successfully support the youth (ages 11-17) and family/caregivers through the critical transition from hospital settings (psychiatric departments, emergency rooms, etc.) back into their community. CTTP will offer care and support with a non-judgmental, person-centered, strength-based approach that meets youth and families/caregivers where they are, helping them to identify what is important to them; ensure that the youth and families/caregivers needs are met; mobilize the resources of the family/caregiver and the community to support the youth's ongoing needs, connecting the youth with identified supports and linkages to community services; and restoring stability to support the youth to returning/remaining at home. The CTTP is comprised of two components to optimize the youth's success.

The core of CTTP is an intensive care management and family/caregiver engagement approach that supports the youths transition back into their community, this Critical Time Intervention team is the first component of the CTTP. This team of professionals will support up to 16 youth during transition. This intensive case management includes weekly contact and coordinated efforts between support staff, the youth, family/caregiver, the hospital, and community providers. The professionals of this team will include case managers and an Educational/Vocational Specialist.

Some youth and families/caregivers enrolled in the CTTP may also benefit from a stay in, or participation of services in, the Transitional Residential Setting (TRS), which is the second component of the CTTP. This residential setting will be able to support up to 8 youth, for short-term stays and will provide stabilization, positive behavioral supports and strategies and connection to assessments, therapies and community supports to maintain or return the youth to the home or community setting. The professionals at the TRS will include direct support staff to provide 24/7 supervision and support, a clinician, a nurse, a family peer advocate, a youth peer advocate, a recreation/expressive therapist and a positive behavior support specialist.

The professionals from the CTI and TRS will work collaborative with all youth enrolled in the CTTP under the leadership of a single program director. The CTTP professionals in partnership with local hospitals, outpatient providers, community service providers, the youth and family/caregivers will work to achieve a successful transition to the community for the youth reducing lengthy, inappropriate and expensive hospital stays.

Updates on Implementation

Contract/Launch:

Notification of award received in August 2024. Some requirements prior to the contract being signed caused a delay (1) OMH developed workplan and (2) approved budget template. The workplan was received in February. Due to advocacy of the awardees, there was an agreement from Office of Mental Health to release some funds associated with the TRS with the CTI funds, as the positions are shared, such as the director. This required updating the budget template. We were notified in early May that the updated template was accepted and the contract ready to sign, however shortly thereafter we received information that the positions expected to be included in the CTI funds were different than the guidance we used for the budget template. We are currently working with OMH to obtain clarity and ensure our budget reflects all expected positions.

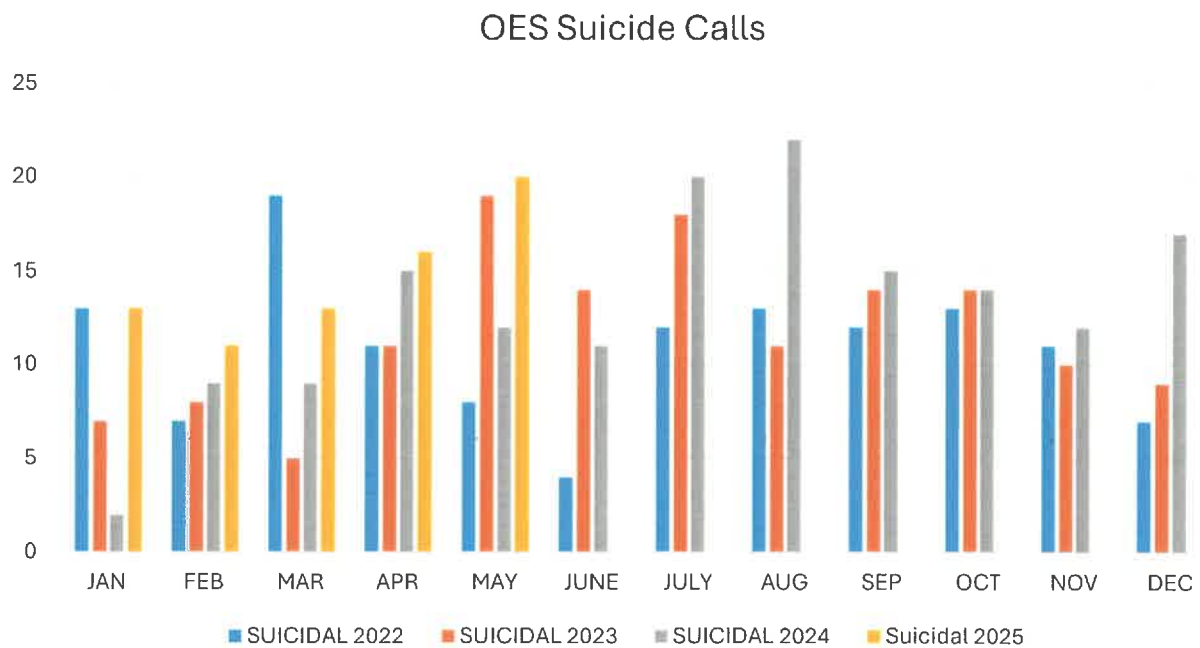
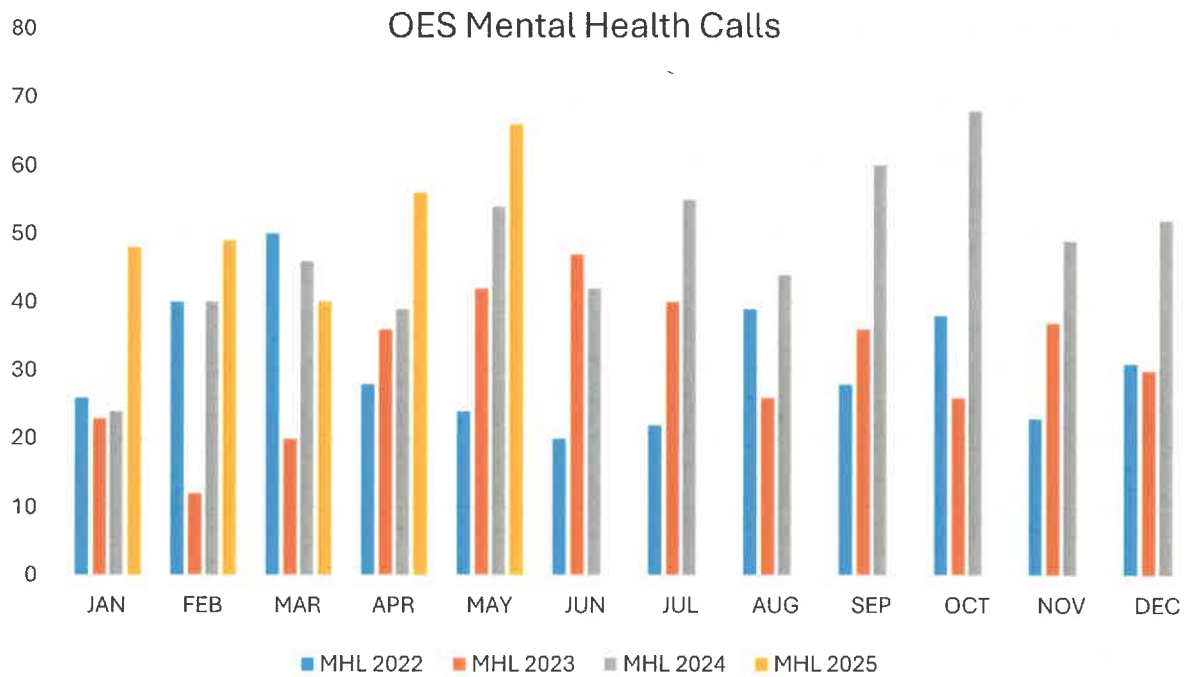
Program Development:

A program implementation team has been identified post-transition of our prior Executive Director. The team has been working on the work plan to prepare for the CTI program launch. Including job descriptions, policies & procedures, and MOU development. On-going engagement with OMH program team, attending webinars and participating in a collaborative of other agencies who were awarded the grant/program are being leveraged to ensure we have comprehensive understanding of new developments and program changes. A Program Director has been identified, and we are engaged with OMH program team regarding new updates to the director experience expectations, as they vary from initial guidance. OMH and other state partners are working on finalizing the program guidance, however this has not yet been shared with the provider agencies.

Transitional Residential Setting:

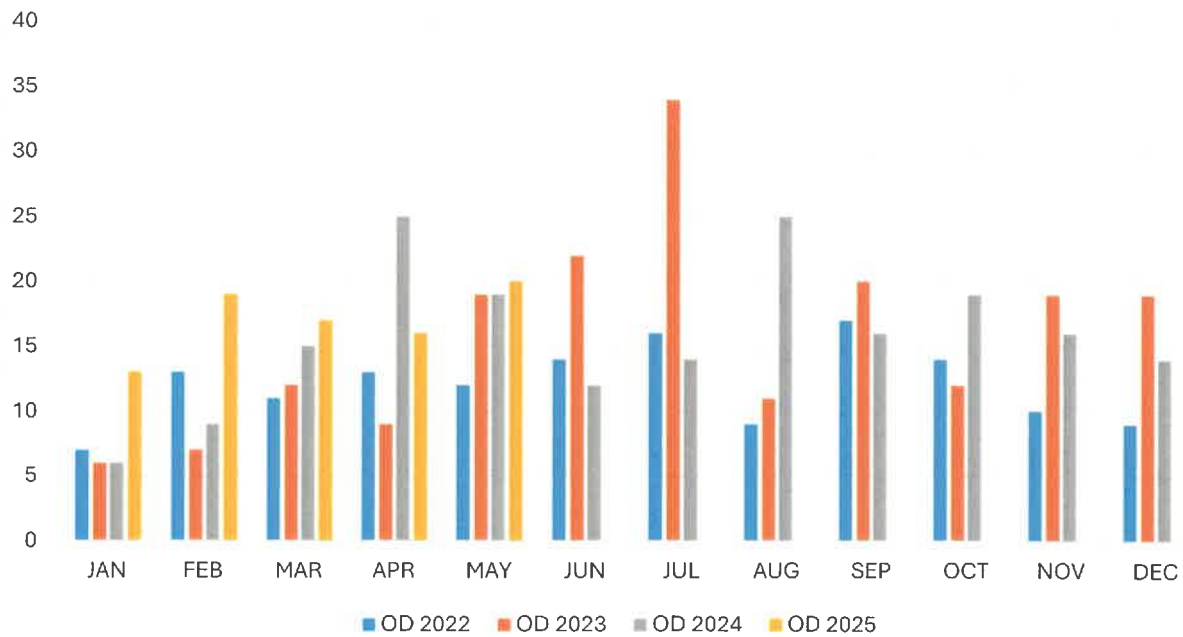
A location has been identified for use of building a new setting to serve as the residential setting. A feasibility study and initial design of the building has been completed. Upon submission to OMH, there was significant feedback. We are working the OMH housing team to resolve their concerns and finalize the building design.

CLINTON COUNTY OFFICE OF EMERGENCY SERVICES 911 CALLS

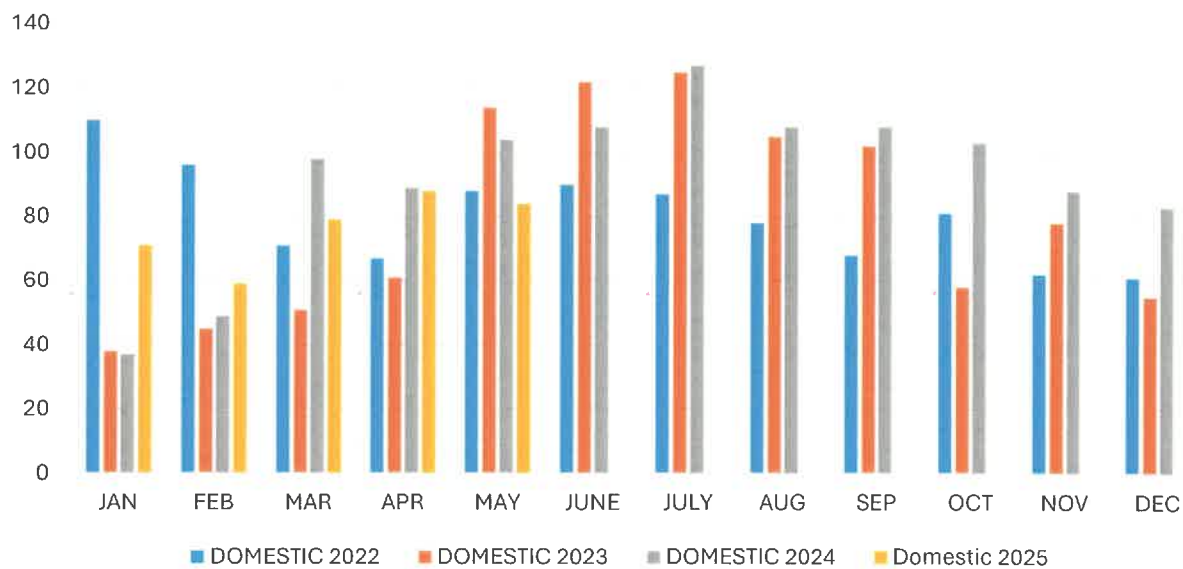


CLINTON COUNTY OFFICE OF EMERGENCY SERVICES 911 CALLS

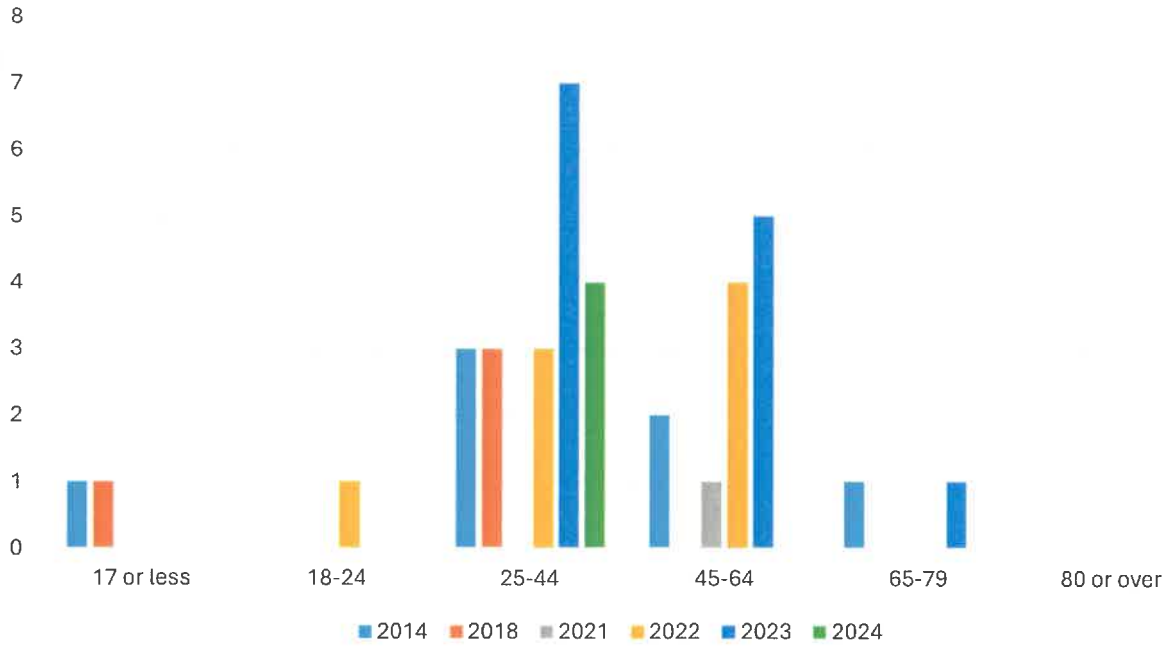
OES OD



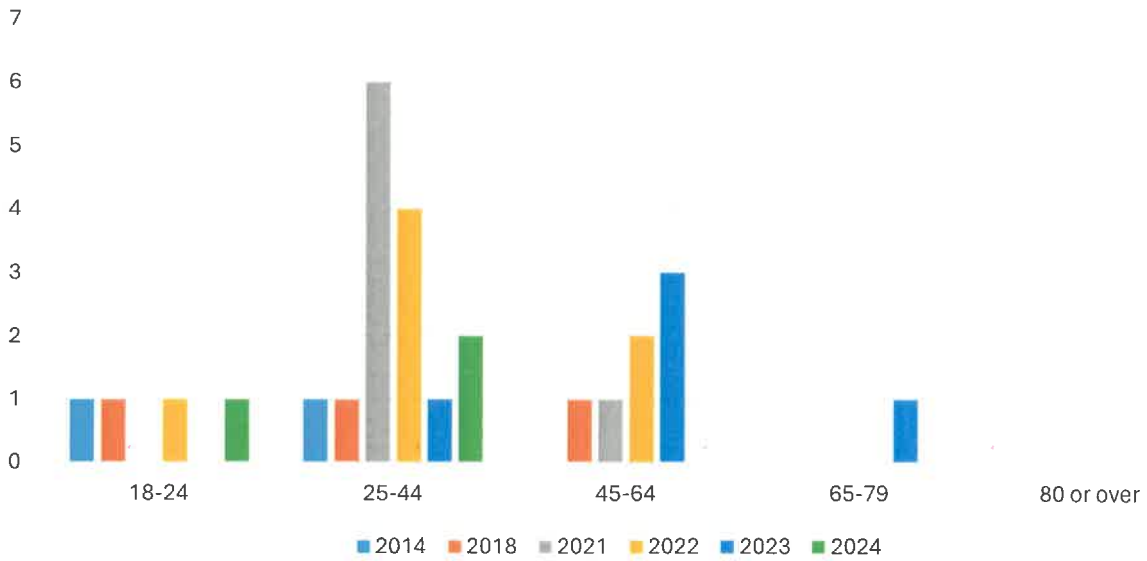
OES Domestic



Death Certificates Suicide



Death Certificates Overdose



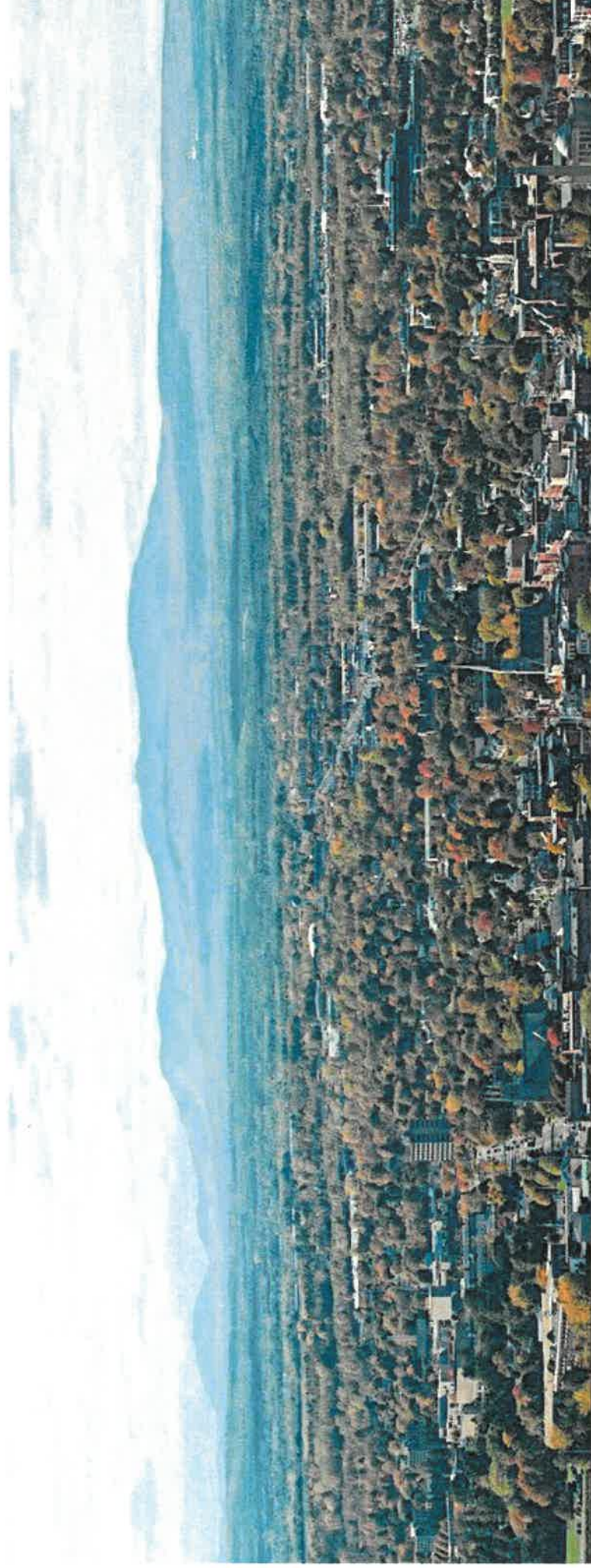
Clinton County, NY Needs Assessment - Youth

February 2025

APTER &
O'CONNOR

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The People of Clinton County

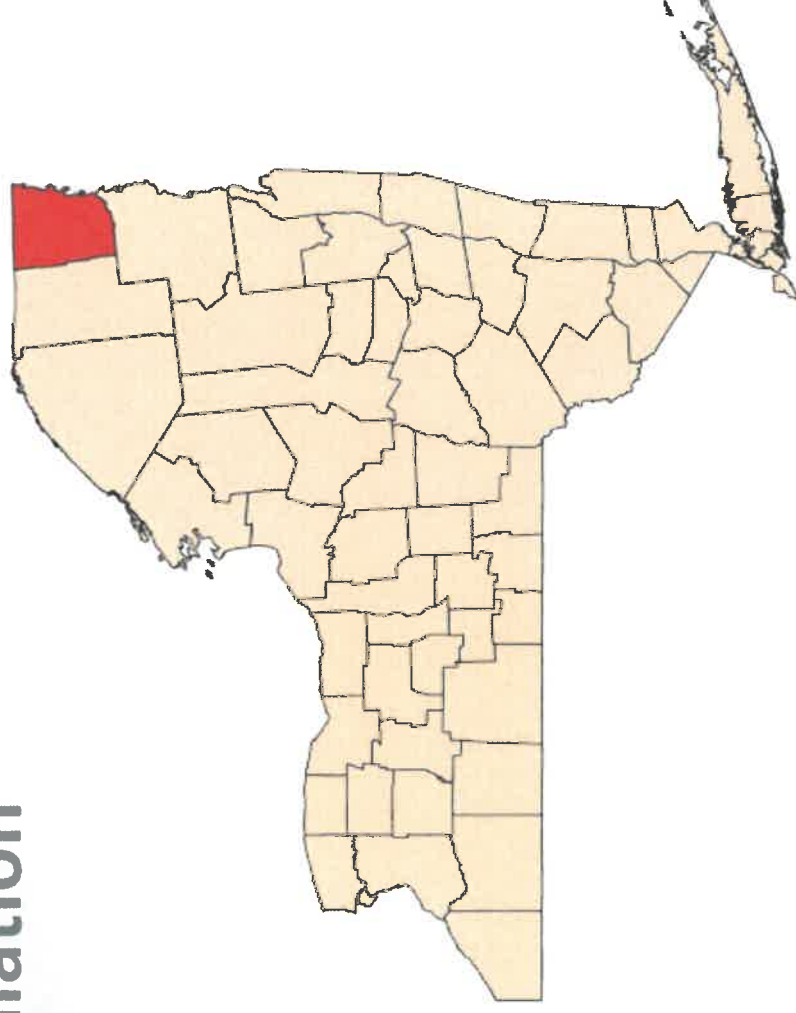
Location and Population

Rural County

- Northeast corner of New York State
- Shares a border with Canada

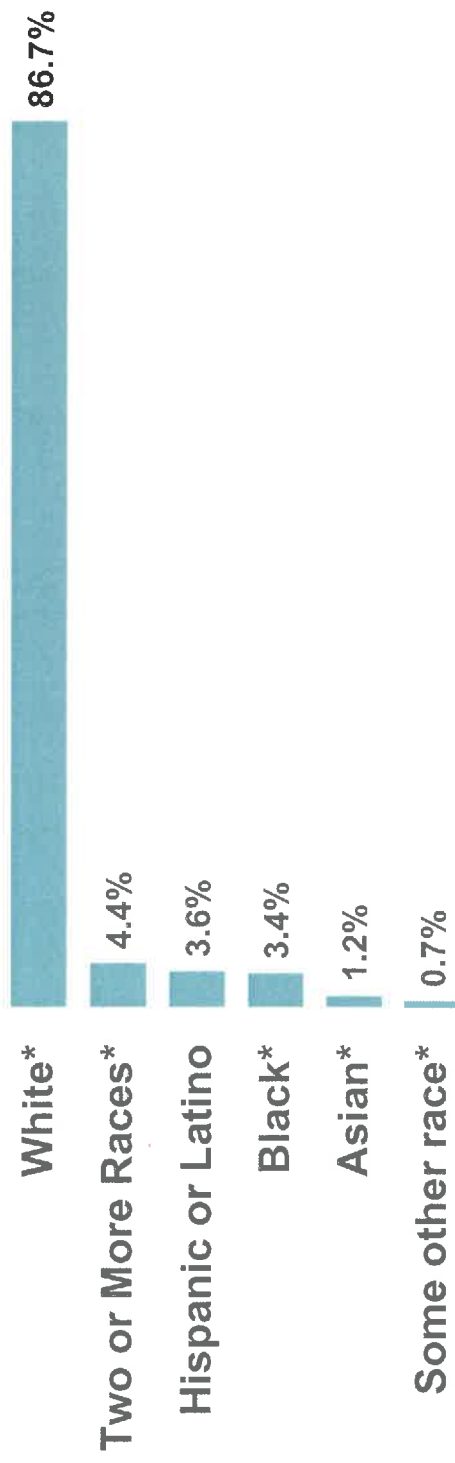
Population

- 80,000 residents
- 14,325 youth under 18



Race

Most (87%) Clinton County residents are White and non-Hispanic.



*Non-Hispanic

Head of Household



1 in 5 children under age 18 live in a household with a single parent or guardian

Country of Origin and Language

- Nearly 4,000 residents or 5% of the population were born outside the U.S.
- Nearly 5,000 residents or 6% speak a language other than English at home.

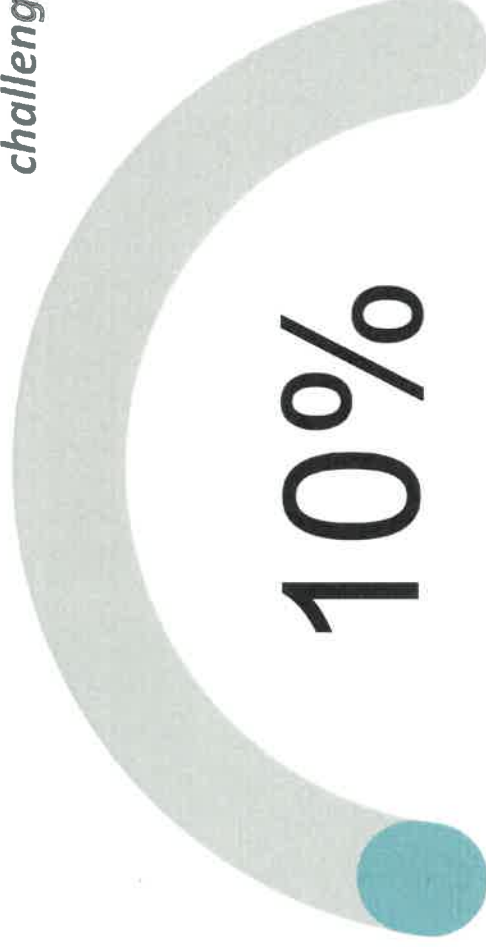
Broadband Access



of Clinton County Households are without
Broadband Access . . . compared to 12% statewide

Vehicle Ownership

The county's mountainous, rural setting and limited public transit pose significant transportation challenges for many residents.



of Clinton County Households do not own a
Vehicle . . . compared to 29% statewide



Poverty Overview

Population Living in Poverty

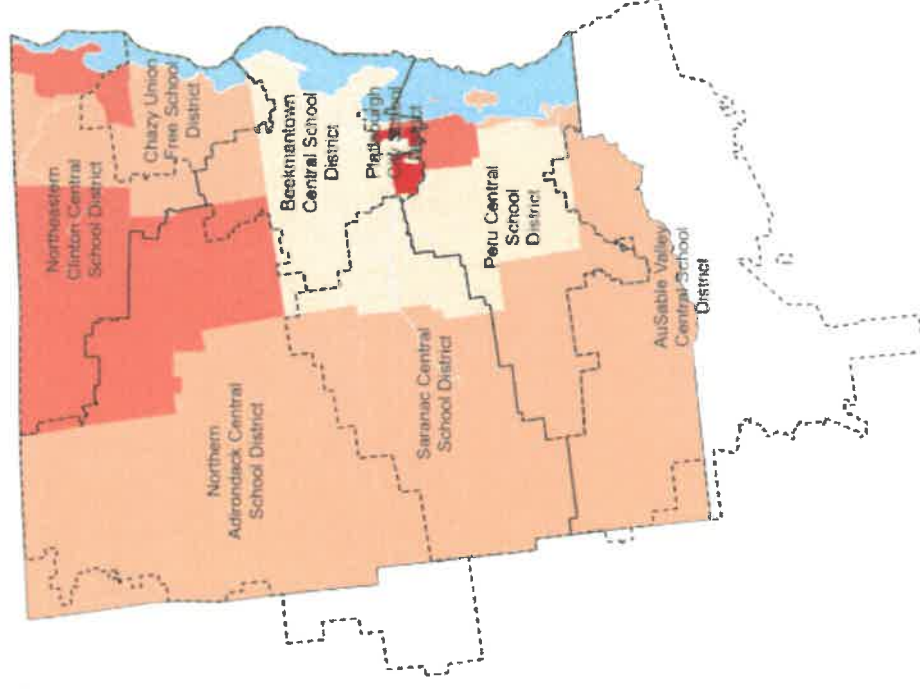
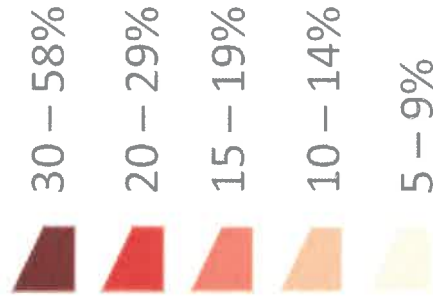
In Clinton County, about **14%** of the Clinton County population lives in poverty, similar to the NYS rate (13.7%).

Poverty Rate by School District

School district poverty rates vary from 8% in Peru to 24% in Plattsburgh City.

Poverty by Census Tract, Clinton County, NY

Percent of Population Below Poverty Level



Map by Tom Gorman, SafeGraph, FAO, METRODATA, USGS, EPA, NPS, USFWS

Children Living in Poverty

16% or 2,249 of Clinton County children under age 18 live below the poverty line:

- 554 children under age 5
- 1,695 school-aged children (age 5–17)

This rate is slightly lower than the NYS rate of 18%.

Eligibility Programs

- 21% of Clinton County children receive Supplemental Nutrition Assistance Program (SNAP) benefits.
- 46% receive free or reduced-price school lunch.

Asset Limited, Income Constrained, Employed (ALICE)

ALICE households are defined as those with incomes above the federal poverty line, but that struggle to afford basic expenses.

Percent of Clinton County Households below ALICE Threshold



Child Care Costs

The average household in Clinton County would spend 38% of its income to cover child care costs for two children.



Trauma and ACEs

Having two or more **Adverse Childhood Experiences (ACEs)** places individuals at higher risk for health and mental health issues.



* The child lives with a parent, caregiver, or other adult who experiences one or more of these challenges.

2021 infographic from the Centers for Disease Control and Prevention (CDC)

Adverse Childhood Experiences

It is estimated that 36% of adults in Clinton County report two or more ACEs (adverse childhood experiences).

- This level is higher than the NYS Department of Health's 2024 goal (34%).

Youth Homelessness

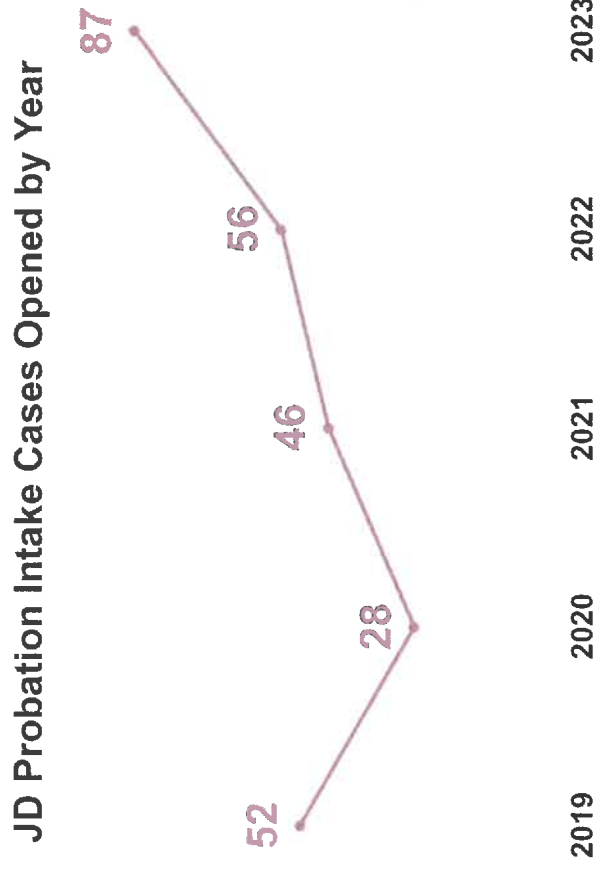
In the 2023–24 school year, 226 students in Clinton County or about 2% of all students were homeless.

Clinton County rates of child abuse, maltreatment, and foster care are higher than NYS rates.

Indicator	Clinton County	NY State
Indicated Reports of Child Abuse and Maltreatment Rate per 1,000 children ages 0–17	17.5	12.4
Children Admitted to Foster Care Rate per 1,000 children ages 0–21	2.0	1.2
Children in Foster Care Rate per 1,000 children ages 0–21	3.5	2.7

Youth Crime

Juvenile detention (JD) probation cases in Clinton County declined from 2019 to 2020, but have risen each year since, peaking at 87 cases in 2023.



Education

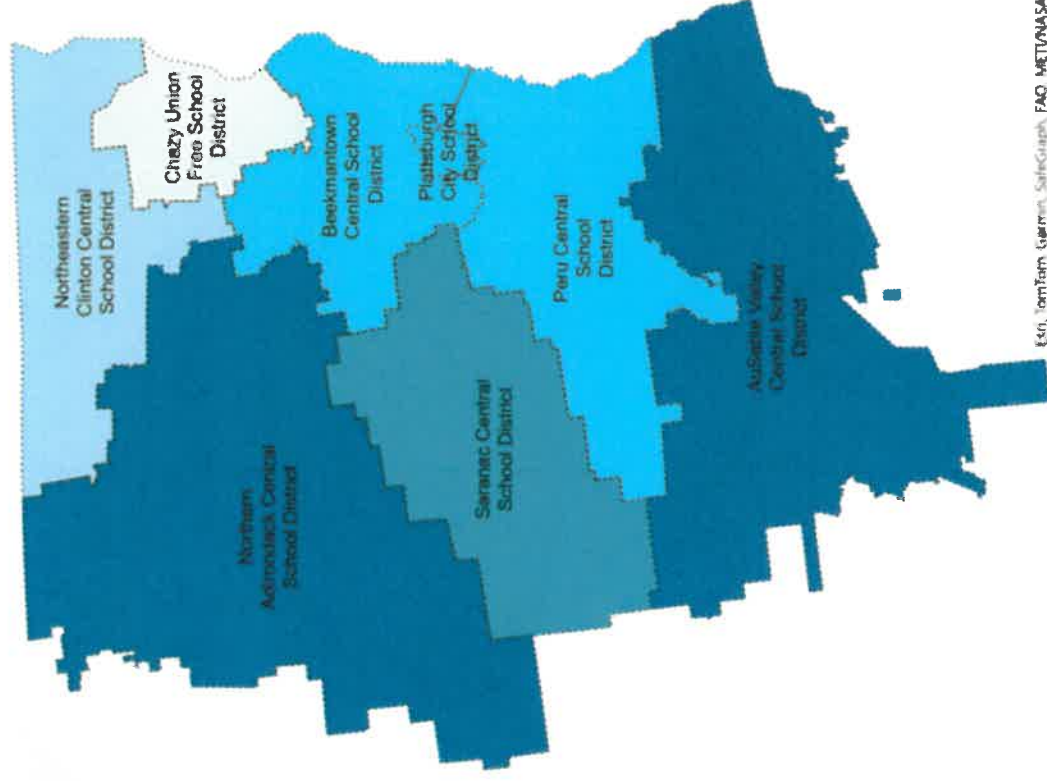


3rd Grade Reading Proficiency

- 3rd grade reading proficiency scores are an early benchmark of children's academic progress.
- 2023-2024 test scores show that 3rd grade reading proficiency levels are below the NYS average in seven of the eight Clinton County school districts.

Third Grade ELA Proficiency by School District

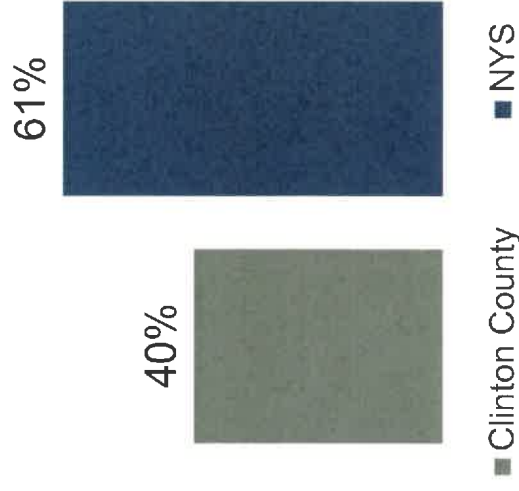
Percent Proficient, 2023 – 24 SY



Preschool Enrollment

High quality preschool is known to benefit children academically and emotionally, but Clinton County lags behind the NYS Pre-K enrollment rate.

Pre-K Enrollment Rate

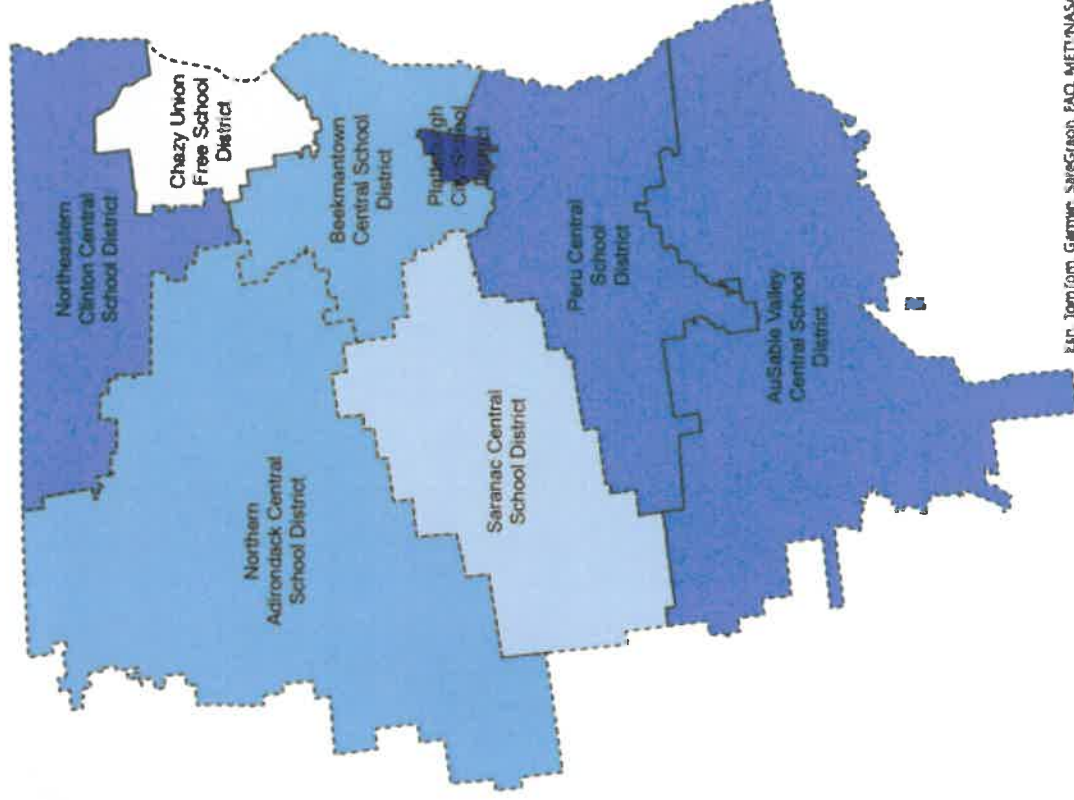
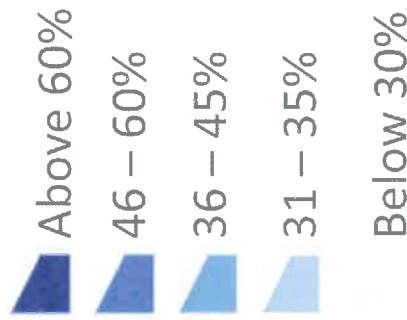


Chronic Absenteeism

- In 2022–23, between 12% and 25% of Clinton County elementary students were chronically absent.
- High school chronic absenteeism rates were higher than elementary rates, ranging from 21% to 37%.
 - Plattsburgh City School District reported 37% of high school students are chronically absent, which is the highest rate in the county and higher than the NYS high school average at 34%.

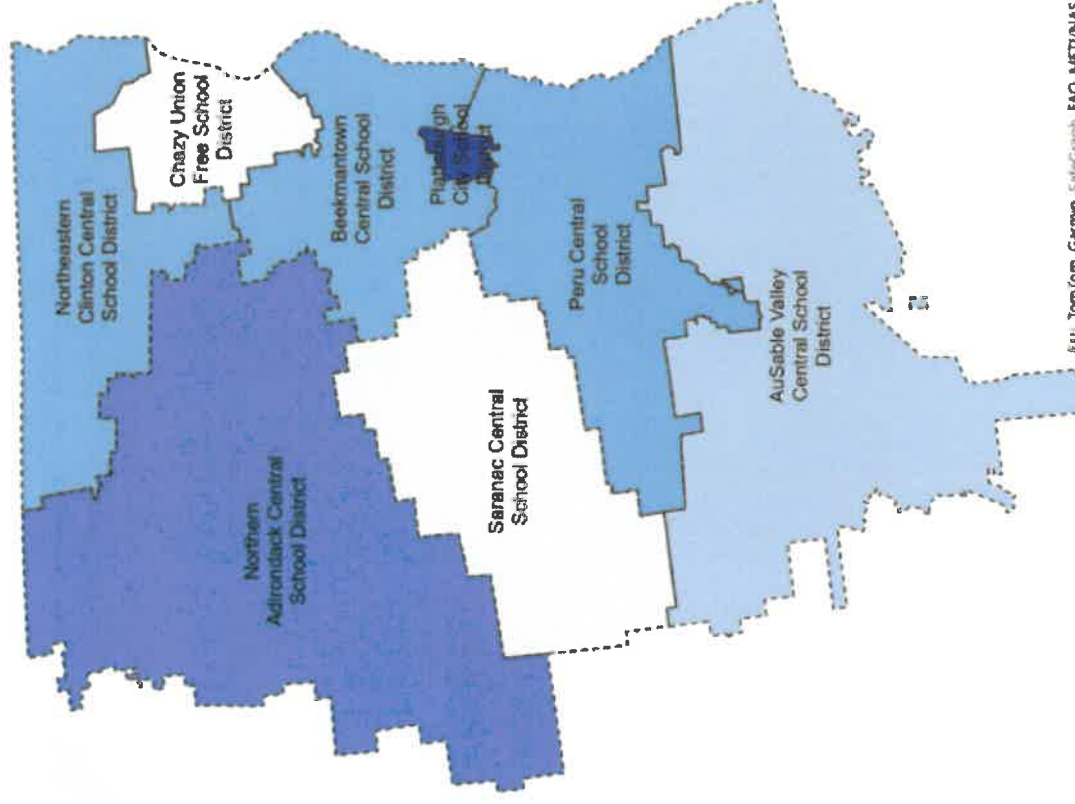
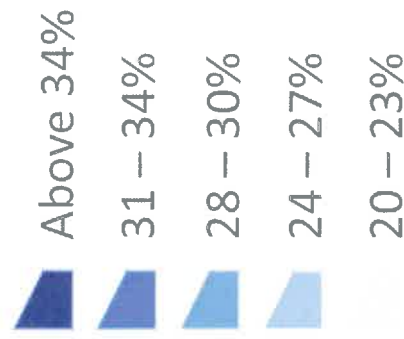
Elementary/Middle School Chronic Absenteeism by School District

Percent Chronically Absent, 2022-23 SY



High School Chronic Absenteeism by School District

Percent Chronically Absent, 2022-23 SY

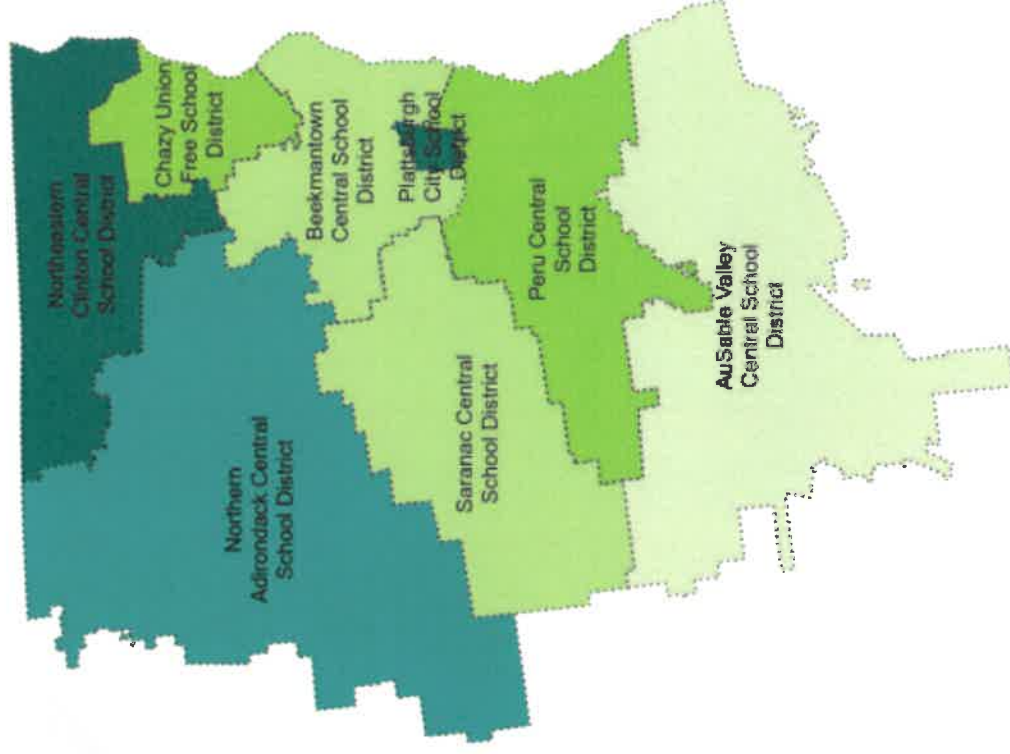
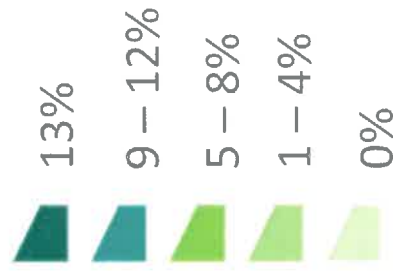


School Drop Out Rates

- In 2022–23, 13% of students at Plattsburgh City and Northeastern Clinton dropped out of School —the highest rates in the county.
- Ausable Valley had no dropouts in 2022–23.

School Dropout Rates by School District

School Dropout Rates, 2022-23 SY



Graduation Rates

- Clinton County's overall graduation rate in the 2022-23 SY was 87%, slightly above the NYS average.
- The graduation rate for economically disadvantaged students was 81%.
- The graduation rate for students with disabilities was 62%.





Behavioral Health of Youth

Serious Emotional Disturbance

Approximately 1,440 of Clinton County children aged 2 – 18 have a serious emotional disturbance.



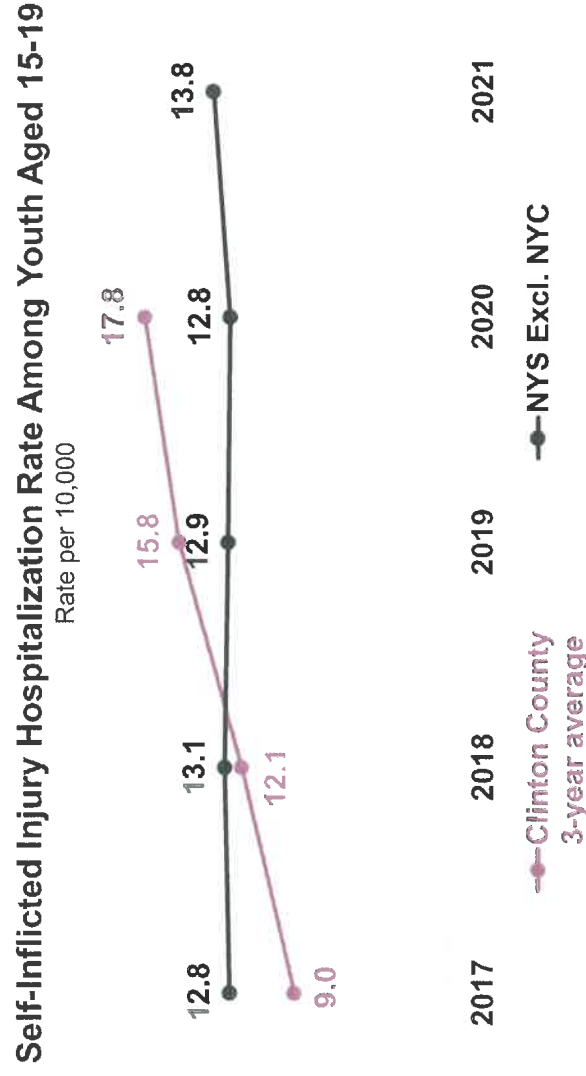
Social Media and Youth Mental Health

- The U.S. Surgeon General cautioned against the negative effects of social media on youth mental health.
- Social media can perpetuate body image issues, disordered eating, and depression.
- Exposure to material that normalizes suicide, or self-harm is particularly risky for already vulnerable teens.



Self Harm and Suicide

In Clinton County, the rate of adolescents hospitalized for self-harm has been increasing.



Disconnected Youth



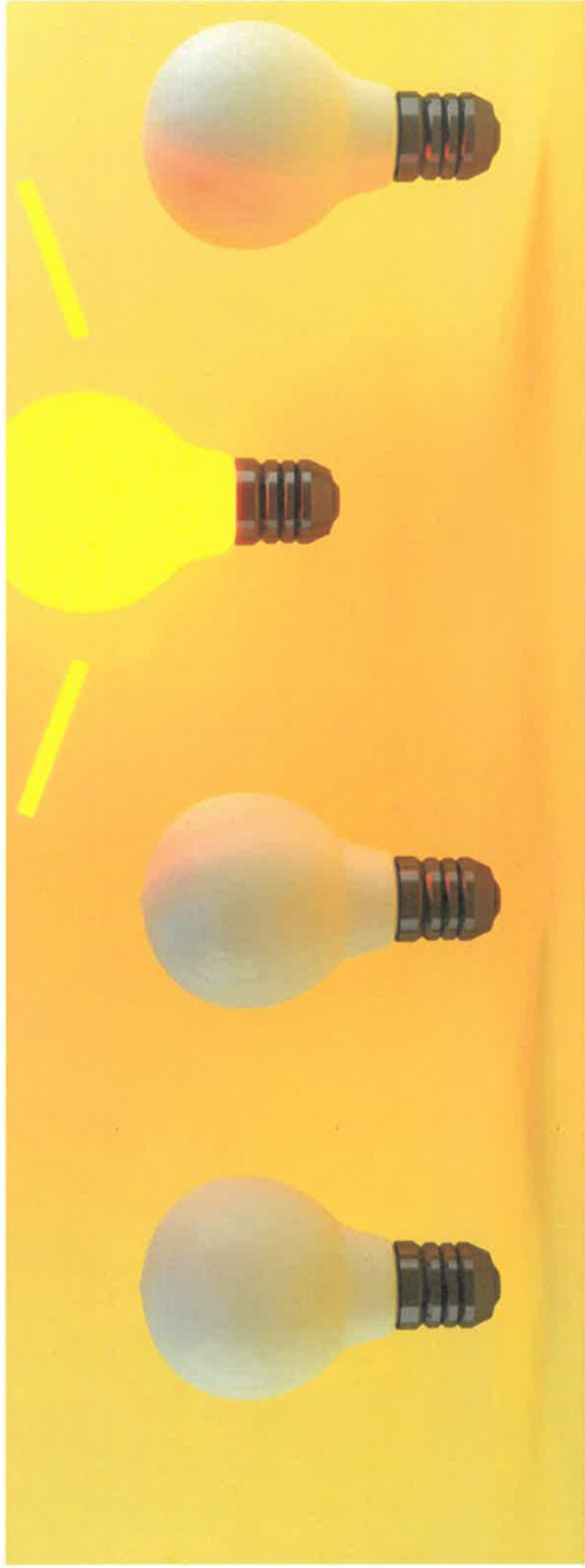
Teens and young adults not engaged in work or school face higher risks for mental health issues, substance use, violence.

- In Clinton County, about 4% of 16- to 19-year-olds are in this category - lower than the NYS rate of 7%.

Youth Substance Abuse

Of the Clinton County students who completed the 2024 Prevention Needs Assessment Survey:

- 22% reported having more than just a few sips of alcohol in their lifetime
- 5% reported binge drinking during the past two weeks
- 17% used a vape product in the past year
- 12% had used marijuana
- Relatively few (1 – 3%) have used hallucinogens, sedatives, or inhalants



Conclusion

Conclusion

Key Challenges	Opportunities	Call to Action
• Child Poverty • Trauma • Education Outcomes • Youth Mental Health	• Expand early childhood programs • Expand youth mental health resources • Assess best practices across the districts (i.e., addressing chronic absenteeism, improving graduation rates, home visits and supports to families, etc.)	Meet with schools and community organizations to agree on priorities and next steps

-
- ¹2022 5-Year American Community Survey estimates, Table S0101.
- ²2020 Decennial Census, Table P2.
- ³2022 5-Year American Community Survey estimates, Table DP02.
- ⁴2022 5-Year American Community Survey estimates, Table B09005.
- ⁵2022 5-Year American Community Survey estimates, Table DP02.
- ⁶2022 5-Year American Community Survey estimates, Table DP04.
- ⁷2023 5-Year American Community Survey estimates, Table S1701.
- ⁸2022 5-Year American Community Survey estimates, Table S1701.
- ⁹2022 data from the NYS Council on Children & Families Kids' Well-Being Indicators Clearinghouse.
- ¹⁰2022 data from United Way, United for ALICE.
- ¹¹2024 County Health Rankings, Child Care Cost Burden in New York.
- ¹²2022 data from the NYS Council on Children & Families Kids' Well-Being Indicators Clearinghouse.
- ¹³2021 NYS Behavioral Risk Factor Surveillance System data; 34% is the NYS Prevention Agenda 2024 objective for the ACES indicator (indicator #48 in this dashboard).
- ¹⁴2023–24 NYS Education Department data.
- ¹⁵2024 Point-in-Time County Report from New York State Balance of State Continuum of Care.
- ¹⁶2020–2023 data from NYS Division of Criminal Justice Services.
- ¹⁷2023–2024 data from NYS Education Department.
- ¹⁸2023 5-Year American Community Survey estimates, Table S1401.
- ¹⁹2022–23 NYS Education Department data.
- ²⁰Williams, N.J., Scott, L., & Aarons, G.A. (2018). Prevalence of serious emotional disturbance among U.S. children: A meta-analysis. *Psychiatric Services*, 69(1), 32–40. <https://doi.org/10.1176/appi.ps.201700145>.
- ²¹Centers for Disease Control and Prevention (2024). *Youth Risk Behavior Survey Data Summary & Trends Report: 2013–2023*. U.S. Department of Health and Human Services. <https://www.cdc.gov/yrbbs/dstr/index.html>
- ²³U.S. Department of Health and Human Services (2023). Surgeon General issues new advisory about effects social media use has on youth mental health.
- ²⁴SPARCS, data as of June 2023 retrieved from NYS Community Health Indicator Reports, indicator #174.
- ²⁵2024 County Health Rankings. Disconnected Youth.
- ²⁶New York Prevention Needs Assessment Survey.
- ²⁷New York Prevention Needs Assessment Survey (2024). This study compares Clinton County data with data from *Monitoring the Future*, an ongoing national survey of students in grades 8, 10, and 12.



Reinvesting In Intensive Case Management For New York's Youth With Complex Needs

Strengthening Local Systems of Care to Meet Rising Demand

May 2025

A White Paper Submitted by the New York State Conference of Local Mental Hygiene Directors

Executive Summary: Reinvesting in Intensive Case Management for New York’s Youth with Complex Needs

New York State is facing a growing youth mental health crisis, with unprecedented rates of psychiatric emergencies, increased hospitalizations, and fragmented care for children and young adults with serious emotional disturbances (SED), substance use disorders (SUD), intellectual/developmental disabilities (I/DD), and involvement in child welfare and juvenile justice systems. Even before the COVID-19 pandemic, many communities struggled to meet the needs of youth with complex challenges; today, those gaps have widened into urgent system failures.

At the same time, traditional care management models, particularly Health Home Care Management (HHCM), have proven inadequate for youth who require persistent, intensive support. High caseloads, limited engagement, and gaps in cross-system coordination leave many vulnerable young people without the timely interventions they need to stabilize and thrive. As Directors of Community Services (DCSs) across New York repeatedly note in their 2025 Local Services Plans, the current system is not working for the youth with the highest levels of need.

In response to this growing crisis, the New York State Conference of Local Mental Hygiene Directors (CLMHD) proposes a bold yet achievable solution: **the reinstatement of a modernized Intensive Case Management (ICM) model for youth and transition-age young adults**. This model would blend the proven successes of New York’s original ICM programs with updated, evidence-based practices to meet today’s realities and create a critically needed level of care between HHCM and Youth Assertive Community Treatment (ACT).

A modernized ICM model would feature:

- **Small caseloads** (8–12 youth per manager) to allow for frequent, high-touch engagement.
- **Support for individuals to include transition-age youth** (up to age 24)
- **24/7 crisis availability** and assertive outreach to prevent unnecessary hospitalizations.
- **Cross-system coordination**, ensuring collaboration among mental health, education, child welfare, juvenile justice systems, and other support systems.
- **Integration of family and youth peer supports** to build trust and engagement.
- **Emphasis on skill-building and advocacy**, not just referrals and paperwork.
- **Flexible, sustainable funding models** that support real-time service delivery.
- **Strong oversight from Local Governmental Units (LGUs)**, including the Single Point of Access (SPOA) mechanism, ensuring local responsiveness, prioritization, and accountability.

Research shows that earlier iterations of ICM programs significantly reduced psychiatric symptoms, hospitalizations, and system costs while improving school attendance, treatment participation, and family satisfaction (Evans, M. E., Boothroyd, R. A., & Armstrong, M. I., 1996). *Outcomes of Children and Youth Intensive Case Management in New York State. Psychiatric Quarterly*, 67(4), 351–363 - <https://doi.org/10.1007/BF02238768>). Local leaders have seen firsthand that intensive, personalized care coordination leads to better outcomes for youth and families—and that the absence of such supports leaves youth cycling between crisis services and emergency rooms without lasting stability.

By leveraging New York’s existing Local Governmental Unit (LGU) infrastructure and lessons learned from past successes, a modernized ICM system would offer a fiscally responsible and clinically effective approach to serving the youth most at risk of out-of-home placement, hospitalization, justice involvement, or long-term disengagement.

Reinvesting in ICM is not a step backward. It is a strategic advancement toward a responsive, accountable, and youth-centered system of care. With the right investments, partnerships, and commitment to flexibility, New York can ensure that no youth faces complex life challenges alone—and that families and communities across the state have the tools they need to support lasting stability and success.

Youth Mental Health at a Breaking Point

Across New York State, youth and young adults with serious mental health needs are experiencing a crisis of care. Over the past several years, exacerbated by the COVID-19 pandemic, rates of youth in psychiatric crisis have surged. Emergency departments and inpatient units, already limited for children, have been overwhelmed. Figure 1 below illustrates the rising trend of youth mental health emergency department (ED) visits in New York in recent years, which jumped sharply during 2020-2021 but, even today, remain far above pre-pandemic levels:

FIGURE 1: YOUTH MENTAL HEALTH ED VISITS IN NY (INDEXED TO 2019=100)

Figure 1: Rising Youth Mental Health-Related ED Visits in New York State (indexed to 2019=100)

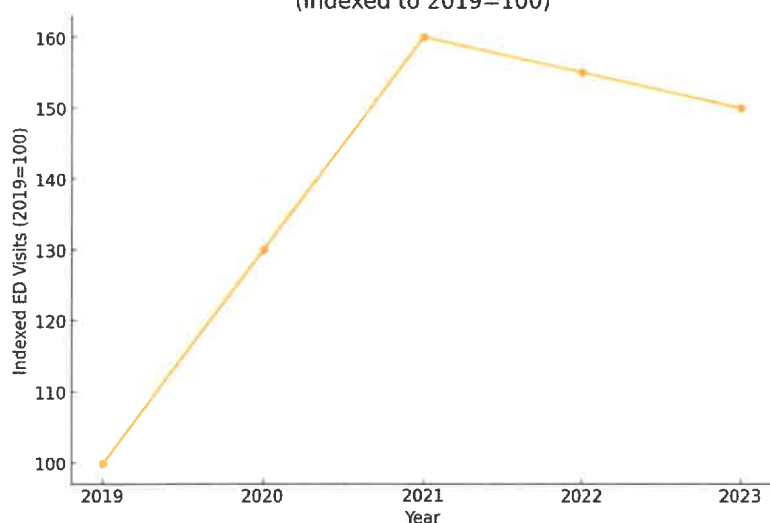


FIGURE 1: Rising youth mental health-related ED visits in New York State (indexed to 2019=100). Mental health crises among children “skyrocketed during the pandemic and have stayed elevated”, reflecting an ongoing high rate of psychiatric emergencies. Source: CLMHD analysis of 2025 Local Services Plans (LSPs); <https://doi.org/10.1542/peds.2022-060553>

Even before the pandemic, many communities lacked sufficient resources to stabilize youth with complex needs in their homes and communities. The pandemic’s disruptions – social isolation, school closures, trauma, and loss – only intensified underlying mental health issues and uncovered gaps in the system of care. Today, local mental health and social service systems are at a breaking point.

Children cycling through crisis services: Albany County’s 2025 plan describes how “hospital/ER diversions remain a significant ongoing challenge” and individuals (youth included) are “frequently ‘cycling’ through the crisis system (ERs, shelters, police contacts, etc.)” without achieving stability. Crucially, Albany notes that “much of what is reflected [for adults] also impacts the children’s crisis system; children and families are faced with increasing crisis situations but decreasing access to supportive services that could help stabilize their situation.” In other words, kids in crisis often aren’t getting the timely, intensive interventions needed to break the cycle. Children with severe emotional disturbances or co-occurring disorders are presenting with higher risks and more acute needs that community providers struggle to safely manage. The result is often repeated ER visits or resorting to law enforcement when situations escalate.

Limited inpatient and respite options: When youth do experience psychiatric emergencies, appropriate next levels of care are frequently unavailable. Many counties (especially rural ones) have no local child psychiatric beds, forcing families to send children far from home for hospitalization or to go without inpatient care. As noted above, in Dutchess County, for example, *“288 children were sent out of Dutchess County in one year for inpatient hospitalization”* due to the lack of a local child psychiatric unit. Neighboring Sullivan County similarly reports that children in crisis are often *“discharged home”* from the ER if no bed is immediately available, or if admitted, *“they are sent out of the county to a hospital 1.5–2 hours away,”* creating huge burdens on families. For less acute situations, one vital “pressure valve” service is short-term respite care – yet respite beds for youth are extremely scarce in many areas. Otsego County noted in 2025 that it *“is in need of respite beds for both adults and children... Most individuals end up sitting in the emergency departments for days... Some individuals sit in the emergency departments for weeks”* awaiting a safe discharge option. These conditions highlight a system stretched to its limits, where lack of capacity in one area (like inpatient or respite) creates ripple effects of strain throughout crisis services.

Transition-age youth falling through gaps: Transition-age youth (approximately 16–24) often have additional difficulty navigating services, as they may “age out” of children’s programs but do not transition smoothly into adult services. Several counties flag the need for better transitional support. For example, Schoharie County mentions that *“transitional planning support for severely disabled students is very limited... after high school [transition] is limited due to a lack of resources.”* Many 18–20-year-olds, though legally adults, still need youth-oriented engagement and may not fit well into adult health home care management or clinic programs. Without intensive guidance, they risk disengaging from services altogether, leading to homelessness, justice system involvement, or other adverse outcomes.

In summary, the current continuum of youth services in NYS has critical gaps at both ends: on the preventive/ support side (intensive in-home coordination, skill building, family support) and on the acute side (crisis stabilization, inpatient, respite). This is contributing to a scenario in which youth with complex needs bounce between inadequate outpatient care and overburdened emergency systems. The voices from county LSPs make it clear that a course correction is needed. The next sections will delve into one of the most frequently cited gaps – the lack of intensive case management – and how its absence has impacted youth outcomes across the state.

The Inadequacy of Current Care Management for Youth with Complex Needs

A dominant theme in 2025 Local Services Plans is that standard care management programs are not meeting the needs of youth with complex, high-level challenges. Under New York’s “Health Homes Serving Children” (HHSC) program (implemented in late 2016), children with serious emotional disturbance or chronic conditions receive care coordination through Medicaid health home care managers. While the intent was to provide an integrated approach to health and behavioral health needs, the reality has fallen short for the kids with the most complex needs, especially those who need multiple services across multiple systems. The Health Home model allows care managers to only broker services, providing referrals and linkages, but does not allow for the direct provision of care. This extraneous layer is problematic for a variety of reasons:

- Due to workforce shortages, needed in-community services, such as skill-building, are unavailable.
- Families find it burdensome and confusing to have numerous different providers in their home, and scheduling around other obligations is challenging.
- Health Home care managers lack to capacity to provide robust crisis response and flexible interventions.
- Service dollars that once filled gaps for youth when no other resources were available are no longer accessible.
- Limited contact with youth and families does not facilitate the trusting relationships needed to support change, especially in times of crisis

Numerous counties explicitly state that the Health Home model lacks the intensity, responsiveness, and expertise that the former ICM paradigm provided.

“Not able to meet their level of service need”: Westchester County’s Department of Community Mental Health reported a decline in service quality when children’s ICM was eliminated. In its local plan update, Westchester observed that *“children and families who had been served under Intensive Case Management and were reduced to Health Home Care Management... have experienced many Health Home/Care Management programs not being able to meet their level of service need and respond in a timely and efficient way.”* In other words, youth who once had a dedicated case manager with a small caseload now get a care manager juggling dozens of cases, resulting in delayed or insufficient attention. Families that thrived under frequent ICM visits and hands-on support now may just receive an occasional check-in phone call from a care manager, nowhere near the “intensity” they require.

Referral and paperwork vs. engagement and skill-building: Schoharie County’s Community Services Board drew a sharp comparison between the old and new models, noting that New York’s current *“Care Coordination model is focused on referral and service linkage, without the previous Case Management focus on engagement and skill building.”* They conclude that *“the loss of the targeted case management program and transition into the Medicaid Health Home Care Management has resulted in adults and children receiving less adequate services for their needs.”* This is a powerful indictment: what used to be an active, personal support relationship (ICM workers often teaching youth coping skills, helping with school meetings, modeling behaviors for parents, etc.) has been largely reduced to bureaucratic functions of making referrals and monitoring from afar. The “care coordination” approach may check boxes, but it does not change lives for the better when delivered at a low intensity and lacks flexibility for individuals with acute needs.

Overwhelming caseloads and workforce issues: One reason Health Home care managers struggle to provide intensive support is the high caseloads and turnover inherent in the model. Health Home care management agencies must often assign each worker far more clients than an ICM worker would have had. For illustration, Figure 2 depicts the stark difference in caseloads:

FIGURE 2: AVERAGE CASELOAD PER CASE MANAGER

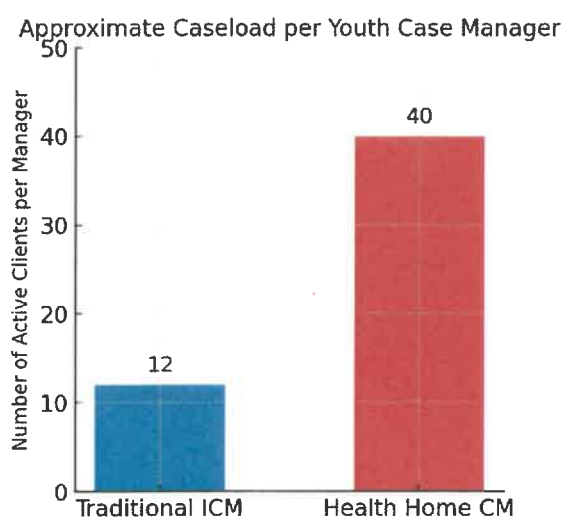


FIGURE 2: Approximate caseload per youth case manager under different models. Under traditional OMH ICM programs, a case manager might serve roughly 10–12 youth at a time, allowing for frequent contact (4 times per month) and intensive support. In contrast, Health Home care managers commonly carry many more clients (often 20–40), limiting the time and attention they can devote to each case.

Montgomery County noted in its plan that *“patients are not able to get the level of care they need to keep them from the hospital due to caseload sizes and the additional responsibilities of unqualified care managers.”* Health Home care managers are generally not required to have the same level of experience or training in mental health as the ICM staff did historically, and with large caseloads, even the most skilled care managers cannot provide intensive support. High turnover further disrupts continuity – Schoharie pointed out that *“high staff turnover rates disrupt service delivery and often leave individuals/families unsure about who their care coordinator is.”* While this comment was regarding OPWDD’s similar care coordination model, it echoes the experience in mental health Health Homes as well. Families frequently report having multiple care managers in a short span, needing to re-tell their story and lacking a consistent ally.

Insufficient outreach and engagement: A critical role of ICM was assertive outreach, not giving up on hard-to-engage youth. Several LSPs imply that the current system fails to effectively engage the most challenging cases. For instance, one rural county shared an anonymized case where *“services that [a youth with complex needs] wished to connect with were unable to accommodate [their] needs”*, and multiple programs across NYS denied the youth admission. Lacking any intensive case coordination to break through these barriers, *“the youth continued to escalate... until it resulted in legal charges due to assaulting another individual.”* This tragic outcome underscores how a determined ICM worker might have rallied appropriate services or creative solutions before things fell apart. Without such a coordinator, the youth’s needs went unaddressed until crisis and violence occurred. Health Home care managers are generally not equipped (nor expected) to perform this level of advocacy and troubleshooting, especially for clients who are initially resistant or whose cases span multiple systems.

Limited non-Medicaid coverage: Another shortcoming identified is the lack of slots for youth who aren’t Medicaid eligible. Sullivan County’s 2025 needs assessment notes, *“programs are generally at capacity and periodically unable to accept new referrals. In addition, there are limited non-Medicaid slots available in both children and adult care management programs.”* If a youth is uninsured or has private insurance that won’t pay for care management, they might get no service at all after hospital discharge or during a crisis. Under earlier models, state/local funding allowed some flexibility to serve such cases via ICM/SCM. Today, the system has become more siloed by funding source, leaving certain families behind.

In summary, the current care management approach—while useful for low-to-moderate-need populations—is insufficient for the subset of youth who need intensive, hands-on support. The words of one legal advocacy complaint (filed in 2022 on behalf of families) succinctly capture this reality: *“New York’s Health Homes do not provide the intensive care coordination services that children with severe or complex mental health conditions need.”* Instead of truly coordinating complex care, *“Health Homes act merely as a referral system, often simply informing families that services are unavailable or subject to waitlists.”* This referral-based model leaves no single accountable party to do the hard work of engaging the child and family, arranging creative supports, and following through on recommendations – roles that an ICM once fulfilled.

Given this evidence of inadequacy, it is of little surprise that counties across New York are calling for a return to more robust case management for youth. The next section highlights these local perspectives and the consensus emerging on the need to rebuild capacity for ICM services.

The Role of Local Government Units and the Case for Reinstated Intensive Case Management

Under New York State Mental Hygiene Law, each county and New York City is required to establish a Local Governmental Unit (LGU) responsible for the oversight, planning, and coordination of behavioral health services. The Director of Community Services (DCS) serves as the chief official of the LGU and holds statutory authority over the public mental hygiene system in their jurisdiction. DCSs administer the SPOA, convene cross-system stakeholders, and are accountable for ensuring that individuals with complex needs are prioritized and connected to appropriate care. LGUs act as the critical

bridge between state policy and local implementation. Their close proximity to service delivery and first-hand understanding of system gaps make them uniquely qualified to oversee flexible, responsive programs like ICM.

One key example of this is SPOA, which ensures that youth with Serious Emotional Disturbance (SED) and complex needs are appropriately triaged and connected to high-intensity services. SPOA serves as a centralized hub that brings together multiple service sectors to coordinate care and align resources around the youth and family. Embedding ICM within this structure allows for seamless referral, coordination, and accountability.

Including DCSs and LGUs in the design, implementation, and oversight of any modernized ICM model is not just advisable—it is essential. Their statutory authority, deep community knowledge, and capacity to integrate services across mental health, I/DD, education, child welfare, juvenile justice, and substance use systems ensure that ICM services will be targeted, effective, and sustainable. DCSs also maintain strong, working relationships with local child-serving systems and state partners, enabling them to collaboratively problem-solve and address barriers to care in real time.

As New York faces the possibility of Medicaid funding reductions, the urgency to adopt cost-effective, impact-driven models like ICM becomes more pronounced. Traditional systems, already strained under high caseloads and limited coordination, risk further decline in responsiveness and outcomes if Medicaid reimbursements are scaled back. In contrast, a modernized ICM model—anchored in small caseloads, assertive outreach, and cross-system coordination—offers a feasible and fiscally responsible solution to maintain and improve youth services in a challenging fiscal environment.

New York State has made substantial investments throughout the past decade in building a robust System of Care (SOC) for children and families, emphasizing cross-sector collaboration, individualized services, and community-based supports. At the center of this system are the DCSs, who lead LGUs in orchestrating mental health, substance use, developmental disability, and child welfare services at the county level. DCSs are uniquely positioned to convene stakeholders across systems—education, juvenile justice, child welfare, and health—to ensure that youth with complex needs receive coordinated, responsive care. SPOA is a core mechanism by which this coordination is operationalized at the local level. New York has the opportunity to leverage this existing infrastructure by strengthening the DCS-led coordination role and embedding ICM within the SOC framework. Doing so builds on proven capacity, promotes fiscal efficiency, and honors the principle that complex youth need a single, locally accountable system to guide their care.

Reinvesting in Intensive Case Management for New York’s Youth with Complex Needs

While New York State faces a growing crisis in youth mental health, local mental hygiene authorities report that current care management models are failing to meet the needs of children and transition-age youth with serious emotional disturbances. Since the transition to Health Home care management, many youth with complex needs and families have lost the intensive, hands-on support they once received under the former ICM programs. The consequences are evident in repeated psychiatric hospitalizations, emergency room boarding, and youth cycling through crisis services without sustained improvement. Behavioral health stakeholders across the state – from rural counties to major urban centers – are sounding alarms in their 2025 Local Services Plans (LSPs) about these service gaps and the strain on local systems.

This white paper makes a compelling case for reinstating a modernized ICM service for youth (including transition-age youth up to ~21-24) across New York State.

Documented Need: The 2025 LSPs of numerous counties highlight inadequate care coordination for youth with complex needs, loss of prior intensive services, and increasing crises. For example, Otsego County notes an urgent need for “more intensive case managers” to help youth with mental health and substance use issues and to address social determinants of health. Similarly, Westchester County observed that children who had been served under ICM were reduced to Health

Home Care Management, and many health home programs “were not able to meet their level of service need... in a timely and efficient way”. These on-the-ground perspectives illustrate a statewide trend, with 2/3 of counties’ LSPs indicating insufficient services to meet youth needs.

System Strains and Poor Outcomes: Without intensive care management, youth with complex multi-system involvement often fall through the cracks. Counties report rising youth mental health crises, frequent ER visits, and a lack of appropriate follow-up. Dutchess County, for instance, had 288 children sent out of the county in one year for inpatient psychiatric hospitalization due to a lack of local beds. Family engagement in care is difficult when distance becomes a factor, and discharge plans frequently lack resources embedded in the child’s home community. In many cases, children in crisis are either stuck in emergency departments for days or discharged home without adequate supports, only to deteriorate again. This cycle is costly, traumatic for families, and indicative of a missing layer of intensive support in the community.

Historical Success of ICM Programs

Research and experience in New York show that ICM can improve youth outcomes. New York’s original Children and Youth ICM program (established in 1988) was associated with reduced psychiatric symptoms, improved functioning, and fewer hospitalizations for youth with serious emotional disturbances. Reintroducing a modern ICM model would bridge the gap between basic care coordination and high-intensity crisis services (like Youth ACT teams), providing flexible, proactive support to the youth most at risk of out-of-home placement or harm.

Historical evaluations of New York State’s original Children and Youth Intensive Case Management (CYICM) program demonstrate clear benefits in improving behavioral health outcomes for youth with complex needs. Key findings include:

- **Reduced Psychiatric Symptoms and Hospitalizations:** A 1996 evaluation found that youth enrolled in ICM experienced significant reductions in psychiatric symptoms such as mood and behavioral disorders. The program also led to fewer psychiatric hospitalizations and shorter inpatient stays, compared to similar youth not receiving ICM services.
- **Improved Functional Outcomes:** Participants in ICM showed measurable improvements in day-to-day functioning, including better school attendance, improved peer and family relationships, and more consistent participation in treatment. ICM staff were instrumental in providing support during school and treatment engagement.
- **High Engagement and Family Satisfaction:** Youth and families reported high levels of satisfaction with ICM services. The consistent contact, advocacy, and personalized care helped build trust and improve service engagement.
- **Cost-Efficiency and System Impact:** While ICM required greater investment per participant, it resulted in system-wide cost savings by reducing the use of costly emergency, inpatient, and institutional services.

Source: Evans, M. E., Boothroyd, R. A., & Armstrong, M. I. (1996). Outcomes of Children and Youth Intensive Case Management in New York State. *Psychiatric Quarterly*, 67(4), 351–363.

Modernized ICM Model

The paper proposes a revamped ICM model tailored to today’s landscape. Key features include:

- **Small caseloads** (8–12 youth per manager) to allow for frequent, high-touch engagement.
- **Support for individuals to include transition-age youth** (up to age 24)
- **24/7 crisis availability** and assertive outreach to prevent unnecessary hospitalizations.

- **Cross-system coordination**, ensuring collaboration among mental health, education, child welfare, juvenile justice systems, and other support systems.
- **Integration of family and youth peer supports** to build trust and engagement.
- **Emphasis on skill-building and advocacy**, not just referrals and paperwork.
- **Flexible, sustainable funding models** that support real-time service delivery.
- **Strong oversight from Local Governmental Units (LGUs)**, ensuring local responsiveness and accountability.

This model would also incorporate accountability measures and data tracking to ensure that youth are progressing, and no one falls off the radar.

A modernized ICM model must include an updated and more flexible funding structure. Previously, Medicaid reimbursement was only available if a program delivered a minimum of four (4) face-to-face visits per youth within a calendar month. There was no option for partial reimbursement when fewer visits were completed. This led to delays in starting services, especially for referrals that came in after the middle of the month, thus creating unnecessary gaps in care. Programs also struggled to support staffing when they provided some services but couldn't bill at all. The ICM model will need the ability to receive partial reimbursement to sustain operations and maintain capacity, even if the full visit threshold isn't met. Oversight and accountability can still be ensured by requiring documentation that explains why the expected number of visits was not achieved.

A modernized ICM model would use service dollars in a flexible, strategic way to fill gaps when no other funding is available, ensuring that youth with complex needs receive timely, wraparound support. Specifically, a modernized ICM model would:

- **Address immediate, unmet needs** such as emergency housing, food, clothing, transportation, or communication tools (e.g., phones or tablets for telehealth).
- **Support family stabilization** efforts through respite care, childcare, or other resources that help keep youth in their homes and communities.
- **Facilitate engagement** by removing access barriers—covering costs like transportation to appointments or incentives for participation in services.
- **Bridge service gaps** for uninsured or underinsured youth by funding critical supports that are otherwise inaccessible.
- **Promote cross-system coordination** by funding services or supports that don't fall neatly under one system's responsibility.

Ultimately, service dollars in a modernized ICM would function as a flexible funding stream—locally managed and quickly deployable—to ensure care is not delayed due to red tape or rigid billing restrictions.

State-Local Partnership and Oversight: A strengthened partnership between LGUs and the NYS Office of Mental Health (OMH) is critical for success. LGUs should play a central role in identifying youth in need, overseeing ICM performance, and coordinating with providers. OMH, in turn, should fund and regulate the ICM programs, setting standards for caseloads, staffing qualifications, and outcomes. A collaborative oversight structure will ensure local accountability and that state resources are effectively reaching youth on the ground.

Voices from the Counties: Statewide Calls for Intensive Support

If one reads through the 2025 Local Services Plans of New York's 57 counties and New York City, a clear pattern emerges: almost every community identifies the need for better case management or care coordination for youth. In fact, "Case Management/Care Coordination" appears as a top identified need area in the majority of county needs assessment forms. Many plans go further, providing narrative examples or specific proposals to bolster ICM. Here, a few representative voices have been compiled from different regions to illustrate the breadth of concern:

Otsego County (Mohawk Valley region): Otsego's Community Services Board emphasizes the shortage of intensive case workers. They write: *"With an increase of individuals with MH and SUD issues, we need more intensive case managers. I would like to be able to hire a case manager for the clinic to help the clients meet social determinants that they need assistance with. This would allow the clinicians to focus on therapy while the case managers can assist with other needs."* This comment highlights how a lack of ICM not only hurts clients but also strains clinical services – therapists are spending time on housing, transportation, or paperwork issues that dedicated intensive case managers could handle. The result is less effective treatment and potential burnout of clinicians. Otsego sees intensive case managers as essential to filling these gaps and improving overall care.

Ulster County (Mid-Hudson region): Ulster's plan sets a formal goal to "improve care/case management service delivery" and even includes an action item to *"Get OMH to approve the addition of a second Intensive Case Manager in Ulster County."* The target was to have "a second intensive case manager operating in Ulster holding a full caseload" by the end of 2023. Ulster already had one ICM position (likely state-funded for adults) and found it valuable enough to push for another. The inclusion of this objective in the county plan signifies that local leaders believe more ICM capacity will directly benefit their residents. It also underscores the needed partnership with the state – Ulster cannot simply create an ICM on its own without OMH's approval and funding.

Sullivan County (Mid-Hudson region): As noted earlier, Sullivan County notes that the complexity of youth referred through SPOA has increased significantly, and that existing care management programs lack the capacity and intensity needed to effectively engage and stabilize these youth. They also point out a need for better coordination at discharge from hospitals, noting communication gaps between hospitals and community providers that leave individuals (including youth) without proper follow-up. Intensive case managers often acted as that bridge at discharge, ensuring plans were in place. Sullivan's experience reinforces that in the absence of such roles, youth can fall through the cracks when transitioning between levels of care.

Albany County (Capital Region): Albany's plan does not explicitly mention "ICM," but it calls for services that echo its functions. For example, Albany would *"benefit from the return of an adult Living Room and needs a youth Living Room"* (a Living Room is a peer-staffed diversion program for people in crisis) and notes that *"children and youth are presenting with higher needs... that are more difficult to stabilize; there is a continued need for children's respite"*. Underlying these points is the recognition that without intensive supports (like respite, crisis outreach, and engaged case management), youth with complex needs end up in the ER or worse. Albany explicitly states that the lack of such supports has led to children *"being impacted by the hospital/ER diversion issues"* just like adults. The county is essentially asking for more robust community-based interventions – a category into which ICM squarely falls.

New York City: While this paper focuses on county voices, it's worth noting that New York City's mental health plan (part of its ThriveNYC and ongoing initiatives) has also recognized care coordination challenges. The scale is different, but NYC has piloted programs like intensive care coordination for youth involved with the justice system and high-utilizers of psychiatric hospitals. Any statewide ICM strategy should encompass NYC as well, perhaps by augmenting

or realigning existing care management programs for youth in the city to ensure comparable intensity and LGU oversight as in the rest of the state.

To visualize how widely certain needs are cited, Figure 3 shows the number of NYS counties that identified select service needs related to youth in their 2025 plans (based on a review of LSP documents):

FIGURE 3: NY COUNTIES IDENTIFYING YOUTH SERVICE GAPS (2025)

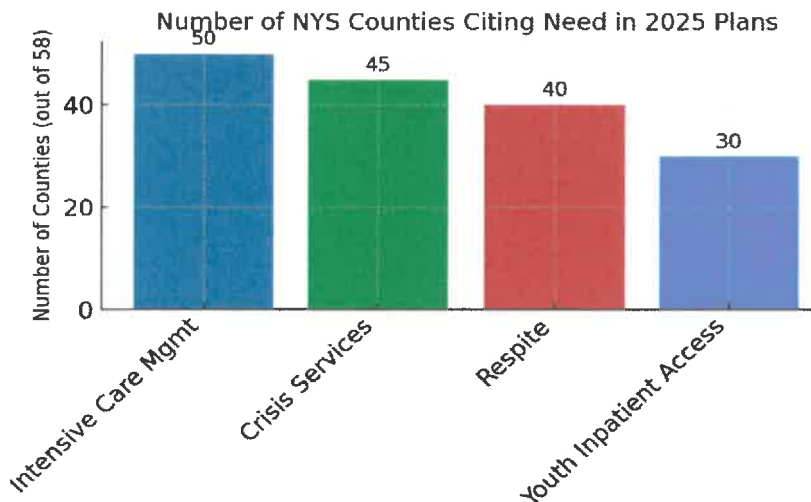


FIGURE 3: Prevalence of select youth service needs cited by NYS Local Services Plans (2025). Nearly all counties highlighted the need for improved ICM/care coordination for youth and related supports like crisis services and respite. A significant number also noted issues with youth inpatient access (lack of local beds, kids sent out-of-area). This illustrates a statewide consensus on gaps in the youth service continuum (Source: 2025 LSP Needs Assessment summaries).

The takeaway from the counties’ perspective is clear: there is strong consensus that more must be done to coordinate and manage care for youth with complex needs, and many believe that re-instating intensive, proactive case management is a key part of the solution. The counties are effectively asking the state to partner with them in rebuilding this capacity. As the ones closest to these youth and families, LGUs see firsthand the fallout of insufficient care coordination and are unified in calling for change.

A Vision for a Modernized Youth Intensive Case Management Program

Health Home Care Management (HHCM) reflects a broader shift toward Medicaid-funded, acuity-based care coordination. The HHCM model may be effective for individuals with lower acuity. However, it has not effectively served youth with complex needs due to limited reimbursement, administrative barriers, and higher caseloads.

By contrast, the ICM model had a higher-touch, lower-ratio approach, deeply embedded in local systems, which allowed staff to respond flexibly to crises, engage families intensively, and coordinate across fragmented systems. Although it lacked scalability and was costlier per child, its impact on outcomes for high-risk youth was significantly more robust.

To address the gaps identified, we propose developing a modernized ICM program for youth across New York State. This would not simply replicate the 1980s-era ICM in exact form but rather update and integrate it with today’s array of services and best practices. The goal is to create a high-intensity care management option that can be accessed for those youth and transition-age young adults who need it most, effectively creating a safety net of personalized support around the individual and family. Below, we outline the key elements and guiding principles of this model:

Small Caseloads Enabling High-Frequency Contact: The cornerstone of ICM is a low client-to-staff ratio. Each ICM care manager (often titled Intensive Case Manager or perhaps “Intensive Care Coordinator” in a new model) should have a

caseload on the order of 8–12 youth maximum. This contrasts sharply with the 25+ per care manager in Health Homes. With fewer clients, the ICM can visit or check in with each youth multiple times per week if needed, devote time to accompanying them to appointments, meeting with school personnel or family members, and so on. Regular, persistent contact builds trust and allows the ICM to catch brewing crises early. As Schoharie and other counties noted, engagement is a major focus – an ICM can spend the time to locate a youth who is hard to reach or creatively re-engage a family that has withdrawn, efforts that would be unfeasible under high caseloads.

Team-Based Approach Including Peers and Family Support: A modern ICM program can be enriched by incorporating peer support workers (e.g. young adult peers with lived experience with mental health challenges) and family peer advocates (parents or caregivers who have raised children with behavioral health issues). These peers would work alongside the professional case manager as part of an ICM Team. The peer can connect with the youth in ways professionals sometimes can't, serving as a mentor and role model, while the family peer can coach and support the caregivers in the home. This mirrors some aspects of the evidence-based “wraparound” model (which emphasizes a team driven by the family's vision and including natural supports). By adding peers, the ICM program also aligns with New York's expansion of Family and Youth Peer Support Services under Medicaid (CFTSS). Peers can extend the reach of the ICM and provide evening/weekend support as needed, further increasing the program's capacity to stabilize situations.

Holistic, “Whole-Person” Focus (Beyond Medical Model): Intensive Case Managers should address not only the youth's psychiatric treatment plan, but also the social determinants of health and practical needs that often dictate outcomes. Housing stability, school attendance, job training, social connections, and recreational activities are all within scope. In the words of the Otsego clinic director, having case managers assist with these needs “*allows clinicians to focus on therapy*” and ensures the youth's basic and social needs are met so that therapy and other treatments can be effective. The ICM should function as a central hub for coordinating all aspects of the youth's life: one day helping the family apply for benefits or find safer housing, the next day mediating with a school to obtain special education support, the next taking the youth to visit a potential vocational program – whatever is needed to keep the youth on a positive track. This whole-person approach was a hallmark of the old ICM and remains a critical need today, as fragmented systems often leave families to navigate a maze of services on their own.

Cross-System Coordination and Advocacy: Youth with complex needs are frequently involved in multiple systems (education, mental health, substance use, child welfare, developmental disabilities, juvenile justice). It is integral to the modern ICM model to coordinate across these silos. The ICM should convene regular team meetings (akin to a wraparound Child and Family Team) that include the family and all key providers or agency representatives working with the youth. By getting everyone to the table, the ICM ensures a unified plan and prevents “handoffs” from becoming dropped balls. If a youth is hospitalized or arrested, the ICM participates in discharge planning and advocates for appropriate aftercare or alternative dispositions. Several counties (e.g. Niagara, Erie) highlighted cross-systems initiatives in their plans – an ICM program can act as the glue within those initiatives, making them work at the individual level. Importantly, ICMs would also coordinate with the existing Health Homes: if a youth is enrolled in a Health Home, the ICM could either be the assigned care manager (if the program is structured under the Health Home umbrella) or work in parallel with clear role definitions. We recommend that for youth who qualify for ICM, the ICM becomes the care manager of record (avoiding duplication) but with enhanced responsibilities and a smaller caseload financed through state dollars.

24/7 Crisis Availability and Hospital Diversion: While ICMs are not formal emergency services, a modern program should include on-call support such that families have someone to call in a crisis who knows them. This could be rotated among a few ICM team members. The ability to promptly respond (by phone or in person) to a family in de-escalation can prevent unnecessary ER visits. In addition, ICMs can partner with new crisis stabilization programs (e.g. the youth Mobile Crisis teams and crisis residence programs that NYS is developing) – serving as aftercare coordinators whenever their clients use

those services. The ICM's intensive engagement also means they are well-positioned to notice early warning signs of crisis and implement preventive strategies (such as arranging a brief respite stay or extra therapy session) before the situation boils over. Home-Based Crisis Intervention (HBCI) programs, where they exist, are short-term; an ICM can dovetail with HBCI, ensuring that gains made in a 4–6-week crisis intervention are sustained thereafter by ongoing support.

Culturally Competent, Youth-Guided Services: The new ICM model should be person-centered and culturally sensitive. Youth and families must be partners in their care planning, with the ICM helping to amplify the youth's voice in what goals they want to pursue. New York's population is diverse; hiring ICM staff who reflect the communities served (in language, culture, etc.) will improve engagement. Additionally, specialized training should be given to ICMs on working with subpopulations such as LGBTQ+ youth, youth with co-occurring developmental disabilities, or those who have experienced complex trauma. Because ICMs will be deeply involved in families' lives, building trust and respecting values is paramount.

Policy and Funding Recommendations

To implement modernized ICM statewide, we recommend dedicated state funding (re-purposing or augmenting Medicaid and state aid dollars (**Appendix I**), potentially launching regional pilot programs, and establishing clear eligibility criteria through SPOA so that the youth with the highest needs are prioritized. Additionally, the State should consider re-instituting, or expanding where still available, non-Medicaid ICM slots for youth who are uninsured or underinsured – a gap highlighted in several county plans. Building the workforce pipeline (through incentives, training, and competitive salaries for ICM positions) is also essential, given workforce shortages.

Overall, reinstating a modernized ICM for youth is not a step backward to “how things were,” but a strategic advancement toward a more responsive, accountable system of care. It recognizes that current models are not sufficient for youth with the highest levels of need, and that additional, sustained support is necessary. DCSs, as leaders of New York's LGUs, are positioned to operationalize this model effectively based on their statutory roles and close understanding of local systems.

Reinvesting in ICM is both a fiscal and moral imperative. LGUs have the infrastructure, experience, and oversight capacity to deliver intensive care coordination, but they require state partnership to make implementation viable at scale. By modernizing ICM and embedding it within local frameworks like SPOA and the System of Care, under the guidance of DCSs, New York can address long-standing service gaps and improve continuity and outcomes for youth with complex needs. Reduce avoidable hospitalizations and out-of-home placements, and improve long-term outcomes for youth and families. This is not just about restoring a program—it's about making good on our commitment to meet youth where they are, with the right support, at the right time. By heeding the expertise of DCSs and the experiences of families across the state, New York can build a stronger, more coordinated continuum of care—and ensure that no high-risk young person is left to navigate complex challenges alone.

The New York State Conference of Local Mental Hygiene Directors (the Conference) is a statewide membership organization consisting of the Commissioner/Director of each of the state's 57 county mental hygiene departments (encompassing mental health, substance use, and intellectual/developmental disabilities) and the mental hygiene department of the City of New York. Also known as the Local Governmental Unit (LGU), the DCSs are county officials and have specific responsibilities and authority under the Local Services provisions of Article 41 of the Mental Hygiene Law (MHL) for planning, development, implementation, and oversight of services to adults and children in their counties affected by mental illness, substance use disorder, and intellectual/developmental disabilities.

Appendix I: Comparison of NYS Funding Models for Children's Care Management

While HHCM represents a Medicaid-driven model focused on acuity-based payments and broader coordination, it often lacks the depth needed for youth with high needs. ICM, though more resource-intensive, provided high-impact, individualized support with strong outcomes for the most vulnerable populations.

1. Program Overview

Feature	Health Home Care Management (HHCM)	Intensive Case Management (ICM)
Population of Focus	Children with SED, chronic conditions, or trauma histories	Children and youth with SED and high-intensity needs, including co-occurring I/DD, SUD, and/or trauma histories
Care Model	Team-based coordination across physical, behavioral, and social services	Individualized, high-intensity care with frequent face-to-face engagement and coordination across systems of care; Youth Peer and Family Peer support integrated into the program
Assessment Tool	CANS-NY (Child and Adolescent Needs and Strengths – NY)	Evidence-based assessment tool (i.e. CANS-NY), clinical evaluation, and individualized needs-based planning

2. Funding and Reimbursement

Feature	HHCM	ICM
Funding Source	Medicaid PMPM based on acuity tiering	Blended Medicaid and State funding
Reimbursement Model	Tiered payments based on CANS-NY score	Flat rate per client/month, full reimbursement for achieving target units of service, allowance for partial reimbursement
Billing Requirements	Requires documentation of contacts and plan updates	Simpler documentation with a focus on engagement
Risk Sharing / VBP	Designed to transition to VBP	Not structured for risk-sharing

3. Service Intensity and Flexibility

Feature	HHCM	ICM
Caseload Sizes	1:25–1:40+	1:8–1:12
Flexibility of Engagement	Limited by billing codes	High-intensity outreach and home visits
Crisis Response	Limited; not designed for immediate crisis	Routine crisis management and system navigation
Service Dollars	Limited; not designed to include discretionary service dollars; relies on linkage and coordination with existing services	To ensure wraparound supports are available to youth when other funding mechanisms are unavailable.

4. Outcomes and System Impact

Feature	HHCM	ICM
Effectiveness for Youth with Complex Needs	Mixed; limited for complex cases	Proven reduction in hospitalizations and improved functioning
System Integration	Varies by provider	Embedded in local systems with cross-system coordination
Provider Feedback	Concerns about funding and burden	Valued for continuity and stabilization outcomes



Mental Hygiene Regional Forum #3

OMH Hospital & Community Connections for the North Country

April 3, 2024

Agenda

- Welcome!
- North Country MHL Forums: Summary of Work To Date
- OMH Hospital & Community Connections
 - Background
 - Goals and objectives
- **Review and rank** the barriers/challenges to communication and transitions to and from *acute hospital settings and outpatient treatment, care coordination and housing programs*
- Breakout into smaller groups to **document suggestions and solutions** for addressing the top ranked barriers/challenges
- Solution report out and **next steps**

Introduction of Leads

Mark Thayer, Director, OMH Central New York Field Office

Terri Morse, LMHC, CASAC, DCS, Essex County

Richelle Gregory, M. Ed., DCS, Clinton County

Lynette Greene, LCSW-R, DCS, Hamilton County

Suzanne Lavigne, MHA CASAC-M, DCS, Franklin County

Introduction of Today's Participants

- Adirondack Medical Center
- Behavioral Health Services North
- Clinton County Mental Health and Addiction Services
- Community Connections of Franklin County (CCFC)
- Conifer Park
- Essex County Community Services
- Franklin County Community Services
- Hamilton County Community Services
- MHA Essex
- NAMI Champlain Valley
- NYS OPWDD
- NYS OMH
- St. Joseph's Addiction Treatment & Recovery Center
- Ticonderoga Police Department
- UVMHN Alice Hyde Medical Center
- UVMHN Champlain Valley Physicians Hospital (CVPH)

North Country MHL Forums: Results of Forum #2/Solutions

Inpatient/Crisis/Respite Beds (Prevention and Discharge)

- 9.41 Details provided, person info who called LE- change in PU order form (3 dots)
- School/PCP work to identify children early -- but are too many concerns (2)
- ICM increase children/adults (2)

Interagency Collaboration During Crisis

- Co-pay or system to deter unnecessary ED visits (2 dots)
- Different laws/rules regarding information sharing during crisis OASAS (2)
- Funding support/specialized team (2)
- Fix it! Studies and legislation (3)
- Include CIT in academy (2)

- **More grant opportunities and awareness**

North Country MHL Forums: Results of Forum #2/Solutions

Care Coordination

- Discharge planning. (4 dots)
- Education for other systems on effects of SDOH (3)
- Step-down units/programs- Day programs- Support for transitions across the board (3)
- More requirements for SNFs/Residential care. (4)
- Facilities for staff to provide MH services (4)

Staffing/Workforce

- Sensitive to staffing needs (3 dots)
- Cross system education – services (8)
- DCS's create a county provider service manual- [Law enforcement/OMH/OASAS/ Hospitals/DSS (8)
- Discharge planning- Inservice- More coordination (4)

Hospital & Community Connections: Background

- 2023 marked an opportunity for our state's public mental health system like never before!
- New mental health supports and services, such as **Critical Time Intervention teams**, continue to be made available on our OMH procurement website here: <https://omh.ny.gov/omhweb/rfp/>.
 - An RFP for Children's CTI teams to provide high intensity supports, including transitional residential supports, for youth (ages 11-17) inappropriately boarding in hospitals was released March 21st
- Guidance for inpatient psychiatry, emergency departments, and CPEPs was distributed in October 2023 and two main components are 'communication and collaboration with non-hospital individuals' and 'coordinated discharge planning'
- Draft guidance was released **on March 3rd** for outpatient treatment, residential, and care management programs that mirrors and complements the hospital guidance
- The goal of **Hospital & Community Connections** is to have timely and appropriate access to inpatient and ambulatory services for individuals during and after behavioral health crises
- **Locally** identified solutions and strategies must be used to reach this goal

Hospital & Community Connections: Objectives

- **Communication:** Acute (inpatient, ED, CPEP) and ambulatory (outpatient, care coordination, housing/residential) providers have protocols in place to ensure bi-directional communication and information sharing to inform admission decisions and discharge and aftercare planning.
- **Care Transitions:** Transitions in care between acute and ambulatory/housing levels of care are timely and person-centered, include a warm-handoff, and are aimed at reducing discharge delays and hospital readmission.
- **Access:** For individuals being discharged from acute settings, access to ambulatory treatment services and housing/residential services, are timely and responsive.
- **System Capacity:** Services aimed at providing assertive support during transitions in care as well as services aimed at increasing availability and capacity are implemented, such as **Critical Time Intervention (CTI) teams**, Specialty Mental Health Care Management, Home Based Crisis Intervention (HBCI), Assertive Community Treatment (ACT), clinic expansions, new housing programs, and others **depending on locally identified service solutions**.
- **System Literacy:** Providers are aware of all local mental hygiene services, eligibility criteria, and how to refer and contact during business and non-business hours.

New Guidance for Disclosure of PHI

- On February 20, 2024, OMH issued new guidance regarding when PHI, including MH clinical information governed by NYS Mental Hygiene Law 33.13, can be shared with or without individual consent to ensure appropriate communication between relevant parties and enhance service coordination; HIPAA also allows information sharing for the purposes of treatment and care coordination, with or without patient consent
- All OMH providers, including Article 28 hospital inpatient psychiatric units licensed by OMH and CPEPs, are allowed under both 33.13 and HIPAA to use or disclose PHI for treatment or care coordination purposes with other parties without a signed consent form, provided the other party is an OMH operated facility or there is a nexus between the other party and OMH through:
 - Licensure
 - A local or unified services plan,
 - Or an agreement, including an agreement through which OMH pay provide funding to a provider
- The guidance document provides specific situations in which information is allowed to and should be disclosed to ensure patient safety and optimize health outcomes
- Full guidance is available here: <https://omh.ny.gov/omhweb/guidance/hipaa-mhl-33-13-field-guidance.pdf>



OMH Resource Panel

- Executive support from: Jeremy Darman, Deputy Commissioner, Planning & Quality Management
- Clinical leadership from: Dr. Flavio Casoy, Dr. Matt Perkins, Dr. Matt Erlich, Dr. Molly Finnerty, Dr. Jennifer Goldman, Dr. Jorge Petit
- Statewide view of successful initiatives, procurement opportunities, and other planning resources from the Office of Planning: Erica Van De Wal, Divya Forbes, Jeongbae Kim, Ryan Kelley
- Hands on implementation support from Office of Population Health and Evaluation: Anni Cummings, Jennifer Grant, Niasha Wade, Hannah Ritz, Rachel Kim
- Feedback from individuals and families collected by Office of Advocacy and Peer Support Services: Amanda Saake
- Programmatic design and leadership from:
 - Division of Integrated Community Services for Children & Families: Sarah Kuriakose, Angela Keller
 - Division of Adult Community Care group: Chris Smith, Nicole Haggerty
 - Hospital Initiatives: Janine Perazzo

Prioritize Barriers and Challenges

When you registered for today's call, we asked you:

- What is a challenge or barrier you see to effective communication between hospital, outpatient, case management and housing providers?
- What is a challenge or barrier you see when individuals with behavioral health needs transition from hospital settings to outpatient, case management and/or or housing settings?

Themes were reviewed and ranked...

Communication Barriers

Edited and prioritized list of barriers:

1. Lack of shared culture/understanding of requirements we have to work with that prohibits collaboration/communication across programs, counties, and systems (including insurance eligibility)
2. No formal workflow for communication at admission/discharge (including care partners, SDoH resources) that is disseminated to the front lines
3. System literacy – lack of understanding roles/programs across the system
4. Staffing constraints- no time for communication
5. Application of consent/confidentiality rules for information sharing
6. No known point of contact for all organizations; no system for updated interagency contact information or for sharing data
7. Lack of shared spaces to work through challenges/conflicts and review cases, change workflows

Care Transitions Barriers

Edited and prioritized list of barriers:

1. Lack of available support and resources in the community, in particular available housing, transportation supports, step-down and intermediary services
2. Limited collaboration with Care Management and other resources that support during key discharge timeframe (peers, CTI, etc.)
3. No systems for communication/care coordination with all providers at admission/discharge, particularly around discharge planning/warm handoff
4. Services and siloed systems make it challenging to meet complex needs (e.g., co-occurring SUD, I/DD, MH; social determinants of health)
5. Securing timely post-discharge appointments and ensuring appointments are kept
6. Not enough time to stabilize in hospital setting prior to discharge

Breakout Sessions – Brainstorm Solutions

Lack of available support and resources in the community, in particular available housing, transportation supports, step-down and intermediary services

Ideas from breakout session:

- More regulatory clarity on Care Management's role in providing supports to individuals, particularly for those who have complex needs, e.g., receive both OMH and OPWDD supports
- Hold regular meetings with key stakeholders to collaborate on patient transfers and discharges.
- Utilize CTI teams to make sure case management has the tools to follow the individual and work with the hospital since they have all the information and have access to community connections to bridge the gap during the transition period
- Train and educate staff on what programs do, how to cut through red tape, and get clients where they need to be
- Establish expectations for follow-up with time frames in order to make it easier to check-in on patients during transition periods
- Consider a pilot approach for CTI in the North Country that is a regional with a bigger team for the region so that everyone has access to each other's supports and can work together
- Partner with transportation services, e.g., Trailways buses to facilitate transport back home where there are limited public transport options

Breakout Sessions – Brainstorm Solutions

No formal workflow for communication at admission/discharge (including care partners, SDoH resources) that is disseminated to the front lines

Ideas from breakout session:

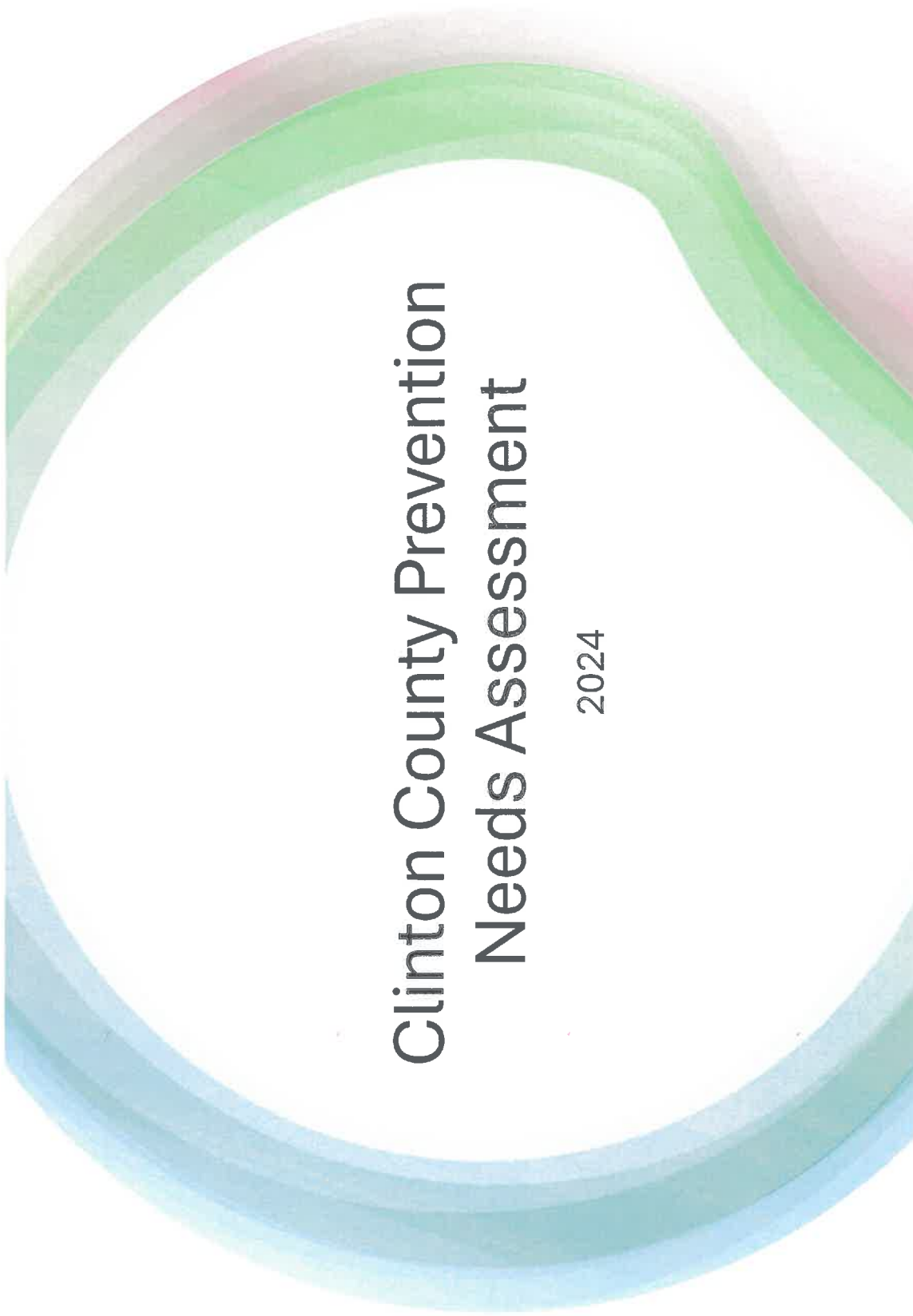
- Encourage hospital and care management staff to use [ePACES](#) (electronic application that allows providers to create claims and other transactions that are HIPAA compliant) to help identify community providers, current CMAs and insurance information.
- Create and share contact lists for providers that can be easily updated to handle staff turnovers and staff vacations/time off, etc.
- Create after-hours phone numbers so that agencies/providers are still reachable after business hours
- Guidance to ensure a comprehensive understanding of HIPAA, e.g., coordinating care when patient declines consent.

Solution Report Out

- OMH to dig into the insurance eligibility
- Communication
 - Use of ePACES platform to check if someone is connected to a Care Management agency and who reach out to (contact database); if you do develop a contact database and how to navigate staffing changes/staff vacation?
 - Updated contact list that are shared in an accessible e-space like Teams that is updated regularly
 - Regular meeting spaces at key organizations to work through shared case collaboration needs – jointly organized by Citizen's Advocates and St. Joe's
 - Children's System of Care has helped break down siloes between programs via going to trainings together and getting to know each other – addresses the culture piece
- Care Management
 - Direct referrals from referral sites to CMAs (rather than the HH going between) can increase timely response, including warm handoff at the hospital
 - More referrals to CM from outpatient providers, etc. so they are already in place
 - Making sure that CTI is implemented well
 - Can we avoid discharges from MHU on Fridays/weekends?

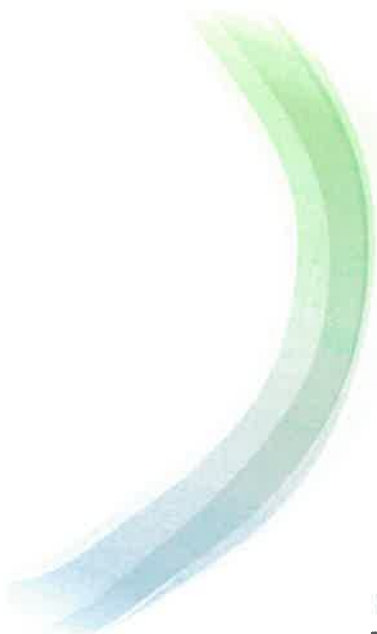
Next Steps

- A summary of today's progress and the slides will be distributed to all participants
- We'll be back in touch asap on details for the next meetings, and we can have smaller meeting groups when needed
- Your Hospital & Community Connections partners are always open to your feedback! If you have any questions or suggestions between these meetings, please reach out at Planning@omh.ny.gov
- **THANK YOU** for your participation in these meetings and for your dedication to meeting the needs of the people we serve!

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Clinton County Prevention Needs Assessment

2024



Participating School Districts

- Chazy Middle and High School
 - Northern Adirondack Middle and High School
 - Beekmantown Middle and High School
 - Peru Middle and High School
 - Saranac Middle and High School
- 
- All school districts in Clinton County were asked to participate.

Grades 7, 9 and 11



Substances
Ever used (E),
Heavy use (H),
30-day use (30)

Alcohol E-22% 30-12% H-6%

E-cigarettes E-12% 30-8%

Cigarettes E-7% 30-2% H-1%

Marijuana E-12% 30-6%

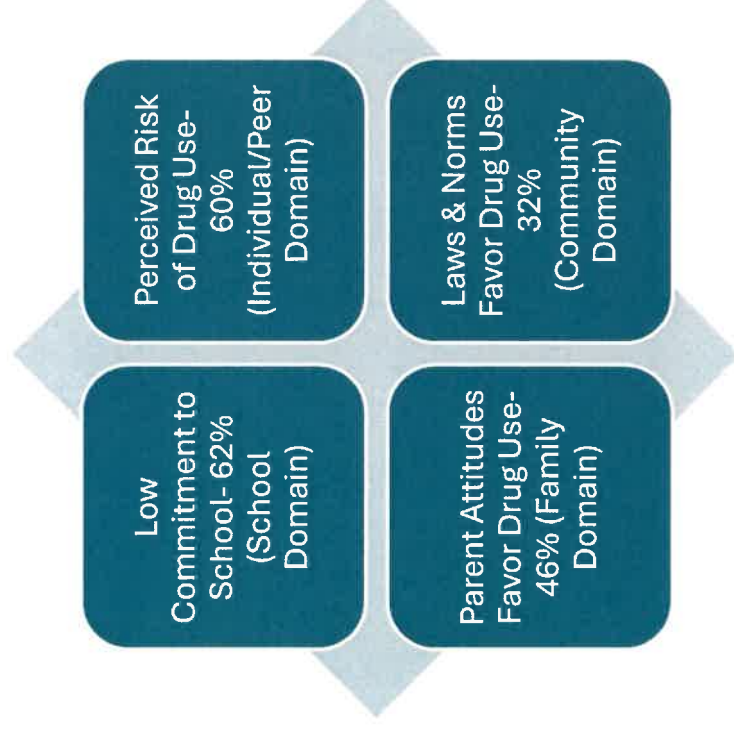
Anti Social Behavior
Past Year (school suspension)
30-Day (Driven Drunk, Riding with drinking driver)

-Suspension
from School
7%

-Driven Drunk
2%

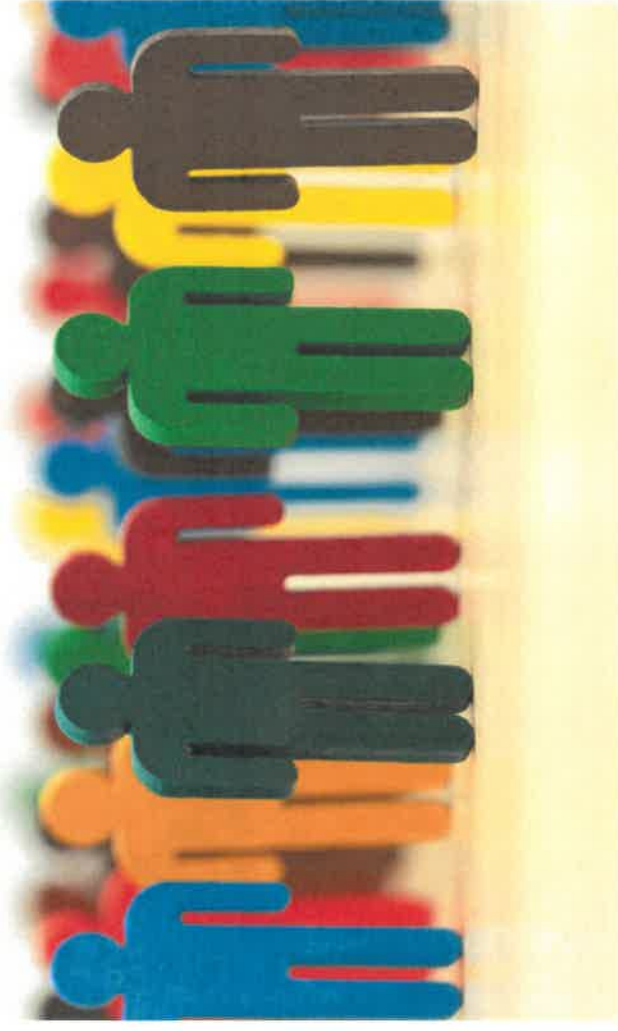
-Riding with
drinking
driver 10%

Risk Factors Percent of Youth at Risk

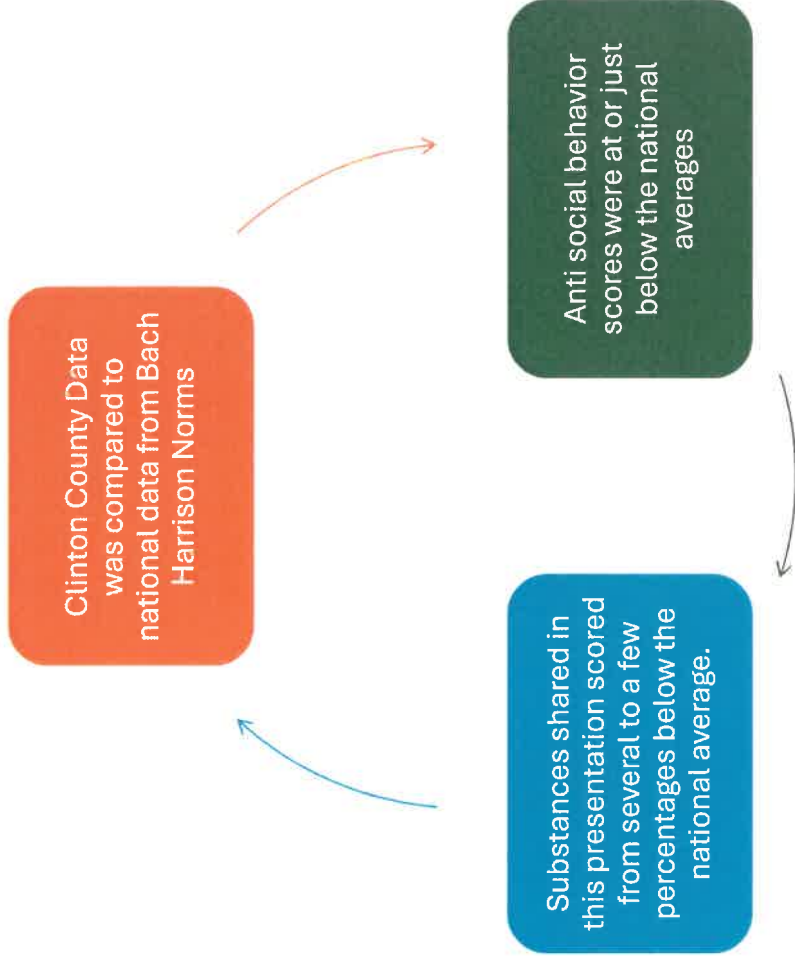


Protective Factors Percentage of Youth with Protective Factors

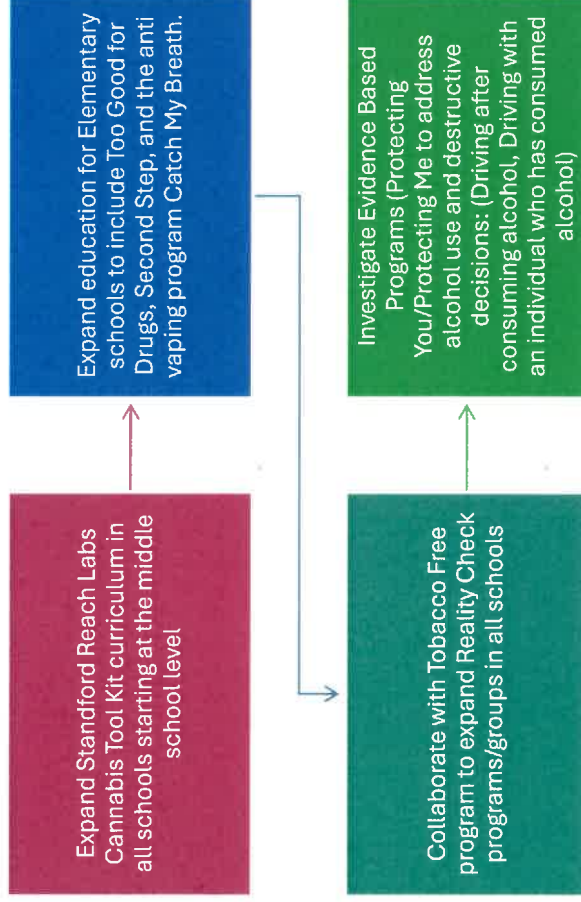
- Opportunity for Prosocial Involvement-
78% (School Domain)
- Prosocial Involvement-68%
(Individual/Peer Domain)
- Family Attachment, Opportunity for
Prosocial involvement, Rewards for
Prosocial Involvement-60% (Family
Domain)
- Rewards for Prosocial Involvement-
40% (Community Domain)



Comparison with National averages



Planning





Questions???



2027 Update to 2024-2027 Goals and Objectives Clinton County Mental Health And Addiction Services

Richelle Gregory, Director of Community Services
(richelle.gregory@clintoncountyny.gov)

Goal 1

Goal 1, 2027 Status Update: Ongoing

Goal 1, 2027 Status Update Description: Regional and statewide planning efforts conducted throughout 2025 and early 2026 continue to identify mental health, substance use disorder, housing instability, transportation barriers, and workforce shortages as primary drivers of behavioral health crises across rural New York and the North Country region. Regional stakeholders and local providers consistently emphasized that behavioral health, chronic disease, and social care needs are increasingly interconnected and require coordinated, cross-system responses.

Clinton County and surrounding rural counties continue to experience significant transportation barriers that interfere with timely access to outpatient behavioral health treatment, medication management, crisis follow-up appointments, peer supports, and recovery services. Stakeholders across the region also continue to report severe workforce shortages impacting crisis response systems, outpatient clinics, mobile crisis services, care management, and community-based supports.

Given these realities, integrated service models are particularly important in rural communities where transportation limitations, workforce shortages, and fragmented referral systems may delay access to both physical and behavioral healthcare. Clinton County's crisis service objectives—including CIT, LEMHRS, Crisis Residential services, the Intensive Crisis Stabilization Center, OPWDD coordination, Mobile Crisis, 988 alignment, and future CPEP implementation—reflect a continued effort to strengthen the local crisis continuum and create more coordinated pathways to care.

Goal 1 Objective 1, 2027 Status Update: Complete

Goal 1 Objective 1, 2027 Status Update Description: Please see attachment for "LEMHRS data".

CIT mapping is complete, but broader CIT work is ongoing system implementation.

In 2025 BHSN provided 36 Crisis Intervention Trainings throughout the North Country.

Goal 1 Objective 2, 2027 Status Update: Complete

Goal 1 Objective 2, 2027 Status Update Description: Please see HBCI data in attachments.

Goal 1 Objective 3, 2027 Status Update: Complete

Goal 1 Objective 3, 2027 Status Update Description: Crisis continues to increase as evident by the 911 calls which again increased over the previous year, showing a steady incline in suicidality and overdoses. Mental Health calls have shown a significant increase over the last two years. Please see 911 call data in the attachments.

Children's Crisis Residence also showed an increase in referrals and length of stay in 2025 compared to 2024 with average age of recipient decreasing from previous year. This demonstrates a continuing need and that mental health crisis continues to present at younger ages.

In 2025 compared to the previous year, mobile crisis daytime calls have increased. After hours calls have significantly decreased due to workforce and reliance on 988. Mobile response has also decreased with the introduction of 988, the ICSC and workforce shortages.

Please see adult and children's crisis data in the attachments.

Goal 1 Objective 4, 2027 Status Update: Complete

Goal 1 Objective 4, 2027 Status Update Description: The Intensive Crisis Stabilization Center (ICSC) opened in the fall of 2025 with a capacity of eight adults and four minors. In the last part of 2025, the ICSC served 219 unique individuals. Most were walk-in and self-and/or family referrals.

Please see attached ICSC Summary Data.

Goal 1 Objective 5, 2027 Status Update: Ongoing

Goal 1 Objective 5, 2027 Status Update Description: Mountain Lake Services has an established MOU with Champlain Valley Physicians Hospital in Plattsburgh.

- The policies for CTI have been developed and approved by Mountain Lake Service board, in alignment with the draft guidance provided by OMH.
- Recruitment of staff for the program has been a challenge.
- A Program Director has been identified, with a start date of 8/31/26. The Office of Mental Health (OMH) has approved the start of a limited referral process effective 6/6; under the leadership of the acting Program Director. Active recruitment is in progress for all remaining vacant positions, and transition plans are in process to be filled by internal candidates.
- The previously identified property was not secured. The current property search has not been successful in identifying an ideal site.
- CVPH has consistently utilized the OPWDD Regional Crisis Line for individuals with identified barriers to discharge or individuals needing more services in community setting. CVPH has strengthened communication with Clinton County ARC and Mountain Lake Services in Essex County.
- CVPH has also engaged the OPWDD Bureau of Technical Support, as well as the Jervis Center team, both of which are highly specialized resources within the OPWDD system. These teams provide support to facilities serving individuals with significant discharge barriers who require specialized guidance.
- CVPH has access to an ER crisis clinician who also serves full-time as a counselor at ARC and works with CVPH on a per diem basis. This resource has been used to support individualized care planning for patients presenting with IDD-related needs and to provide specialized expertise.
- CVPH has partnered with Mountain Lake Services in Essex County to conduct coordinated case reviews for individuals who frequently utilize hospital services and who are residents of Mountain Lake ARC. In addition, CVPH has completed a memorandum of understanding with Mountain Lake Services related to its 2024 Critical Time Intervention grant and has established care coordination agreements with CSIDD and YAI.
- CVPH has also worked with OPWDD to ensure that two trained staff members are available to assist hospital patients who need to be transitioned to end-of-life status, a process that requires specialized knowledge and support.

Goal 2

Goal 2, 2027 Status Update: Ongoing

Goal 2, 2027 Status Update Description: : Housing instability continues to be one of the most significant social determinants affecting behavioral health outcomes across Clinton County and the broader North Country region. Individuals living with serious mental illness, substance use disorders, intellectual and developmental disabilities, justice involvement, and complex medical conditions frequently experience barriers to obtaining and maintaining stable housing. These challenges contribute to increased utilization of crisis services, emergency departments, inpatient care, and homeless service systems.

Recent data demonstrate increasing housing needs throughout Clinton County. According to the 2024 Point-in-Time Count, sheltered homelessness increased by 84 percent compared to the previous year. Forty-five individuals were identified as living with serious mental illness, representing a 55 percent increase, while twenty-five individuals reported a substance use disorder, representing a 92 percent increase. Additionally, thirty-one individuals were identified as unaccompanied youth. Local providers report that shortages of affordable housing, supportive housing, recovery housing, workforce housing, and OPWDD-related housing options continue to create significant barriers to recovery, treatment engagement, and community stability.

Integrated collaboration among OMH, OASAS, OPWDD, housing developers, DSS, healthcare providers, and community organizations remains critical to addressing these needs. Current housing initiatives focus on increasing supportive housing capacity, expanding affordable and workforce housing opportunities, developing OPWDD-integrated housing options, and improving access to permanent supportive housing for vulnerable populations.

Goal 2 Objective 1, 2027 Status Update: Ongoing

Goal 2 Objective 1, 2027 Status Update Description: The Hamlin Heights Workforce Housing Project did not receive funding in 2025. However, work continues to strengthen the application and reapply.

Project Overview:

Hamlin Heights is a collaborative housing development initiative between The Advocacy and Resource Center and Housing Visions aimed at expanding access to high-quality, affordable housing for the working class within our community.

The project's plan has been upsized from 120 to 200 residential units, designed to meet a broad range of housing needs while promoting community integration and long-term stability for residents.

OPWDD Integration as part of the overall development:

- 12 units will be designated for individuals receiving support through OPWDD.
- These units will provide opportunities for individuals with intellectual and developmental disabilities to live in a more independent, community-integrated setting.
- The ARC intends to pursue Individualized Supportive Housing (ISH) funding through OPWDD to support capital costs associated with these units.

Current Status:

- Planning and coordination efforts remain active between project partners and local government entities.
- Infrastructure and accessibility considerations are a key focus to ensure the development aligns with community needs and expectations.
- Funding strategies, including the OPWDD ISH application and Home and Community Renewal (HCR) are being developed and will be pursued as the project progresses.

Next Steps:

- Advance discussions with town and county officials regarding pedestrian infrastructure.
- Finalize and submit ISH funding application through OPWDD and other funding streams such as HCR and Tax-Exempt Credit Holders.
- Continuing project planning and development coordination with Housing Visions and other stakeholders.

Conclusion:

Hamlin Heights represents a significant opportunity to expand affordable housing within the community while also creating inclusive living options for individuals supported through OPWDD. The collaboration between ARC, Housing Visions, and local government partners reflects a strong commitment to thoughtful, accessible, and community-oriented development.

Goal 2 Objective 2, 2027 Status Update: Ongoing

Goal 2 Objective 2, 2027 Status Update Description: In September 2025, BHSN was conditionally awarded ESSHI funding through NYS Empire State Supportive Housing Initiative Round 9 to support 24 ESSHI units of safe affordable permanent supportive housing that will serve those living in recovery from substance use disorders (SUD) and victims/survivors of domestic violence (DV).

BHSN has been collaborating with developer, Housing Visions, to secure a site in the Town of Plattsburgh, in which HV very much interested in building a total 80 units of safe affordable housing, which would include:

30% ESSHI units (24 units)

- 12 units (SUD)
- 12 units (DV)
- BHSN will offer 24/7 supportive services to help link/connect tenants to resources
- ESSHI will help provide financial assistance such as rental subsidies, household items, etc.

70% workforce housing (56 units)

Updated timeline:

- June/July 2026 – Housing Visions secures site control of site identified in this RFP and municipality approvals.
- Fall 2026 – Housing Visions applies for capital funding
- Q2 2027 – Housing Visions receives award notification from New York State Homes and Community Renewals and other capital funding sources
- End 2027/Early 2028 – Housing Visions closes on construction capital funding
- Q4 2027/Q1, Q2 2028 – Housing Visions breaks ground and begins construction on Clinton Commons
- 2029 – Clinton Commons opens as it is estimated that it will take 19 months from date construction begins to lease ups for the housing proposed in this RFP.

Goal 2 Objective 3, 2027 Status Update: Not started

Goal 2 Objective 3, 2027 Status Update Description: ETC is no longer pursuing a development project with Regan Development. ETC still has ESSHI approval and can pivot that funding to either another development project or to a master leasing option. ETC is exploring both options.

Goal 3

Goal 3, 2027 Status Update: Ongoing

Goal 3, 2027 Status Update Description: Care Management services across Clinton County continue to evolve in response to changing referral patterns, workforce challenges, and broader statewide transformation efforts. Similar to trends being observed across New York State, local providers report declining Health Home enrollment and lower referral volumes despite ongoing behavioral health needs. Statewide discussions among the Department of Health, Health Home providers, and care management organizations have identified several contributing factors, including increasingly targeted eligibility criteria, workforce shortages, Medicaid redesign efforts, and the expansion of alternative care coordination models through Certified Community Behavioral Health Clinics (CCBHCs), managed care plans, and integrated service delivery systems. While Health Home Care Management remains a critical service for individuals with the highest levels of complexity, some care coordination functions are increasingly being addressed through other service models.

Goal 3 Objective 1, 2027 Status Update: Ongoing

Goal 3 Objective 1, 2027 Status Update Description: Locally, these trends are reflected across providers. Community Connections reports very limited referrals for youth and adolescents in Clinton County, with only two youth currently enrolled in Health Home services. Common needs among referred youth include unresolved trauma, attachment disruptions, school refusal, aggression, and family conflict. Champlain Valley Family Center reports that over 52 children and adolescents have been enrolled since program inception, with 29 currently active in services. Referral volume has been lower than originally anticipated, mirroring statewide enrollment trends. CVFC has adjusted staffing levels to align with current demand while maintaining flexibility to support youth and families. The agency has identified opportunities to strengthen referral pathways through increased collaboration with local school districts and continues to note service gaps related to autism supports, youth-focused groups, and specialized community-based programming.

Behavioral Health Services North similarly reports a continued decline in Health Home census through 2026, with adult enrollment averaging approximately 151 individuals and children/adolescent enrollment averaging approximately 70 individuals. Staffing levels have decreased modestly in response to reduced census. BHSN notes that the expansion of care coordination and targeted case management services through the CCBHC model has altered referral patterns and may be meeting some care management needs that historically would have resulted in Health Home enrollment. Despite lower enrollment, providers continue to report significant challenges related to workforce shortages, waitlists for specialty services, and difficulties coordinating interdisciplinary meetings for youth requiring High Fidelity Wraparound and other intensive supports.

Goal 3 Objective 2, 2027 Status Update: Ongoing

Goal 3 Objective 2, 2027 Status Update Description: Partnerships and education have continued with schools and various community partners however, coordinator turnover has made it difficult to strategically plan or consistently engage.

Clinton County continues to recognize the importance of maintaining and strengthening a comprehensive System of Care approach for children, youth, and families. While significant progress has been made through cross-system collaboration among behavioral health providers, schools, child welfare, healthcare organizations, juvenile justice partners, and community-based organizations, the needs of children and youth remain increasingly complex. Stakeholders continue to report growing behavioral health challenges, co-occurring substance use concerns, family stressors, trauma exposure, housing instability, and social determinants of health that impact long-term wellbeing and successful transitions into adulthood.

Clinton County also recognizes the unique needs of Transitional Age Youth (TAY), who are experiencing service gaps as they transition between child-serving and adult-serving systems. This population faces heightened risks related to mental health conditions; substance use disorders, housing instability, educational disruption, unemployment, and social isolation. As a result, the county intends to prioritize efforts that improve continuity of care, strengthen transition planning, expand youth and young adult engagement, and enhance access to developmentally appropriate behavioral health, housing, employment, educational, and peer support services.

Goal 3 Objective 3, 2027 Status Update: Ongoing

Goal 3 Objective 3, 2027 Status Update Description: Hospital data demonstrates sustained growth in psychiatric emergency presentations, significantly outpacing overall ED growth. Psychiatric volume continues to rise and now approaches 2,000 annual encounters. This trend suggests an increasing demand for behavioral health emergency services and support.

Fortunately, UVHN-CVPH was awarded A Comprehensive Psychiatric Emergency Program (CPEP). The development of this will provide benefits that extend well beyond the emergency department by serving as a centralized behavioral health crisis coordination hub for the community. While emergency departments are designed to address immediate medical needs, they are often not equipped to provide the specialized behavioral health assessment, stabilization, and care coordination necessary to address the underlying causes of psychiatric crises. A CPEP offers a dedicated setting where individuals can receive timely psychiatric evaluation, crisis intervention, observation, and stabilization while being connected to the most appropriate level of ongoing care.

A CPEP will significantly strengthen multi-agency collaboration by creating a structured process for coordination among hospitals, mental health providers, substance use treatment programs, primary care providers, care management agencies, schools, law enforcement, EMS, housing organizations, social services, and peer support programs. Through warm handoffs, coordinated discharge planning, and active follow-up, individuals can be connected directly to community-based services rather than relying solely on referrals from the emergency department. This approach improves continuity of care, increases engagement in treatment, and helps address the social and behavioral factors that often contribute to repeated crises.

For rural communities across the North Country, a CPEP can help address challenges associated with workforce shortages, transportation barriers, limited psychiatric bed availability, and fragmented service systems. By serving as a regional behavioral health coordination center, a CPEP can reduce repeat emergency department utilization, decrease psychiatric boarding, improve access to treatment, and support earlier intervention before crises escalate. As psychiatric emergency presentations continue to increase, a CPEP represents an opportunity to strengthen the behavioral health continuum of care while improving outcomes for individuals, families, healthcare systems, and community partners.

Goal 3 Objective 4, 2027 Status Update: Ongoing
Goal 3 Objective 4, 2027 Status Update Description: Ongoing

Goal 4

Goal 4, 2027 Status Update: Complete

Goal 4, 2027 Status Update Description: Clinton County continued to support prevention and early intervention efforts designed to strengthen resilience and mitigate the impacts of trauma among children, youth, families, and communities. Through partnerships with schools, community organizations, and behavioral health providers, programs such as Ready4Real and the Champlain Valley Family Center expanded opportunities to promote social-emotional wellness, strengthen protective factors, and connect vulnerable individuals to appropriate supports.

As behavioral health needs among children and adolescents continue to increase, prevention programming remains a critical component of the county's overall system of care. Continued investment in evidence-informed prevention strategies will help strengthen community resilience, support healthy development, and buffer the long-term effects of trauma, adversity, and other risk factors impacting youth and families throughout Clinton County.

Goal 4 Objective 1, 2027 Status Update: N/A
Goal 4 Objective 1, 2027 Status Update Description:

Goal 4 Objective 2, 2027 Status Update: Ongoing

Goal 4 Objective 2, 2027 Status Update Description: Champlain Valley Family Center completed the Youth Survey for the 2023-2024 school year and are in discussion with support of the CSB to complete another round of surveys.

Goal 4 Objective 3, 2027 Status Update: Not started

Goal 4 Objective 3, 2027 Status Update Description: The Community Services Board continues to support Ready4Real and Champlain Valley Family Center with their school prevention efforts. Clinton County is in the process of auditing and awaiting additional information/direction before planning additional efforts.

In addition to the Opioid Settlement Funds awarded by the Local Government Unit, a street outreach project has been supported by the City of Plattsburgh.

This project began with a request to the City of Plattsburgh for \$25,000 in Opioid Settlement Funds to support a targeted street outreach initiative for individuals experiencing homelessness in the City of Plattsburgh and surrounding areas. The proposal outlined a collaborative effort led by Champlain Valley Family Center, in partnership with NAMI Champlain Valley and regional providers, to address the intersection of homelessness, substance use, mental health needs, and frequent interaction with law enforcement and emergency services.

The initiative is designed to meet individuals where they are through trauma-informed, person-centered outreach. The work focuses on building trust with individuals who are often disconnected from traditional systems of care and who frequently come into contact with police and emergency responders during times of crisis. Core activities include distributing essential goods such as food, clothing, and hygiene items, offering harm reduction education, and connecting individuals to behavioral health, medical, crisis, and housing services. The project also incorporates community safety efforts, including the safe collection and disposal of sharps and cleanup of public spaces.

Due to the timing of the award and the seasonal reality that the local warming center supported much of the unhoused population during the winter months, full implementation has only recently begun. Initial efforts have focused on establishing a presence and beginning engagement in the community.

To date, one outreach effort has been conducted, resulting in engagement with 11 individuals. Participants were provided with essential goods, information on available services, and connections to care. This effort also resulted in one individual being transported to the crisis stabilization center for additional support. The outreach team included NAMI Champlain Valley and St. Lawrence Psychiatric Center (OMH), who also supported community safety efforts by collecting sharps and properly disposing of trash left on public property.

This early work represents a foundational step in building trust, reducing reliance on law enforcement as the default response, and creating stronger connections between vulnerable individuals and appropriate care-based systems.

Goal 4 Objective 4, 2027 Status Update: Ongoing

Goal 4 Objective 4, 2027 Status Update Description: Partnerships and education have continued with schools and various community partners however, coordinator turnover has made it difficult to strategically plan or consistently engage.

Clinton County continues to recognize the importance of maintaining and strengthening a comprehensive System of Care approach for children, youth, and families. While significant progress has been made through cross-system collaboration among behavioral health providers, schools, child welfare, healthcare organizations, juvenile justice partners, and community-based organizations, the needs of children and youth remain increasingly complex. Stakeholders continue to report growing behavioral health challenges, co-occurring substance use concerns, family stressors, trauma exposure, housing instability, and social determinants of health that impact long-term wellbeing and successful transitions into adulthood.

Clinton County also recognizes the unique needs of Transitional Age Youth (TAY), who are experiencing service gaps as

they transition between child-serving and adult-serving systems. This population faces heightened risks related to mental health conditions, substance use disorders, housing instability, educational disruption, unemployment, and social isolation. As a result, the county intends to prioritize efforts that improve continuity of care, strengthen transition planning, expand youth and young adult engagement, and enhance access to developmentally appropriate behavioral health, housing, employment, educational, and peer support services.

Goal 4 Objective 5, 2027 Status Update: Ongoing

Goal 4 Objective 5, 2027 Status Update Description: BHSN continued to increase both the number and effectiveness of its school-based interventions during the 2025-2026 school year.

Key Outcomes:

- For the one-year period ending March 2026, BHSN provided 5,007 interventions – a 57% increase from 3,188 interventions the previous year.
- Of those, 4,785 (96%) were successfully returned to class following intervention, continuing a two-year trend where more students were able to return to class (96% and 95%) in the two most recent yearly periods, compared to 77% in the 2023-2024 school year.
- Only 23 (.46%) of the 5,007 interventions required a higher level of care, such as an ED or clinic visit. This was a slight decrease in the percentage of students that required a higher level of care when compared to the prior year (.63%). In both years, the percentage is only about half of one percent.

Executive Summary

Clinton County is building a coordinated behavioral health continuum in response to increasing behavioral health, housing, workforce and social care challenges. Clinton County continues to experience increasing behavioral health, substance use, housing, and social care needs that mirror trends identified throughout New York State and particularly within rural communities. Findings from the Clinton County Community Health Assessment, North Country Regional Convenings, Office of Mental Health (OMH), Office of Addiction Services and Supports (OASAS), Point-in-Time (PIT) homelessness counts, and local service utilization data demonstrate that behavioral health needs are becoming increasingly complex, interconnected, and influenced by social determinants of health.

Behavioral health providers, healthcare organizations, law enforcement agencies, schools, housing partners, emergency services, and peer organizations throughout Clinton County have continued to respond through significant system transformation efforts designed to improve access to care, strengthen crisis response, and increase community-based supports. While considerable progress has been made, increasing demand for services continues to outpace available resources in several areas of the behavioral health continuum. Population trends indicate growing demands among both younger and older populations. Children and adolescents increasingly require behavioral health interventions, while aging adults often present with co-occurring medical, behavioral health, and social care needs. Workforce shortages across healthcare, behavioral health, and social service sectors create additional pressures on already strained systems. Regional planning efforts consistently identify transportation, housing, childcare, food insecurity, employment, and access to healthcare as primary social determinants influencing health outcomes. These challenges frequently intersect with mental health and substance use disorders, increasing the likelihood of crisis service utilization, emergency department visits, homelessness, justice involvement, and long-term health complications.

Clinton County has intentionally focused on strengthening each component of the behavioral health continuum. Investments in prevention, youth services, care management, crisis intervention, housing, justice partnerships, recovery supports, and regional collaboration have collectively transformed the local service system. Rather than developing isolated programs, the

county and its partners have worked to build an increasingly coordinated continuum of care that emphasizes prevention, early intervention, crisis stabilization, recovery, and community integration.

Behavioral Health and Crisis System Trends

Over the past several years, Clinton County has undertaken a substantial transformation of its crisis response system. Historically, individuals experiencing behavioral health crises often relied primarily upon emergency departments, law enforcement, or inpatient hospitalization. While these services remain essential components of the crisis continuum, the county has invested heavily in developing alternative pathways that provide earlier intervention, stabilization, and connection to community-based supports.

Data from emergency services, healthcare providers, and behavioral health agencies demonstrate sustained growth in crisis service utilization. Psychiatric emergency department presentations continue to increase and now approach 2,000 encounters annually. Hospital data demonstrate that psychiatric presentations are increasing at a rate that exceeds overall emergency department growth, indicating a growing need for behavioral health crisis intervention and stabilization services within the community.

Behavioral health crisis calls received through emergency response systems also continue to demonstrate increasing demand. Mental health-related 911 calls have steadily increased over the past several years while overdose and suicide-related calls remain significant concerns. These trends reflect growing community need, increasing acuity of presentations, and ongoing barriers to accessing timely behavioral healthcare in outpatient and community settings.

The Law Enforcement Mental Health Referral System (LEMHRS) continues to demonstrate the value of coordinated intervention between law enforcement and behavioral health providers. Since implementation, referrals have resulted in successful engagement with crisis services, transportation to treatment, connection to community resources, and linkage to ongoing behavioral health supports. These efforts have strengthened opportunities for early intervention and diversion while reducing unnecessary criminal justice involvement.

Clinton County's participation in the SAMHSA Rural CCBHC Crisis System Mapping Policy Academy further reinforced the importance of integrated crisis response systems. Local partners, including behavioral health providers, law enforcement, emergency medical services, peer organizations, healthcare systems, and county leadership. This team worked collaboratively to evaluate existing crisis pathways and identify opportunities to strengthen coordination among 911, 988, Mobile Crisis, Crisis Residences, the Intensive Crisis Stabilization Center, and future Comprehensive Psychiatric Emergency Program services.

The opening of the Intensive Crisis Stabilization Center (ICSC) represents a significant advancement within the local behavioral health continuum. During its initial months of operation, the ICSC served more than 200 individuals, providing rapid stabilization, assessment, peer support, and linkage to ongoing services. Most referrals originated through walk-ins, self-referrals, family referrals, crisis providers, and community partners, demonstrating both the need for and acceptance of alternative crisis intervention models. The ICSC has already begun reducing reliance on emergency departments and inpatient settings while offering individuals a less restrictive and recovery-oriented environment.

Comprehensive Psychiatric Emergency Program (CPEP)

The award of a Comprehensive Psychiatric Emergency Program (CPEP) to the University of Vermont Health Network – Champlain Valley Physicians Hospital represents a transformational opportunity for Clinton County and the broader North Country region. The establishment of a CPEP represents a transformative opportunity for the region. While emergency departments are often the default entry point for individuals experiencing psychiatric crises, they are not designed to provide specialized psychiatric evaluation, stabilization, observation, and care coordination. A CPEP will provide dedicated behavioral health resources capable of rapidly assessing individuals, initiating treatment, coordinating discharge planning, and linking individuals to appropriate levels of care.

For rural communities such as Clinton County, the value of a CPEP extends beyond hospital-based services. The program will serve as a regional behavioral health coordination hub that strengthens collaboration among hospitals, community providers, mobile crisis teams, law enforcement agencies, care management programs, schools, housing providers, social services,

and peer support organizations. This coordinated approach is expected to reduce psychiatric boarding, decrease repeat emergency department utilization, improve continuity of care, and increase engagement with community-based services. The development of a CPEP aligns with statewide OMH priorities and reflects the county's broader efforts to create a comprehensive crisis continuum that emphasizes prevention, stabilization, recovery, and community integration.

Housing and Homelessness

Housing instability remains one of the most significant factors contributing to behavioral health crises throughout Clinton County. Recent Point-in-Time Count data demonstrated substantial increases in homelessness, particularly among individuals living with serious mental illness and substance use disorders. The county continues to experience shortages in affordable housing, supportive housing, recovery housing, transitional housing, and workforce housing. These shortages create barriers to treatment engagement, hospital discharge, recovery support, and long-term community stability. Individuals with serious mental illness, co-occurring substance use disorders, developmental disabilities, justice involvement, and chronic medical conditions are disproportionately impacted by housing instability. Housing shortages contribute directly to increased emergency department utilization, crisis service involvement, incarceration, and repeated system engagement.

To address these challenges, Clinton County continues to support multiple housing initiatives. These initiatives include Empire State Supportive Housing Initiative (ESSHI) developments, supportive housing expansion projects, workforce housing development efforts, and OPWDD-supported housing opportunities. Collaborative partnerships with Housing Visions, ETC Housing, Behavioral Health Services North, The Advocacy and Resource Center, and other stakeholders remain critical to addressing the county's housing needs.

Children, Youth and Families

Recent child well-being indicators from the Kids Count Data Book and State of New York child health reporting continue to identify increasing concerns related to youth mental health, family stress, housing instability, school engagement, and access to behavioral health services. These findings closely mirror trends identified locally through school partnerships,

prevention initiatives, care management programs, and behavioral health providers, reinforcing the importance of continued investment in prevention, early intervention, trauma-informed care, and family-centered supports. Children and youth continue to experience increasing rates of anxiety, depression, trauma exposure, school avoidance, behavioral health crises, and substance use concerns. Community feedback obtained through schools, families, prevention programs, and regional planning efforts consistently identifies youth behavioral health as a priority area.

The HEARTT System of Care initiative, Champlain Valley Family Center Prevention Services, and BHSN's School Based Services continue to strengthen coordination among schools, healthcare providers, social services, care management agencies, and behavioral health organizations. Through trauma-informed approaches, youth leadership opportunities, prevention programming, and family engagement strategies, these services seek to build resilience while reducing future behavioral health risks. These investments recognize that improving outcomes for children and families requires coordinated action across healthcare, education, social services, and community organizations.

Workforce Challenges

Workforce shortages continue to represent one of the most significant barriers to expanding behavioral health services throughout Clinton County and the broader North Country region. Recruitment and retention challenges affect nearly every sector of the behavioral health system, including psychiatry, nursing, social work, care management, crisis services, peer services, substance use treatment, and developmental disability supports. Workforce limitations contribute to reduced service capacity, increased wait times, challenges opening new programs, and difficulties sustaining existing services. Rural geography, competition from larger healthcare markets, transportation barriers, and workforce aging further compound these challenges. Addressing workforce shortages will require continued state investment, educational partnerships, innovative staffing models, peer workforce development, telehealth expansion, and ongoing regional collaboration.

Prevention, Recovery and Community Investment

Clinton County has strategically invested opioid settlement resources into prevention, recovery support, community education, youth development, recovery housing, suicide prevention initiatives, and peer-based services. Investments have supported school districts, community organizations, recovery residences, youth clubhouses, prevention campaigns, and community outreach initiatives. These investments reflect a commitment to addressing substance use disorders through a public health approach that emphasizes prevention, early intervention, harm reduction, recovery support, and community engagement. Continued monitoring and evaluation of these initiatives will help guide future investment decisions and maximize community impact.

Closing

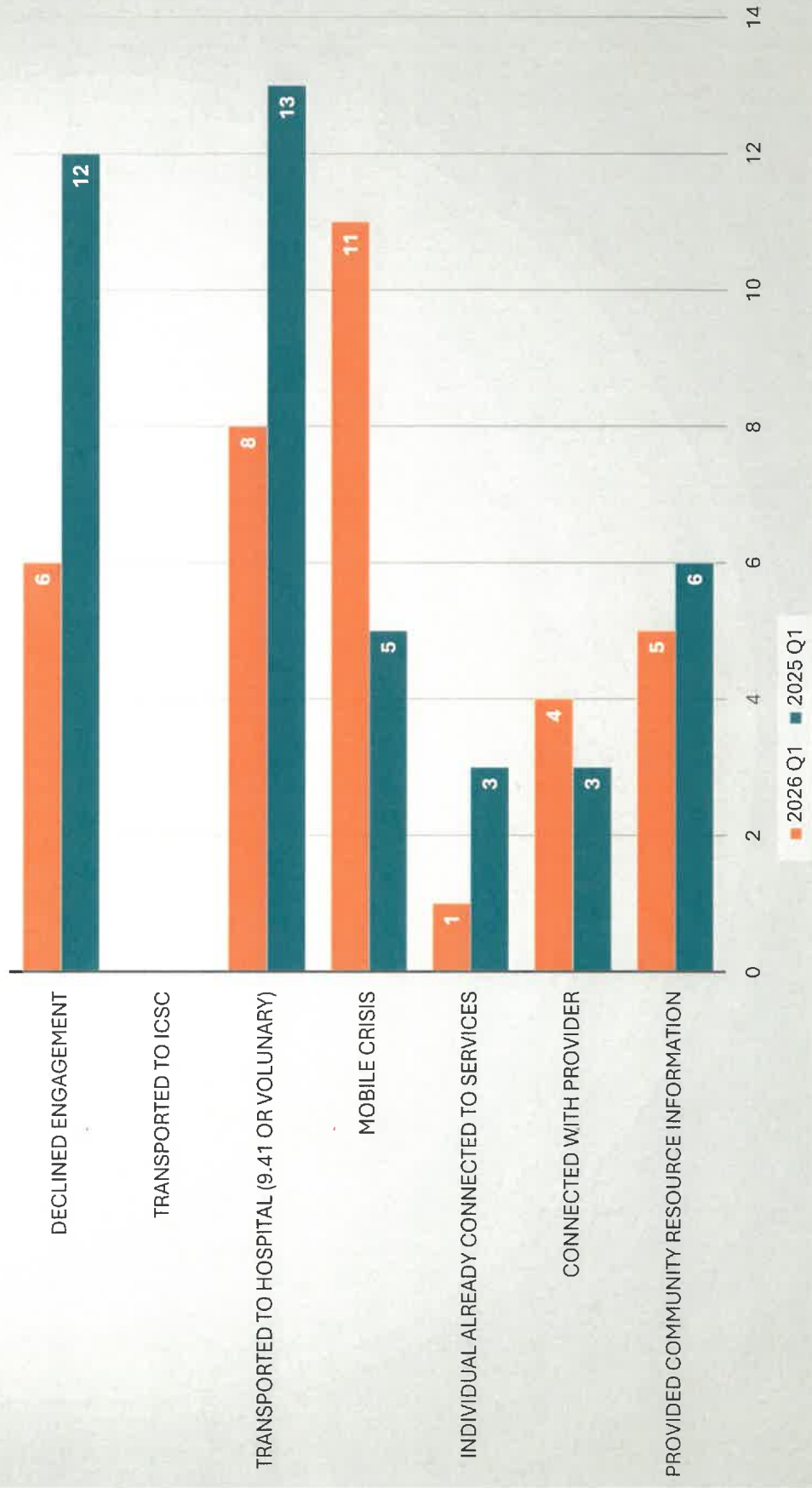
The behavioral health system in Clinton County has undergone significant transformation over the past several years. The implementation of the ICSC, expansion of crisis residences, growth of CIT and LEMHRS initiatives, establishment of the Court Navigator position, development of ESSHI housing opportunities, implementation of opioid settlement initiatives, regional crisis mapping efforts, and forthcoming CPEP collectively represent substantial progress toward a more integrated, recovery-oriented, and person-centered system of care. At the same time, increasing psychiatric emergency presentations, workforce shortages, housing instability, substance use challenges, and social determinants of health continue to create significant pressures across the system.

Clinton County remains committed to advancing a coordinated public health approach that emphasizes prevention, early intervention, crisis stabilization, recovery support, housing stability, and cross-system collaboration. The goals and objectives contained within this Local Services Plan reflect a continued commitment to improving outcomes for individuals, families, and communities while building a stronger and more responsive behavioral health system for the future.

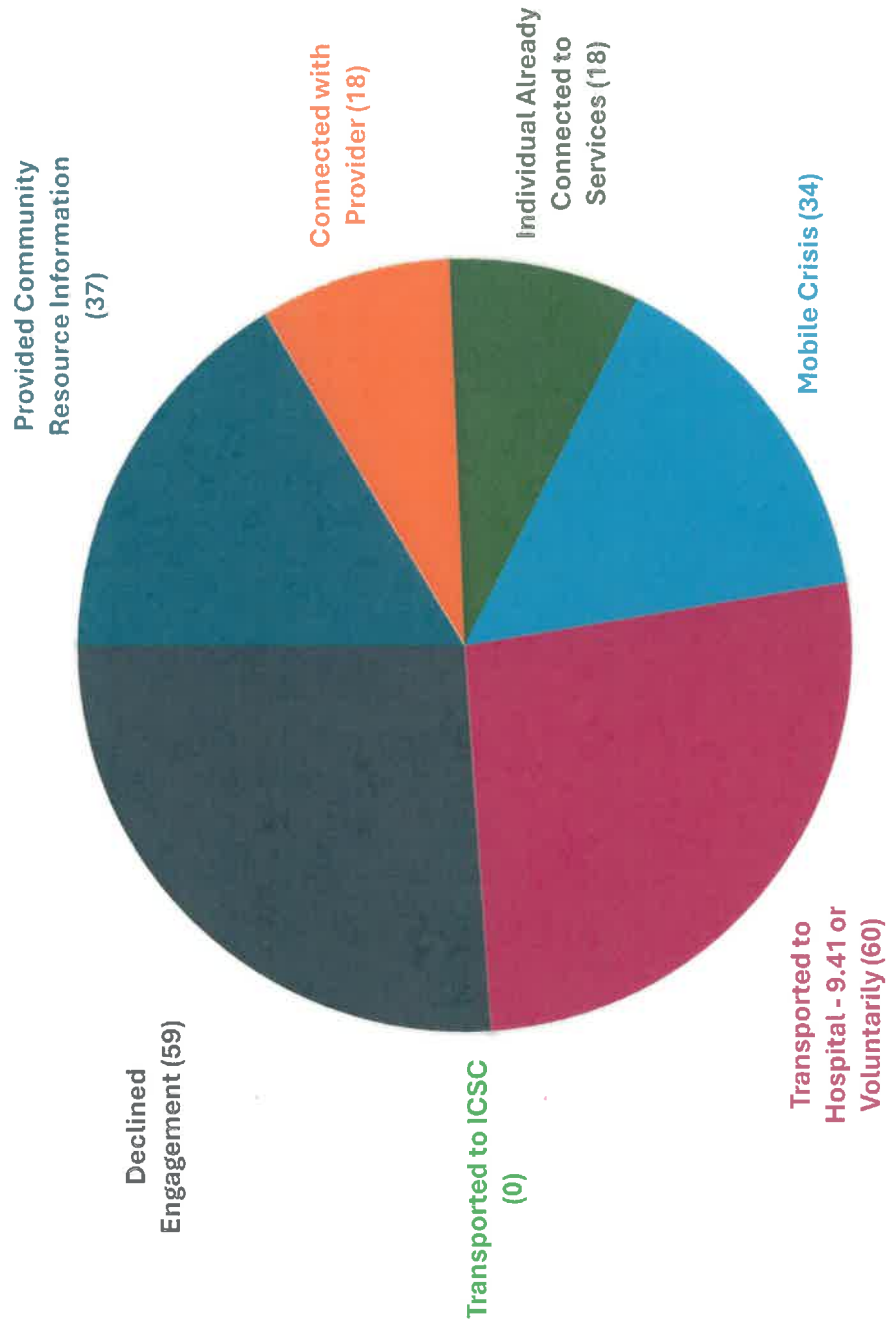
References:

- Clinton County Community Health Assessment (2025–2027)
- Kids Count Data Book (2026)
- North Country Regional Convenings Summary Reports
- New York State Office of Addiction Services and Supports Statewide Data Reports
- New York State Office of Temporary and Disability Assistance Point-in-Time Reports
- HUD Continuum of Care Reports
- CARES of NY HMIS Reports
- SAMHSA Rural Behavioral Health and Crisis Services Reports
- National Association of Counties Rural Behavioral Health Reports
- Camoin Associates Housing Needs Assessment
- University of Vermont Health Network Community Health Needs Assessment
- Local data

LEMHRS – Q1 2026 vs 2025



LEMHRS 2025 TOTAL = 207



HBCI Data	Quarterly Total Oct25-Dec25		Quarterly Total Jan26-Mar26	
	Clinton	Essex	Franklin	Hamilton

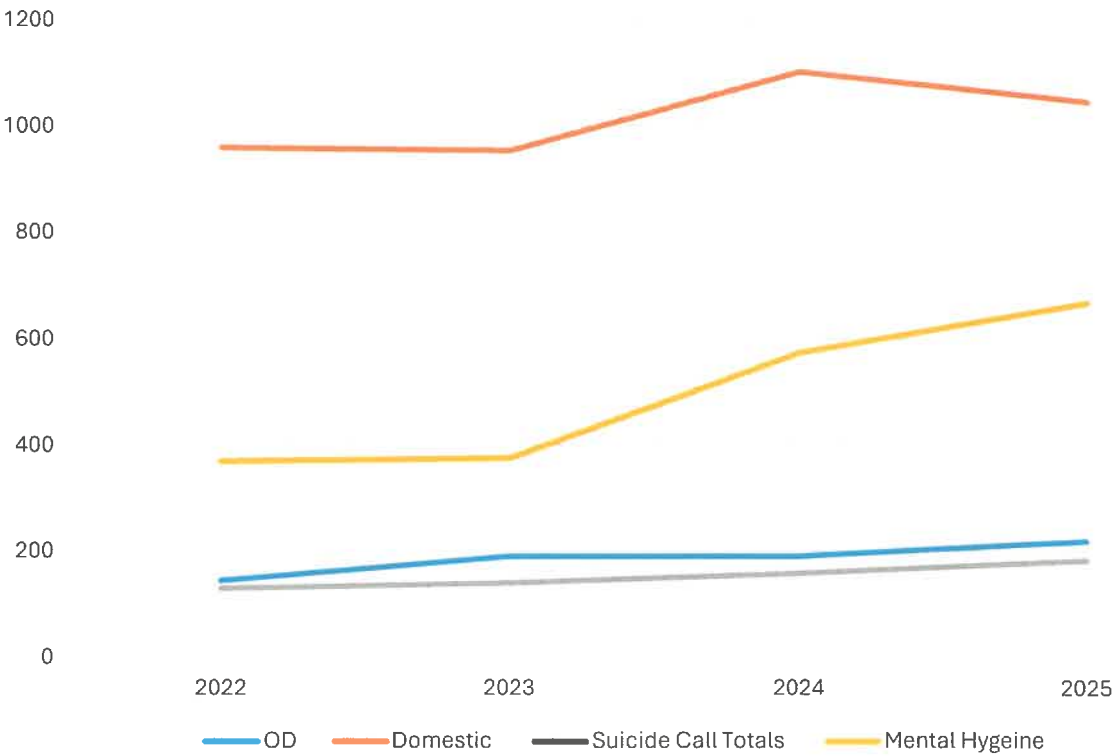
	Clinton	Essex	Franklin	Hamilton	Clinton	Essex	Franklin	Hamilton
Unique Individuals Served	13	4	8	3	12	3	5	0
# of successful discharges	2	1	2	2	6	2	2	0
# of unsuccessful discharges	4	2	2	1	1	0	0	0
# of families who have Medicaid for insurance	13	3	8	3	12	1	2	0
# of families who have Managed Care Insurance (fidelis, et	11	3	8	3	5	1	2	0
# of families who have Health Home Care Management Ser	11	1	1	0	8	3	2	0
How long HHCM has been in place prior to referral								
# of families who have High Fidelity Wrap Around Services	1	0	0	0	0	0	0	0
# of law enforcement interactions	16	6	0	0	15	4	5	0
Would the family benefit from Intensive Case Mgmt?			0					
# children referred to Crisis Centers	2	0	0	0	2	1	2	0
# of families with no services prior to HBCI services	0	0	0	0	0	0	0	0
# of families with no primary care provider	0	0	0	0	0	0	0	0
# of families with no dentist	0	0	0	0	0	0	0	0
# of families with food insecurity	1	0	0	1	0	0	0	0
# of families facing eviction, homeless or living with family members	1	0	0	0	0	0	0	0
# of ER visits in the last 6 months	12	3	0	0	30	5	6	0
# of families not connected to mental health services	0	0	0	0	0	0	0	0
# of hospital referrals	0	1	0	0	0	0	0	0
# of school referrals	0	0	0	0	0	0	0	0
# of community referrals	7	4	3	1	9	4	7	2
# of SPOA referrals	1	0	0	0	0	0	0	0
# of referrals where parents refuse services					0	1	1	0
# of referrals that do not meet criteria					1	0	0	2
# of referrals unable to make contact					2	0	0	0

5-19-2026

Respectfully Submitted,

Kourtnei Souliere, Director of Crisis Services

Clinton County 911 Calls



The ICSC is currently in the process of working with OMH/OASAS to implement the Recipient Satisfaction Survey. These surveys will be completed by Recipients upon discharge. The data will be collected by OMH/OASAS and then shared with the ICSC to assist with quality improvement.

As of this report, the ICSC has been unable to bill for Medicaid or Medicaid Managed Care services.

ICSC 2025 Stats

CSC Service/Data Timeframe	9/15/25	12/31/25	# of Days of ICSC Service	107
Unique Individuals	219		# of Charts/Episode of Care	350
Unique Individuals w/>1 EOC	75		Avg #Admits/day	3.3
Mode of Arrival - Top 3			Presenting Concerns - Top 3	
Walk-in	215	61%	Mental Health Concerns - Anxiety	118 49%
Other	65	19%	Depression	87 36%
Family/friends/significant other	47	13%	Suicidal ideation /attempt	18 7%
Total	350		SUD Concerns - Alcohol use	66 27%
<i>Mode of Arrival Other includes: ICSC pick up, Medicaid cab pick up sched. by the ICSC, Care Managers, Peers...</i>			Stimulant use	47 20%
			Opioid use	22 9%
			Total EOC (≥ 10/17/25)	241
<i>Referral Source Other includes: ER or hospital, Primary Doctor Alliance for + Health, & Inpatient Rehab.</i>			<i>* Automated data collection started 10/17/25</i>	
			<i>(% = >100%, list all concerns that apply)</i>	
Referral Source - Top 3			Primary Diagnosis	
Self/Family	157	45%	SUD	167 48%
Outpatient Treatment and Rehab	74	21%	MH	152 43%
Other	59	17%	Other	31 9%
Total	350		Total	350
Length of Stay			Discharge Disposition - Top 3	
Partial (≤ 3hrs)	254	73%	Discharge to private residence with no DSS oversight	217 62%
Full (> 3 hrs)	96	27%	Discharged to OASAS certified inpatient rehab	32 9%
Total	350		Other	24 7%
			Total	350
Arrival Time (AM vs PM)			Demographics (by Unique Individual)	
Morning (6 AM - 12 PM)	82	23%	Total	219
Afternoon (12 PM - 6 PM)	191	55%	County - Top 3	
Evening (6 PM - 10 PM)	43	12%	Clinton	168 77%
Overnight (10 PM - 6 AM)	34	10%	Essex	15 7%
Total	350		Franklin	15 7%
			St. Lawrence	10 5%
Referrals - Top 4			Gender - Top 3	
Clinic/ MHOTRS	73	34%	Male	118 54%
SUD Outpatient Program	50	24%	Female	98 45%
Inpatient /Rehab	47	22%	Age - Top 3	
Crisis Residence	43	20%	30 - 39	69 32%
Total EOC (with referral data)	212		40 - 49	41 19%
<i>*Automated data collection started 10/27/25</i>			20 - 29	31 14%
<i>(% = >100%, list all that apply)</i>				

Data timeframe: FY2026

Median Data Point by Month

NOTE DATA POINT

Volume ED VOLUME

Volume VOLUME PSYCH PTS

MEDIAN MEDIAN LOS PSYCH PTS

	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26
3,423	3,315	3,414	3,252	2,941	3,411	3,609						
176	166	128	155	152	195	184						
504	412	492	411	393	349	395						

Request Description:

Data timeframe: FY2025

Median Data Point by Month

NOTE DATA POINT

Volume ED VOLUME

Volume VOLUME PSYCH PTS

MEDIAN MEDIAN LOS PSYCH PTS

	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25
3,435	3,354	3,211	3,243	3,145	3,251	3,328	3,555	3,456	3,725	3,503	3,520	
150	157	163	155	136	165	151	157	167	157	177	181	
712	465	419	495	543	549	448	461	473	381	479	402	

Request Description:

Data timeframe: FY2024

Median Data Point by Month

NOTE DATA POINT

Volume ED VOLUME

Volume VOLUME PSYCH PTS

MEDIAN MEDIAN LOS PSYCH PTS

	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
3,304	3,304	3,092	3,305	3,328	3,141	3,323	3,204	3,412	3,198	3,517	3,504	3,424
160	160	136	168	156	129	167	160	171	125	168	148	163

Request Description:

Data timeframe: FY2023

Median Data Point by Month

NOTE DATA POINT

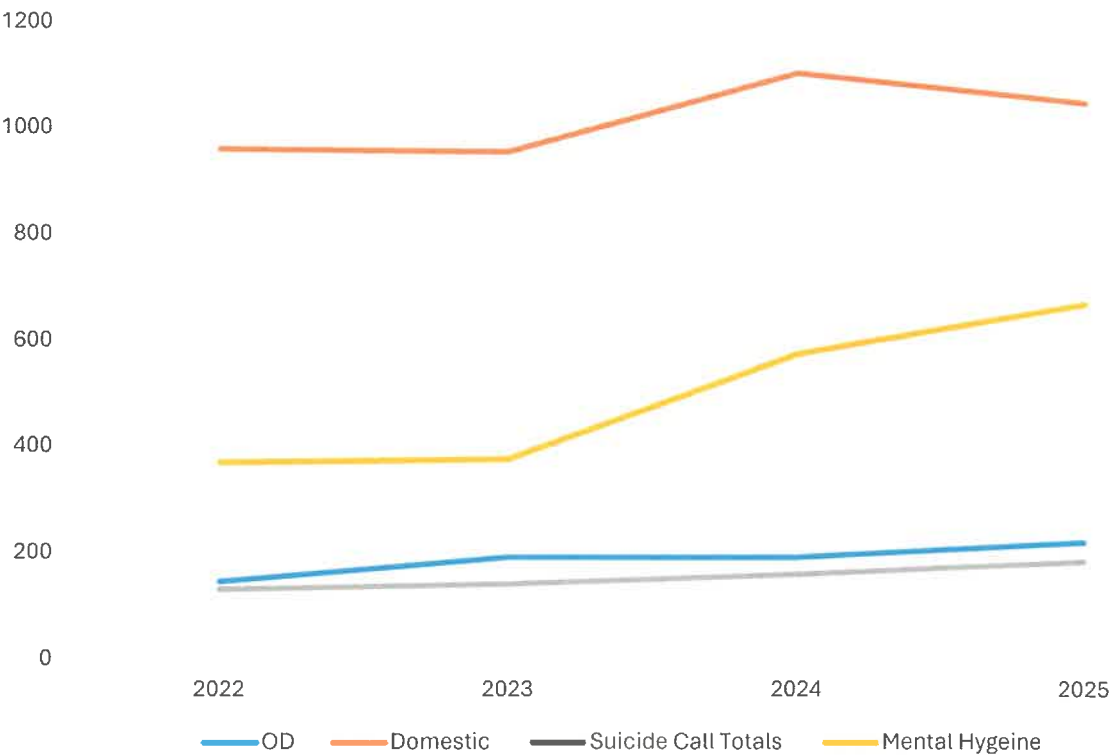
Volume ED VOLUME

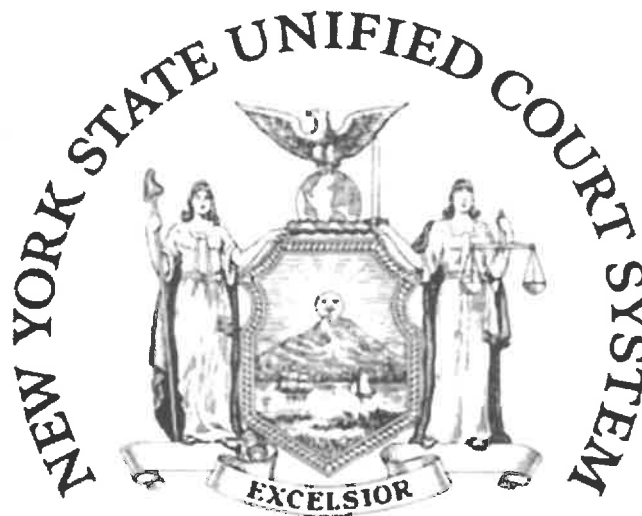
Volume VOLUME PSYCH PTS

MEDIAN MEDIAN LOS PSYCH PTS

	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
3,195	3,014	3,146	2,961	2,656	3,115	3,093	3,220	3,241	3,551	3,429	3,440	
180	135	142	157	115	163	155	158	163	188	178	191	
680	526	578	529	689	278	508	559	546	625	671	488	

Clinton County 911 Calls





**Office for Justice Initiatives
Problem Solving Justice**

New York State Overdose Intervention Initiative

Resource Mapping Report

Clinton County

2026

Acknowledgments

“This project was supported by Grant No. 15PBJA-24-GG-04472-COAP NYS Overdose Intervention Initiative awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.”

THE NEW YORK OVERDOSE INTERVENTION INITIATIVE

In response to the ongoing opioid and stimulant overdose crisis, the New York State Unified Court System (UCS), through its Office for Justice Initiatives – Problem-Solving Justice Division (OJI-PSJ), is implementing the New York State Overdose Intervention Initiative. Funded by the Bureau of Justice Assistance under the Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP), this initiative focuses on strengthening the courts' ability to address overdose risk among court-involved individuals in six high-priority jurisdictions. The primary objective is to rapidly connect individuals at high risk of overdose with lifesaving treatment and recovery support services, helping to reduce the broader impact of substance use across communities.

Individuals involved with the court system frequently present with heightened risk factors including substance use disorders, untreated mental health conditions, and barriers to accessing care. The risk of overdose is particularly elevated during critical transition points, including release from custody, discharge from treatment settings, or periods following a relapse. Absent timely engagement, these individuals remain especially vulnerable without coordinated care and effective service navigation. This initiative seeks to mitigate these risks by identifying individuals at the earliest stages of court involvement and facilitating prompt linkages to community-based services and comprehensive recovery support services. For the purposes of this initiative, supports include non-clinical, needs-based, and peer-driven services that help individuals stabilize, engage in care, and sustain long-term recovery.

To achieve these goals, the initiative provides infrastructure, strategic planning, implementation support, and evaluation tools to help jurisdictions develop coordinated, locally tailored responses. It prioritizes interagency collaboration, supporting local teams in assessing existing systems, identifying service gaps, and addressing barriers to care. Through structured planning and engagement with community-based providers, jurisdictions will implement targeted strategies to rapidly connect individuals to effective treatment and recovery support while strengthening coordination across courts and criminal justice agencies, service providers, and community organizations.

PROJECT SCOPE AND ALLOWABLE USES

The purpose of this initiative is to establish a coordinated, evidence-based court response to identify individuals at elevated risk of overdose and connect them to comprehensive recovery support services. These services include rapid screening, peer support, treatment and recovery services, transportation assistance, and housing stabilization resources—supports that have often been difficult to access and have created barriers to recovery. The target population of this initiative focuses on adults (18 and older) in Clinton County who are involved with the court system and who use substances that place them at heightened risk for overdose. To ensure the project is implemented with fidelity and efficiency, NPC Research will conduct a process evaluation that systematically examines how the initiative is carried out within and across participating jurisdictions, documents the procedures and decisions guiding operations, and assesses the extent to which implementation aligns with the intended model to support continuous improvement and overall project success.

The OFR aims to meet quarterly and includes stakeholders from across the community, including behavioral health agencies, law enforcement agencies, Public Defender's Office, Probation, District Attorney, hospital, coroner, and Department of Social Services. This cross-sector composition allows the OFR to break down silos and strengthen coordination across systems, particularly for individuals involved in the justice system.

METHODOLOGY

The NYS Overdose Intervention Initiative project team consisted of representatives from the NYS Unified Court System Office for Justice Initiatives-Problem Solving Justice Division (OJI-PSJ) and an evaluator from NPC Research.

Resource mapping was conducted to identify existing resources, assess service gaps, and inform strategic planning while incorporating the perspectives of diverse stakeholders who serve the local population to identify priorities and strategies stakeholders believe would have the greatest impact on overdose prevention and response within the county.

Key stakeholders participated in virtual interviews to identify priorities and strategies they believe would have the greatest impact on overdose prevention and response within the county. Interviews addressed trends among individuals at risk of overdose, gaps in prevention and response, potential strategies supportable through available funding, access to SUD treatment and recovery supports, peer professional capacity and training needs, referral processes, and local collaborations and infrastructure, including transportation and housing, that contribute to overdose risk. Interviews were conducted with representatives of the following agencies/organizations:

- Alliance for Positive Health
- Champlain Valley Family Center
- Clinton County Mental Health and Addiction Services
- Clinton County Problem Solving Courts
- Clinton County Public Defender's Office
- Conifer Park
- MATTERS Network
- National Alliance on Mental Illness (NAMI) Champlain Valley

FINDINGS

Stakeholder interviews across Clinton County revealed a consistent set of systemwide barriers affecting justice-involved individuals and those at elevated risk of overdose. Despite these challenges, stakeholders expressed strong appreciation for the county's collaborative network of service providers, particularly those focused on lifesaving overdose prevention services and treatment engagement. Agencies across the county routinely offer overdose prevention training, including distribution of naloxone and drug-checking supplies. Organizations, including Clinton County Mental Health and Addiction Services, Champlain Valley Family Center and NAMI Champlain Valley play a key role in referring individuals to mental health and SUD treatment.

To support these individuals and reduce overdose risk, the initiative directs grant funding toward a range of evidence-based interventions designed to promote safety and strengthen recovery outcomes. The allowable uses include:

- Comprehensive screening for substance use disorders and co-occurring mental health conditions.
- Expansion and implementation of peer recovery support services.
- Adoption of culturally appropriate and evidence-based interventions.
- Improved access to treatment for opioid and stimulant use disorders, including medication-assisted treatment.
- Increased availability of recovery-supportive housing.
- Enhanced transportation services to ensure individuals can access treatment and support programs.

CLINTON COUNTY

Clinton County, New York is a predominantly rural community with a population of 78,115 residents that faces some challenges in access to healthcare, with 5% of residents uninsured and limited provider availability, including one primary care provider for every 1,230 residents and one mental health provider for every 270 residents.¹ These disparities in healthcare can have a significant impact on the population affected by substance use disorders (SUD).

Opioid use remains a significant public health concern in the county. In 2023, the opioid overdose rate was 24.4 per 100,000 residents, with the highest rates occurring among adults aged 45-64.² Despite this, treatment access is notable: 1,176 per 100,000 residents received OASAS-certified treatment for opioid use, and 1850 per 100,000 received buprenorphine in 2024.³ These figures highlight both the ongoing impact of the opioid crisis and the utilization of treatment services within the community.

Lifesaving overdose prevention and response efforts within the county are also substantial. Since August 2022, MATTERS has distributed 74,836 fentanyl test strips and 58,776 xylazine test strips, and, together with OASAS, has distributed 1,726 naloxone kits in the county.⁴ These resources help reduce overdose risk and support early intervention for individuals using substances.

Clinton County formed an Opioid Fatality Review Board (OFR), and the first meeting was held in November 2025. Co-facilitated by the Department of Community Services and High Intensity Drug Trafficking Areas (HIDTA), the OFR serves as an advisory body focused on enhancing prevention and intervention strategies. In addition to reviewing fatal overdoses, the OFR is considering examining non-fatal overdoses as well, enabling a more comprehensive understanding of what strategies are effective and where improvements are needed.

¹ County Health Rankings & Roadmaps, 2023

² New York State Office of Addiction Services and Supports, Overdose Death Dashboard, 2024

³ New York State Department of Health, Opioid Dashboard (interactive data visualization), 2024

⁴ New York State Office of Addiction Services and Supports, Harm Reduction Supply Distribution, 2022-2026

Transportation Access

Transportation emerged as the most prevalent barrier. Stakeholders consistently reported that limited rural transit makes it difficult for individuals to connect with treatment and community services. Public transportation routes are limited, infrequent, and often impractical for people living outside of Plattsburgh. Lack of reliable transportation was also identified as the primary reason people failed to appear in court, leading to warrants and increased overdose risk upon release from custody.

While the Public Defender's Office received a grant in 2025 to fund Uber rides, this resource is limited and dependent on clients having a working cell phone, which creates a secondary barrier. Rideshare services are also costly and largely restricted to the Plattsburgh area. Medicaid transportation only covers medical appointments and excludes initial SUD treatment assessments or crisis-related appointments. Stakeholders further reported that Medicaid transportation is often unreliable with drivers frequently failing to show as scheduled. Although some agencies provide transportation directly, overall access remains inconsistent and inadequate for the level of need.

Recovery-Supported Housing Needs

Housing instability remains one of the most significant gaps in the county's behavioral health and justice service continuum. Stakeholders described a limited supply of safe, recovery-oriented housing. Emergency motel placements were viewed as unsafe and counterproductive for individuals trying to stabilize or enter treatment. Additionally, conditions in some recovery housing programs have deteriorated due to staffing reductions, resulting in environments that were viewed as no longer supportive to those in recovery.

The county does not have a traditional homeless shelter. A warming shelter is available and heavily utilized, but it is seasonal and provides only temporary relief. Stakeholders also noted that landlords are often reluctant to rent to justice-involved individuals or those with mental health or substance use disorders, further narrowing available options.

Treatment Access and Service Availability

Stakeholders reported that treatment access has improved due to the presence of mental health navigators and peer support programs, which help individuals connect to services more efficiently. Clinton County offers a broad array of supports, including outpatient and inpatient SUD treatment, MH therapy, medication management, crisis and stabilization services, care management, peer support, and prevention strategies. Most providers reported minimal to no wait times for treatment, and all three FDA-approved medications for opioid use disorder are available locally. Same-day access for MAT induction is offered, which represents a significant resource for individuals seeking immediate support.

Coordination of Care

Community-based agencies have demonstrated strong capability in providing a personalized transfer and sustained engagement for individuals in need of intervention and recovery support. Stakeholders noted a strong collaboration among system partners who help connect individuals to services and support continued engagement in care within the community. However, stakeholders also emphasized the need for a centralized point of contact, such as a dedicated SUD navigator to help individuals who are at high risk for drug overdose, navigate multiple systems, engage in treatment, and reduce the risk of overdose.

Peer Recovery Services & Workforce Capacity

Peer professionals play a vital role in engaging individuals in treatment, providing recovery support, and offering person-centered care. However, stakeholders identified significant gaps in peer service availability, particularly within court-based programs and at the jail. Staffing shortages, across both certified clinicians and peer professionals, remain a countywide challenge and limit service capacity in multiple agencies.

Stakeholders highlighted the need to expand peer presence in the courts, especially given the high volume of cases and frequent proceedings in the Plattsburgh City Court. Peers are uniquely positioned to support individuals at all stages of recovery, and their involvement can greatly improve connection to care and long-term engagement.

CAPACITY AND COLLABORATIONS

Clinton County benefits from a strong collaborative infrastructure that has created rapid referral pathways and improved access to care. Stakeholders consistently described high levels of communication across agencies, with many indicating that they intentionally cultivated strong working relationships and took pride in the partnerships they have built. These collaborations allow providers to make direct referrals, support timely engagement in services, and coordinate care more effectively. However, workforce shortages, including a lack of certified clinicians and certified peer professionals continue to limit overall program capacity and the county's ability to meet increasing demands.

Conifer Park provides extensive medication-assisted treatment (MAT) options including same-day medication induction. They offer psychiatric services and operate without a waitlist. Although Conifer Park currently does not have a peer professional assigned in Clinton County, they anticipate onboarding one soon. They have the capacity to hire additional peers but continue to struggle to find qualified candidates. Peer staff are unable to provide transportation. When Medical Answering Services (MAS) is unable to provide transportation, Conifer Park has funding available to arrange rideshare services. For individuals who are uninsured, staff are available to assist with insurance enrollment.

Champlain Valley Family Center (CVFC) provides an array of services across the continuum, including integrated outpatient treatment, medication management, peer services, care management, prevention, housing support, and a community recovery center. CVFC offer same-day MAT induction with buprenorphine and partners with Conifer Park for methadone administration. CVFC reports a three- to five-day wait time for mental health therapy. Its crisis and stabilization center opened within the past year and offers 24/7 medically staffed support for individuals experiencing withdrawal or a mental health crisis. Their data indicates that approximately 60% of individuals accessing the center are unhoused. While CVFC previously operated a jail-based program, it was discontinued due to lack of funding.

County agencies continue to work collectively to reduce stigma surrounding substance use and mental health. Stakeholders reported progress among service providers but emphasized the need for continued community education. Organizations such as MATTERS and Alliance for Positive Health play key roles in life saving overdose prevention and response services. This includes offering evidence-based strategies that support individuals who are actively using substances or in the early stages of change. MATTERS provides a rapid linkage to telehealth treatment for MAT induction, including medication management and bridge scripts.

National Alliance on Mental Illness of Champlain Valley (NAMI) provides screenings, referrals, and peer support, including services for individuals involved in the court system who have mental health conditions or co-occurring substance use disorders. At the time of the interview, the forensic peer was on maternity leave, leaving the courtroom without peer coverage. NAMI collaborates closely with the Public Defender's Office, Alliance for Positive Health, and CVFC. NAMI staff own a vehicle and can provide transportation to court, treatment, DSS, housing, and probation appointments. NAMI reported having the capacity to expand both transportation and peer services.

In April 2025, Clinton County Mental Health and Addition Services implemented a mental health court-based navigator as part of a statewide initiative to support justice-involved individuals with serious mental illness. The navigator works closely with court staff, attorneys, and service providers to help individuals access needed services. This role is especially critical in helping clients navigate complex systems, such as obtaining identification required for MAT, insurance enrollment, treatment connection and housing applications. By doing so this ensures timely access to care and reducing barriers across the justice and behavioral health systems.

RECOMMENDATIONS

Expand and Integrate Peer Support Roles Within the Court

To strengthen engagement, improve outcomes, and enhance the court's capacity to respond to participant needs, it is recommended that peer professionals be more fully integrated into court operations. Individuals with lived experience bring a unique and credible perspective that can foster trust, reduce stigma, and support sustained recovery.

Peer roles can be embedded at multiple points throughout the court process. This may include participating in early screening and intake to help identify participants' service needs, barriers to engagement, and readiness for change. Peers are particularly well-positioned to build rapport quickly, which can lead to more accurate assessments and increased participant openness.

In addition to screening, peers can provide ongoing one-on-one support to participants. This support may include helping individuals navigate the court process, offering encouragement and accountability, and modeling recovery-oriented behaviors. Their presence can serve as consistent, non-clinical support that complement the work of legal and clinical professionals.

Peers can also play a critical role in connecting participants to treatment, recovery services, and community-based resources. By leveraging their knowledge of local systems and informal networks, peers can facilitate warm handoffs to providers, assist with appointment coordination, and help participants overcome practical barriers such as transportation, stigma, or system mistrust. Integrating peers as core members of the multidisciplinary team, rather than as peripheral supports, can enhance collaboration, improve participant engagement, and contribute to more holistic, person-centered outcomes. Clear role definition, appropriate training, and ongoing supervision will be essential to ensure that peer services are implemented effectively and sustainably.

Enhancing Transportation Access Coordination

Funding could be combined with the option above or directed solely toward strengthening transportation access for court-involved individuals engaged in treatment and recovery services. This could include coordinating transportation across multiple service locations, addressing urgent transportation needs for individuals without reliable options, and supporting transportation during non-traditional hours when services such as recovery meetings often occur.

Enhancing transportation resources could also help to improve coordination and route planning to allow multiple service stops within a single trip when appropriate. Strengthening transportation coordination in this way could help ensure that individuals are able to attend court appearances, treatment visits, and medication-assisted treatment appointments while reducing the time providers and practitioners currently spend arranging transportation, allowing them to focus more on direct service delivery.

STRATEGIC PLANNING & IMPLEMENTATION

Clinton County stakeholders will participate in a strategic planning workshop designed to translate this report's findings into an initiative to reduce the risk of overdose among court involved individuals that align with local priorities and needs. Stakeholders will work together to refine potential strategies, identify key implementation considerations, and develop a logic model and action plans to guide the implementation process.

To support effective program implementation project staff will provide targeted training and technical assistance to Clinton County. A designated staff member will collaborate closely with the stakeholder team to assess needs throughout the implementation process and deliver targeted assistance tailored to local practice. Throughout the duration of this grant award, this staff member will work directly with local teams and NPC Research to provide ongoing implementation support, helping troubleshoot challenges, reinforce best practice and ensure fidelity to the program model.

REFERENCES

1. County Health Rankings & Roadmaps. (2023). *Health data: Clinton County, New York*. Retrieved from <https://www.countyhealthrankings.org/health-data/new-york/clinton?year=2025>
2. New York State Office of Addiction Services and Supports. Overdose Death Dashboard. (2024). <https://oasas.ny.gov/overdose-death-dashboard>.
3. New York State Department of Health. Opioid Dashboard. Interactive data visualization. (2024). https://apps.health.ny.gov/public/tabvis/PHIG_Public/opioid/reports/#county.
4. New York State Office of Addiction Services and Supports. Harm Reduction Supply Distribution. (2022-2026) <https://oasas.ny.gov/harm-reduction-supply-distribution>

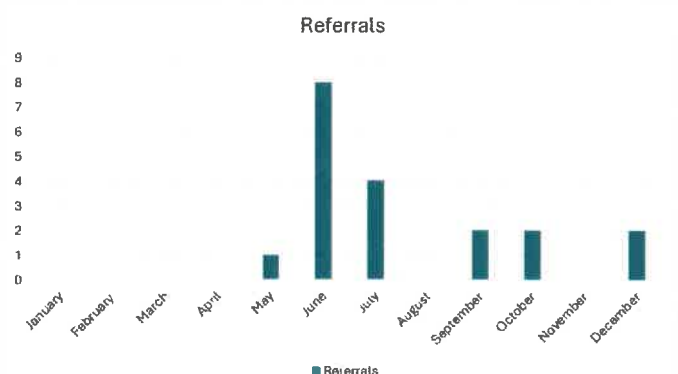
Court Navigator- Referral Data

In 2025, the Court Navigator position was created by OMH and made available throughout New York State. Clinton County hired on their first Court Navigator on April 28th, 2025- during the first quarter of the year. In this document there will be a quarterly break down and an overall breakdown of referral information, demographics, mental health diagnosis's and courts involved.

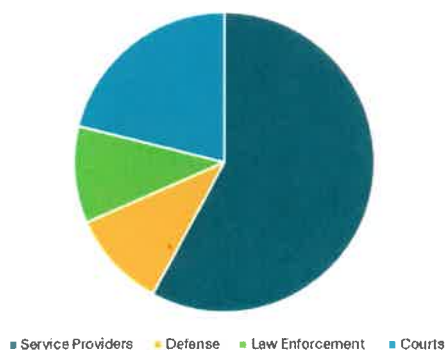
Referrals

In 2025, the Court Navigator received 19 referrals overall between quarter 2 to quarter 4. Of these referrals, there was an acceptance rate of 78.9%. Quarter 2 made up 9 of the referrals, quarter 3 made up 6 of the referrals and quarter 4 made up 4 of the referrals.

5.3% of referrals were made in the month of May, 42.1% of referrals were made in June, 21.1% of referrals were made in July, 10.5% of referrals were made in September, 10.5% of referrals were made in October and 10.5% of referrals were made in December.



Referral Source Percentages



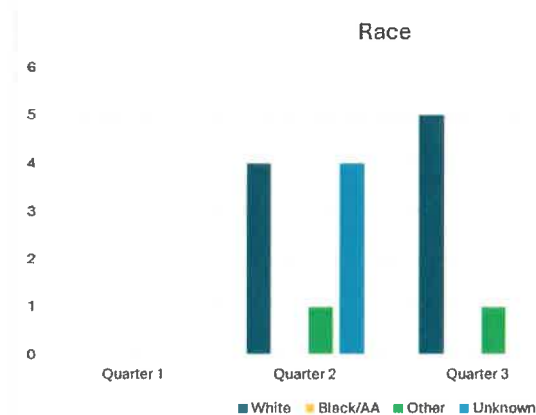
Of the 19 referrals made to the Court Navigator, the referral sources came from service providers; the defense; law enforcement and courts. 57.9% of the referrals came from service providers, 10.5% came from the defense, 10.5% came from law enforcement and 21.1% came from the courts. The service provider referral sources came from agencies like Clinton County Mental Health & Addiction Services,

Champlain Valley Family Services, Local Government Unit, Behavioral Health North Services and NAMI.

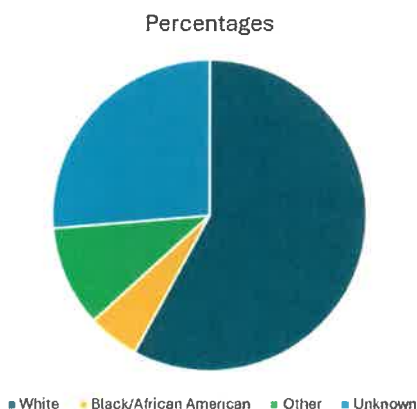
Demographics

Age: In quarter 2 of 2025 the mean age of individuals referred to the Court Navigator services was 29.6 years old, in quarter 3 the mean age was 36 years old and in quarter 4 the mean age was 29.3 years old. Overall, the mean age of the 19 referrals made to the Court Navigator was 31.6 years old.

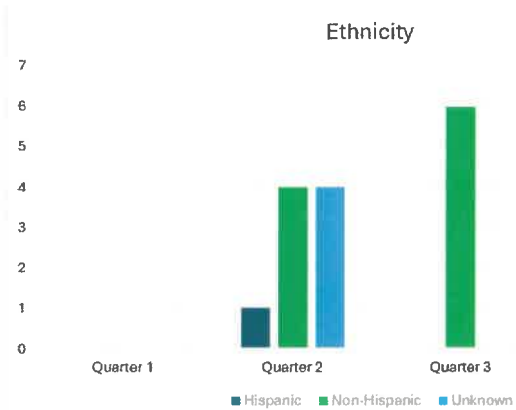
Race: The racial makeup of the 9 referrals made to the Court Navigator in quarter 2 was 44.4% individuals that identified as white, 11.1% individuals identified as other race, and 44.4% individuals' races were unable to be identified. In quarter 3, there was 6 referrals made to the Court Navigator. Of these 6 referrals made 83.3% individuals identified as white and 16.7% individuals identified as other race. As for quarter 4, there were 4 referrals made to the Court Navigator. Out of these 4 referrals 50% of the individuals identified as white, 25% of the individuals identified as black/African American, and 25% of the individuals' races were unable to be identified.



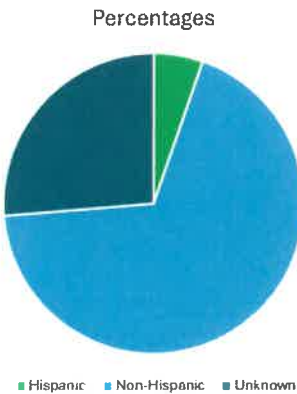
Out of the 19 referrals made to the Court Navigator in 2025, 57.9% of individuals identified as white, 5.3% of the individuals identified as Black/African American, 10.5% of the individuals identified as other race and 26.3% of the individuals' races were unable to be identified.



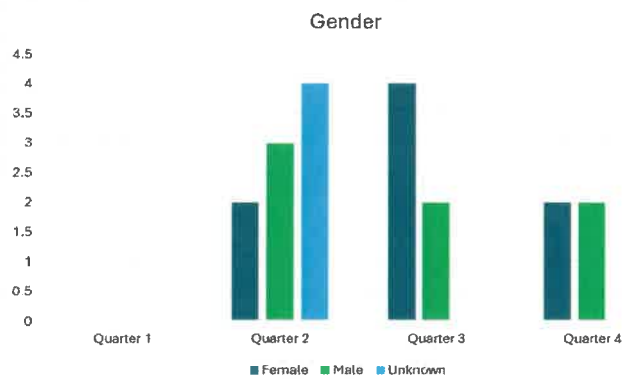
Ethnicity: The ethnic make-up of the 9 referrals made to the Court Navigator in quarter 2 was 44.4% individuals that identified as non-Hispanic, 11.1% that identified as Hispanic and 44.4% of the individuals identified as unknown. Of the 6 referrals made in quarter 3, 100% of individuals identified as non-Hispanic. Of the 4 referrals made in quarter 4, 75% individuals identified as non-Hispanic and 25% of the individuals identified as unknown.



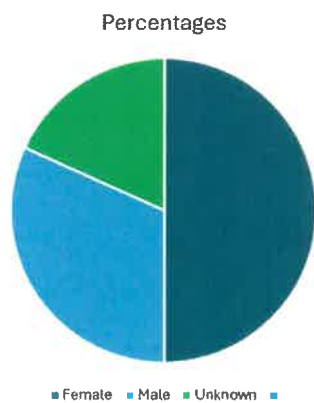
Out of the 19 referrals made to the Court Navigator in 2025, 5.3% of individuals identified as Hispanic, 68.4% of the individuals identified as non-Hispanic and 26.3% of the individuals were identified as unknown.



Gender: The gender make-up of the 9 referrals made to the Court Navigator in quarter 2 was 22.2% individuals who identified as female and 33.3% of individuals who identified as male. Of the 6 referrals made in quarter 3, 66.7% of the individuals identified as female and 33.3% of the individuals identified as male. Of the 4 referrals made in quarter 4, 50% of the individuals identified as female and 50% of the individuals identified as male.

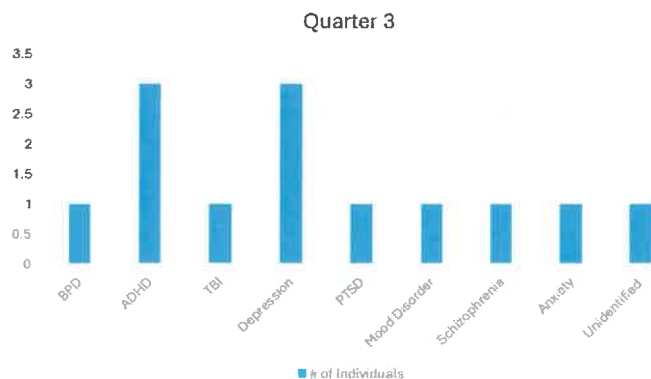
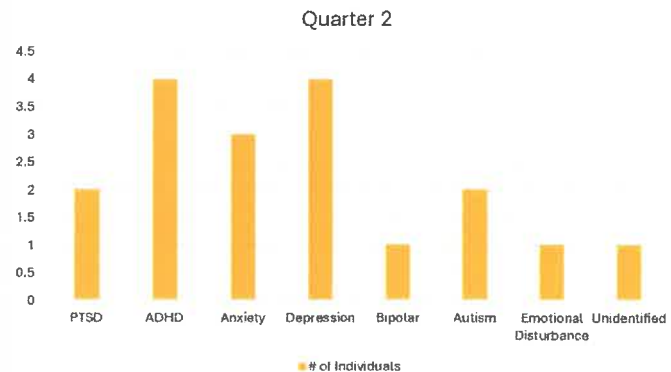


Out of the 19 referrals made to the Court Navigator in 2025, 57.9% of the individuals identified as female, 36.8% of the individuals identified as male and 21.1% of the individuals gender was unable to be identified.



Mental Health

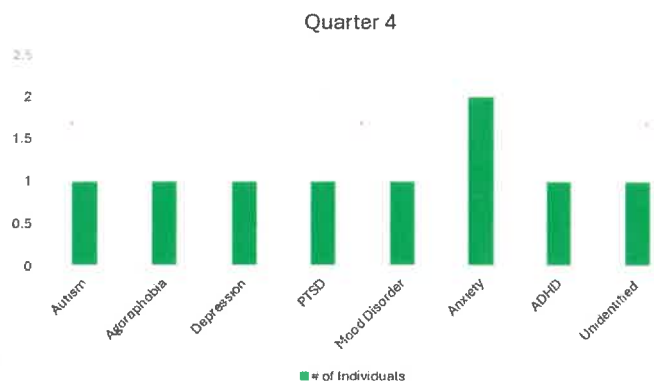
Quarter 2: In Quarter 2 of 2025, 9 referrals were made to the Court Navigator. 22.2% of these individuals were diagnosed with PTSD, 44.4% were diagnosed with ADHD, 33.3% were diagnosed with Anxiety, 44.4% were diagnosed with Depression, 11.11% were diagnosed with Bipolar, 22.22% were diagnosed with Autism, 11.11% were diagnosed with Emotional Disturbance and 11.11% did not have an official diagnosis disclosed.

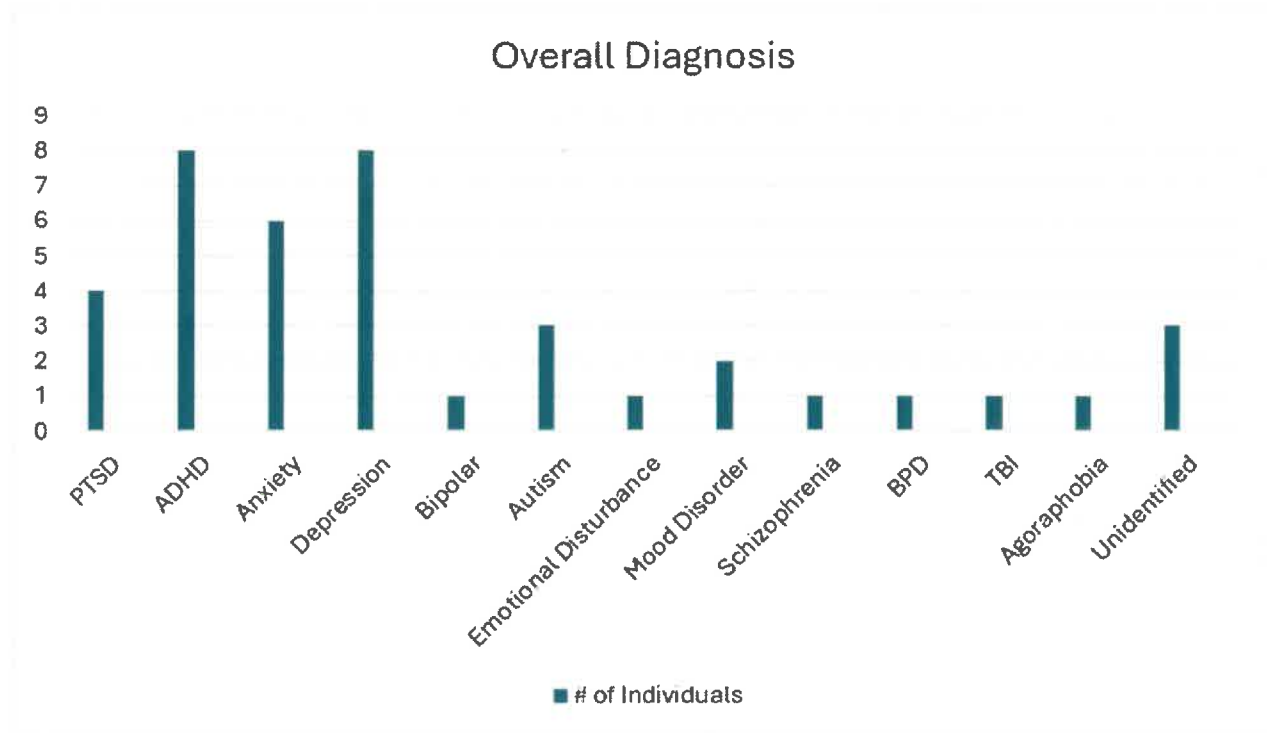


Quarter 3: In Quarter 3 of 2025, 6 referrals were made to the Court Navigator. 16.7% of the individuals referred in this quarter were diagnosed with Borderline Personality Disorder, 50% were diagnosed with ADHD, 16.7% were diagnosed with a TBI, 50% were diagnosed with Depression, 16.7% were diagnosed with PTSD, 16.7%

were diagnosed with a Mood Disorder, 16.7% were diagnosed with Schizophrenia, 16.7% were diagnosed with Anxiety and 16.7% did not have an official diagnosis disclosed.

Quarter 4: In Quarter 4 of 2025, 4 referrals were made to the Court Navigator. 25% of the individuals were diagnosed with Autism, 25% were diagnosed with Agoraphobia, 25% were diagnosed with Depression, 25% were diagnosed with PTSD, 25% were diagnosed with Mood Disorder, 50% were diagnosed with Anxiety, 25% were diagnosed with ADHD and 25% did not have an official diagnosis disclosed.

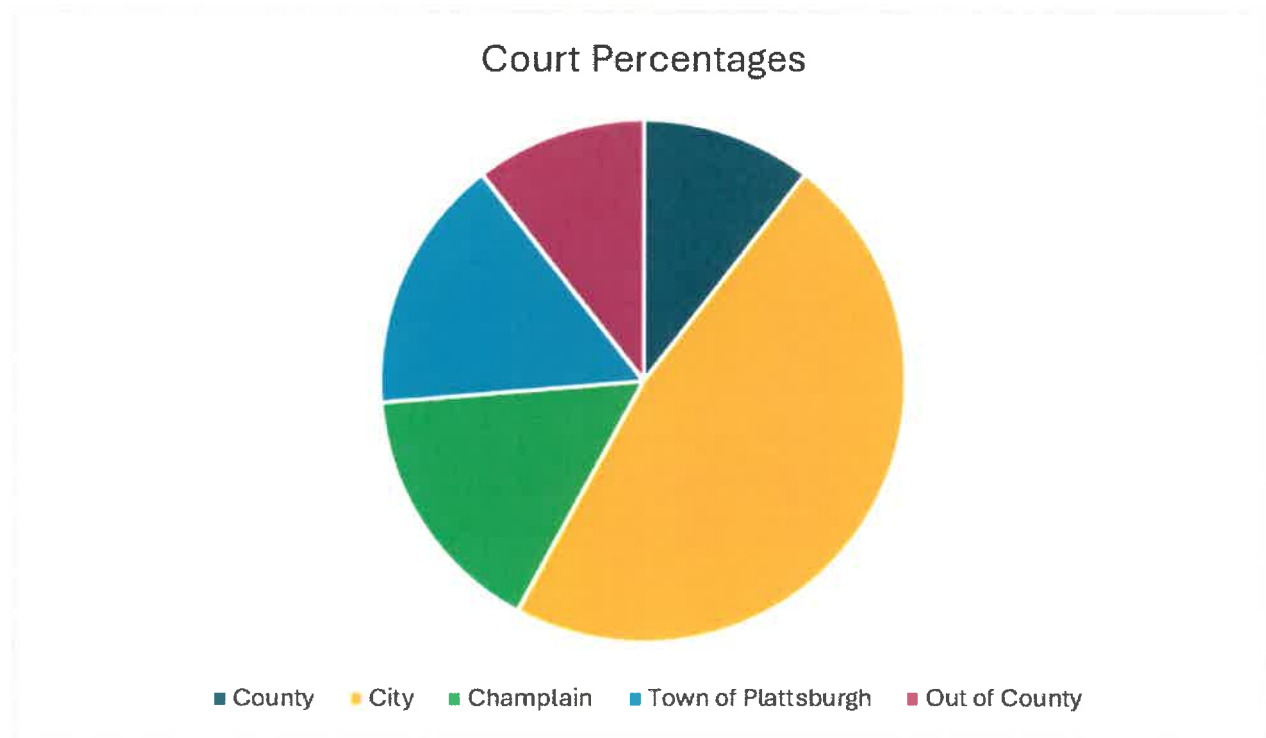




Overall: There were 19 referrals that the Court Navigator received in 2025. Of these 19 referrals, 21.1% of individuals were diagnosed with PTSD, 42.1% were diagnosed with ADHD, 31.6% were diagnosed with Anxiety, 42.1% were diagnosed with Depression, 5.7% were diagnosed with Bipolar, 15.9% were diagnosed with Autism, 5.7% were diagnosed with Emotional Disturbance, 10.5% were diagnosed with a Mood Disorder, 5.7% were diagnosed with Schizophrenia, 5.7% were diagnosed with Borderline Personality Disorder, 5.7% were diagnosed with a TBI, 5.7% were diagnosed with Agoraphobia and 15.9% did not have an official diagnosis disclosed.

Court Involvement

As mentioned, 19 referrals were made to the Court Navigator in 2025. Of these 19 referrals, 10.5% were involved with the County Court, 47.7% were involved with City Court, 15.8% were involved with Champlain Court, 15.8% were involved with the Town of Plattsburgh Court and 10.5% were involved with out of county courts.

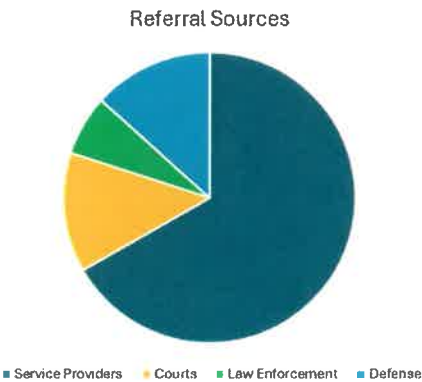
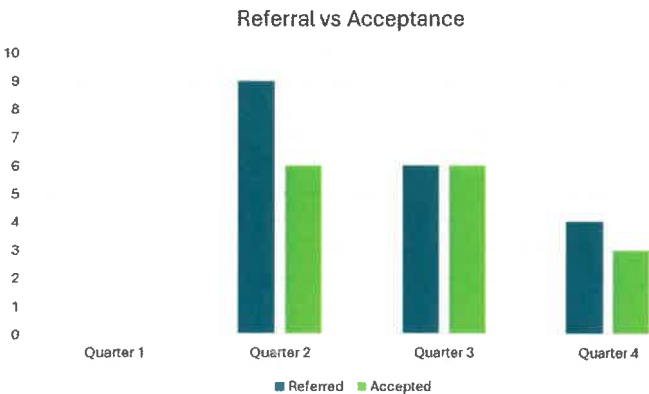


Court Navigator- Client Data

In 2025, the Court Navigator position was created by OMH and made available throughout New York State. Clinton County hired on their first Court Navigator on April 28th, 2025- during the first quarter of the year. In this document there will be a quarterly break down and an overall breakdown of referral vs acceptance information, demographics, mental health diagnosis's and courts involved.

Acceptance vs Referral

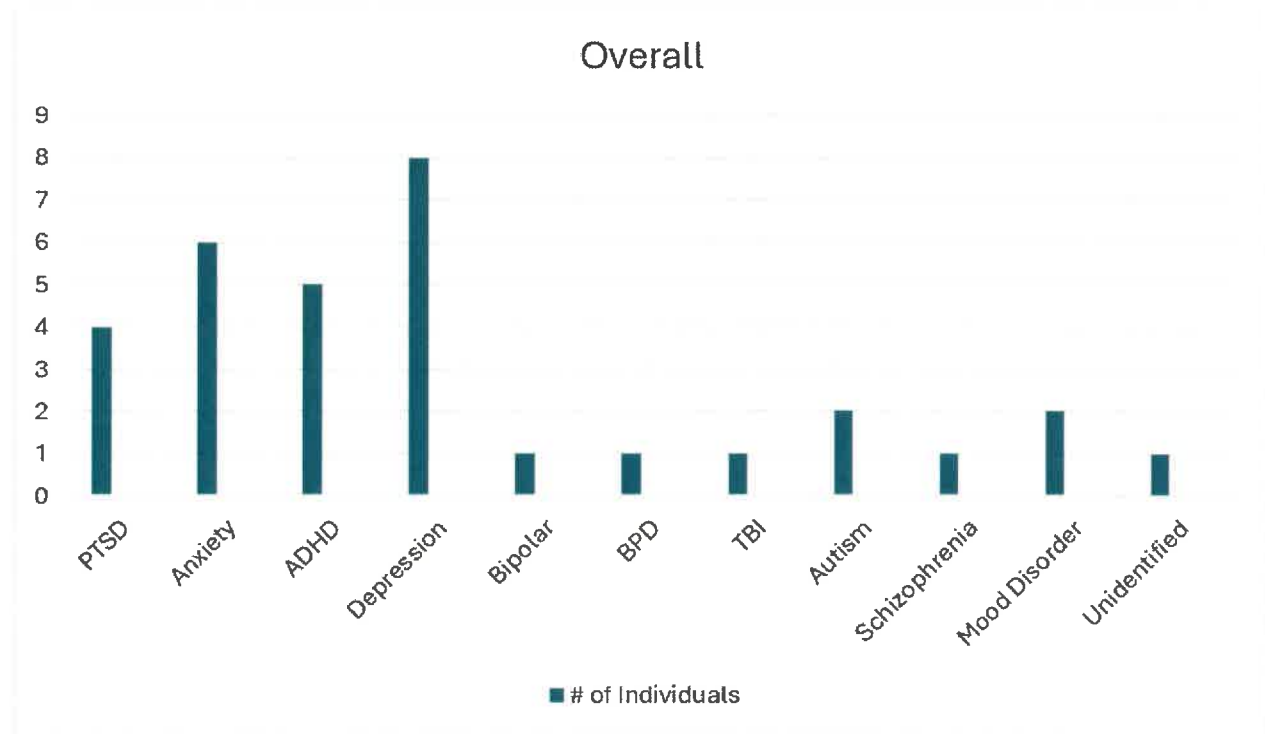
In 2025, the Court Navigator received 19 referrals overall between quarter 2 to quarter 4. Of these 19 referrals, 15 individuals accepted services. Resulting in a 78.9% acceptance rate of services in 2025 and a 21.1% denial rate.



The referral sources of the 15 individuals assisted by the Court Navigator consisted of 66.7% referred by service providers, 13.3% were referred by courts, 6.7% were referred by law enforcement and 13.3% were referred by the defense. The service providers agencies that referred consisted of Clinton County Mental Health and

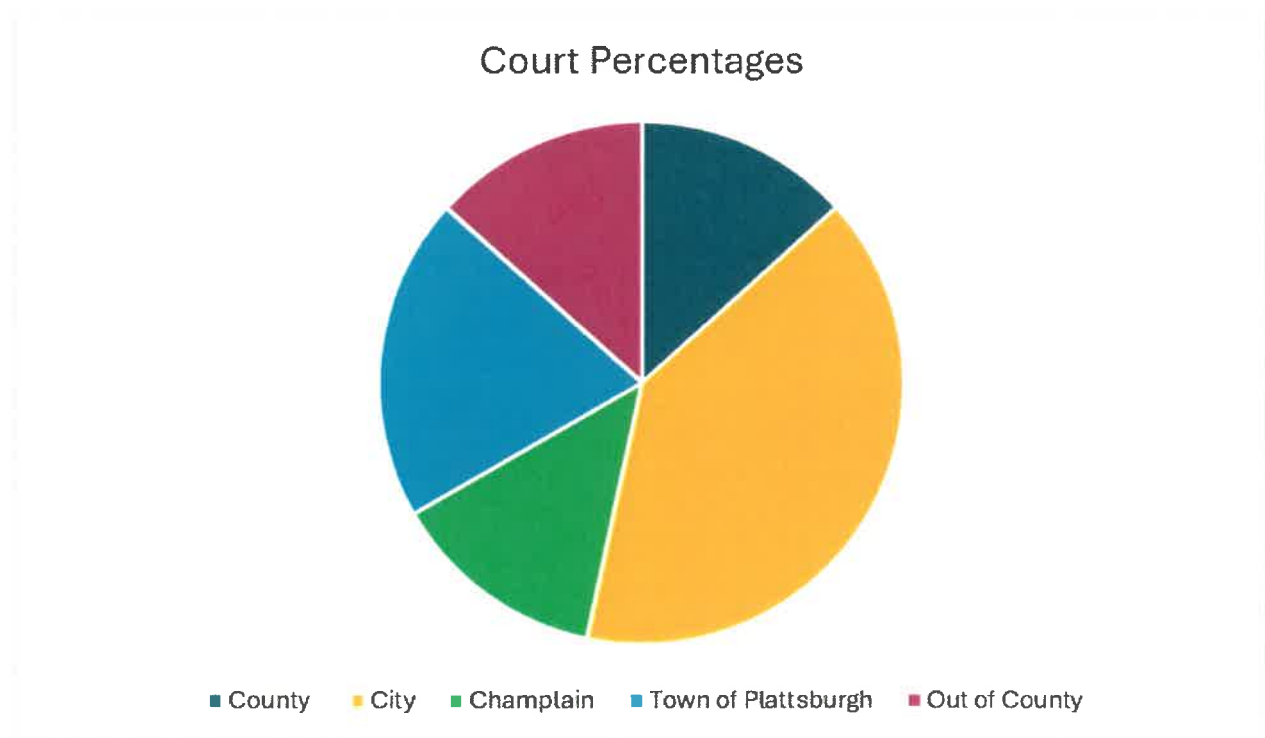
Addiction Services, Champlain Valley Family Center, Behavioral Health North Services, the Local Government Unit and NAMI.

Overall, in 2025 the Court Navigator assisted 15 individuals. Of these 15 individuals, 26.7% were diagnosed with PTSD, 40% were diagnosed with Anxiety, 33.3% were diagnosed with ADHD, 53.3% were diagnosed with Depression, 6.7% were diagnosed with Bipolar, 6.7% Borderline Personality Disorder, 6.7% were diagnosed with a TBI, 13.3% were diagnosed with Autism, 6.7% were diagnosed with Schizophrenia, 13.3% were diagnosed with a Mood Disorder, and 6.7% did not have an official diagnosis.



Courts

Of the 15 individuals assisted by the Court Navigator, 13.3% of the individuals were involved with County Court, 40% were involved with City Court, 13.3% were involved with Champlain Court, 30% were involved with the Town of Plattsburgh Court and 13.3% were involved with out of county courts.





**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

2024 Needs Assessment Form Clinton County Mental Health And Addiction Services

Adverse Childhood Experiences 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):

Case Management/Care Coordination 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):

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):

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: Adults Only

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

Need description (Optional):

Inpatient Treatment 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? No

Need description (Optional): Inpatient stays at the 9.39 hospital has been a concern given staffing shortages, lack of the ability to move individuals from the 9.39 to appropriate placement to stabilize with limited to no access to appropriate treatment facilities for those with co-occurring disorders. We need better care coordination, education for emergency room staff on co-occurring disorders (behavioral, baseline, mental health, I/DD, substance use, aging) and to strengthen the workforce. We also need more placement options that can address, stabilize, appropriately diagnose and work with the community on treatment planning for adults and youth with acute symptoms or co-occurring disorders.

Outpatient Treatment 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? No

Need description (Optional): We need to strengthen the workforce either by recruiting more prescribers or finding alternatives. We also need to balance the cost of the prescribers with the revenue/lost revenue due to inconsistency with appointments and engagement.

Prevention 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):

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? No

Need description (Optional): Wait lists, staffing shortages and co-occurring disorders have made finding an appropriate residential placement for individuals who can not be stabilized in the community leave families with little options besides cycling in and out of the emergency room. Without proper resources and the ability to find appropriate placements the hospitals and emergency rooms are seeing more acute patients with co-occurring disorders and discharging back to the community without appropriate treatment or stabilization to avoid long-term stays at the local emergency room or mental health units. We need co-occurring residential treatment services for those with co-occurring diagnostic and treatment facilities for the entire life span.

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? No

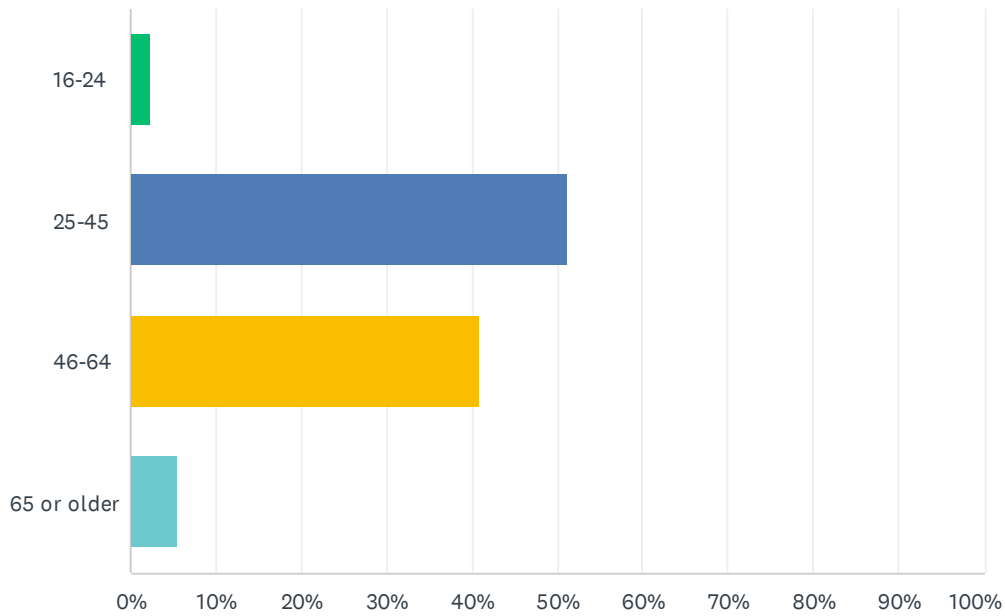
Need description (Optional): We need to recruit and retain staff in these fields and expand the service provisions to include non-traditional providers. There needs to be changes in civil service positions and testing. We need to include support staff as vital to serving the vulnerable populations and provide incentives and efforts to recruit and retain support staff.

LGU Representative: Richelle Gregory

Submitted for: Clinton County Mental Health And Addiction Services

Q1 What is your age?

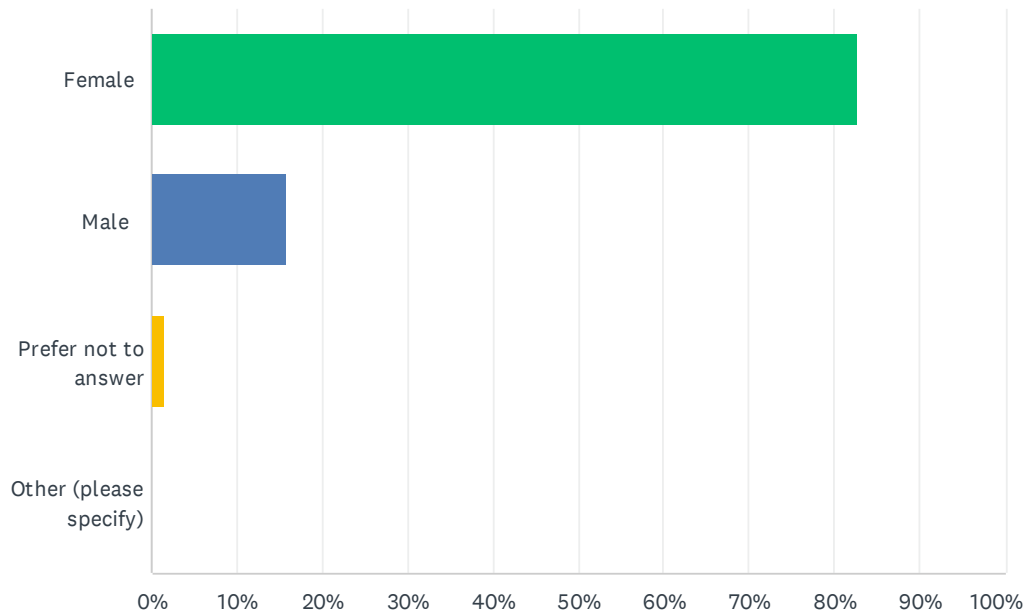
Answered: 127 Skipped: 0



ANSWER CHOICES	RESPONSES	
16-24	2.36%	3
25-45	51.18%	65
46-64	40.94%	52
65 or older	5.51%	7
TOTAL		127

Q2 What gender do you identify with?

Answered: 127 Skipped: 0

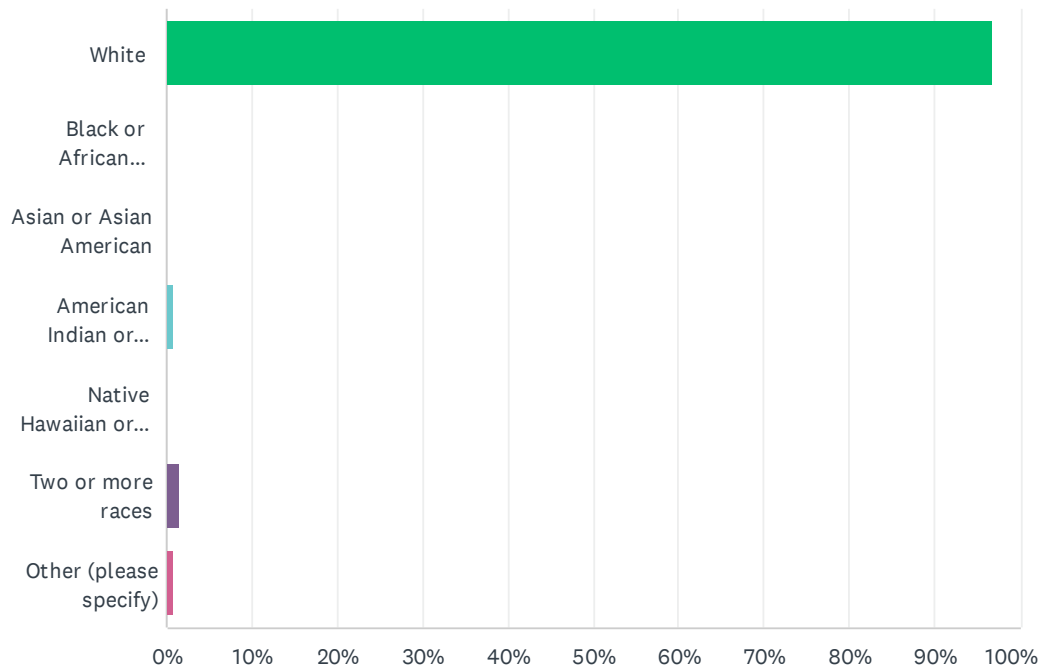


ANSWER CHOICES	RESPONSES	
Female	82.68%	105
Male	15.75%	20
Prefer not to answer	1.57%	2
Other (please specify)	0.00%	0
TOTAL		127

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q3 What is your race?

Answered: 127 Skipped: 0

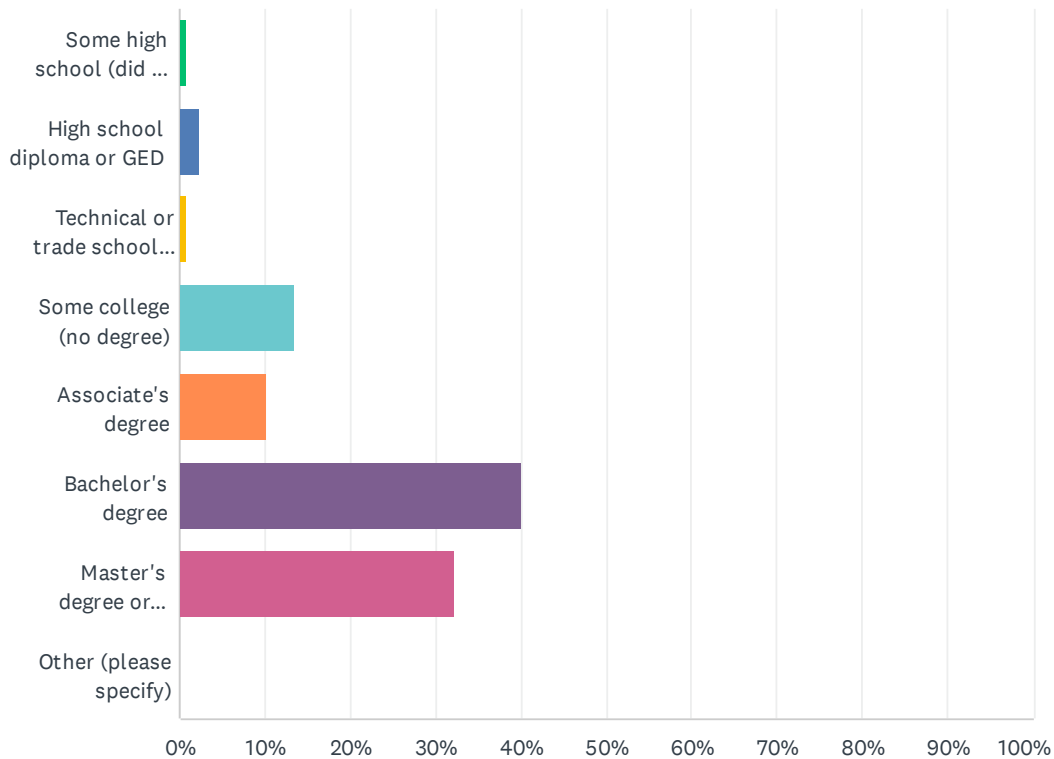


ANSWER CHOICES		RESPONSES	
White		96.85%	123
Black or African American		0.00%	0
Asian or Asian American		0.00%	0
American Indian or Alaska Native		0.79%	1
Native Hawaiian or other Pacific Islander		0.00%	0
Two or more races		1.57%	2
Other (please specify)		0.79%	1
TOTAL			127

#	OTHER (PLEASE SPECIFY)	DATE
1	Hispanic	7/13/2023 12:08 PM

Q4 What is your highest level of education?

Answered: 127 Skipped: 0

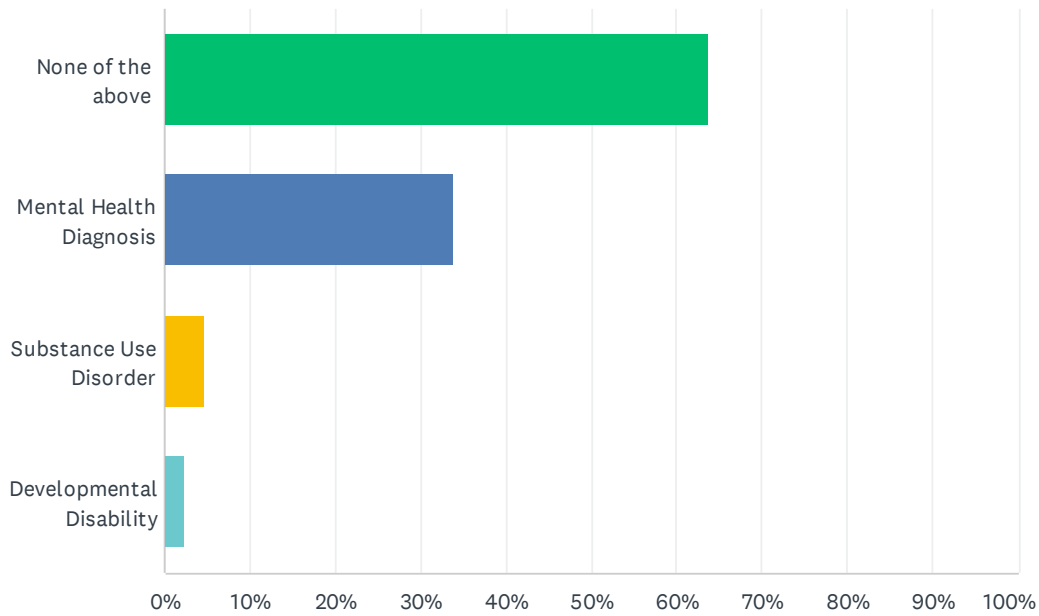


ANSWER CHOICES	RESPONSES	
Some high school (did not finish)	0.79%	1
High school diploma or GED	2.36%	3
Technical or trade school certificate	0.79%	1
Some college (no degree)	13.39%	17
Associate's degree	10.24%	13
Bachelor's degree	40.16%	51
Master's degree or higher	32.28%	41
Other (please specify)	0.00%	0
TOTAL		127

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q5 Do you identify as someone who has a (please select all that apply):

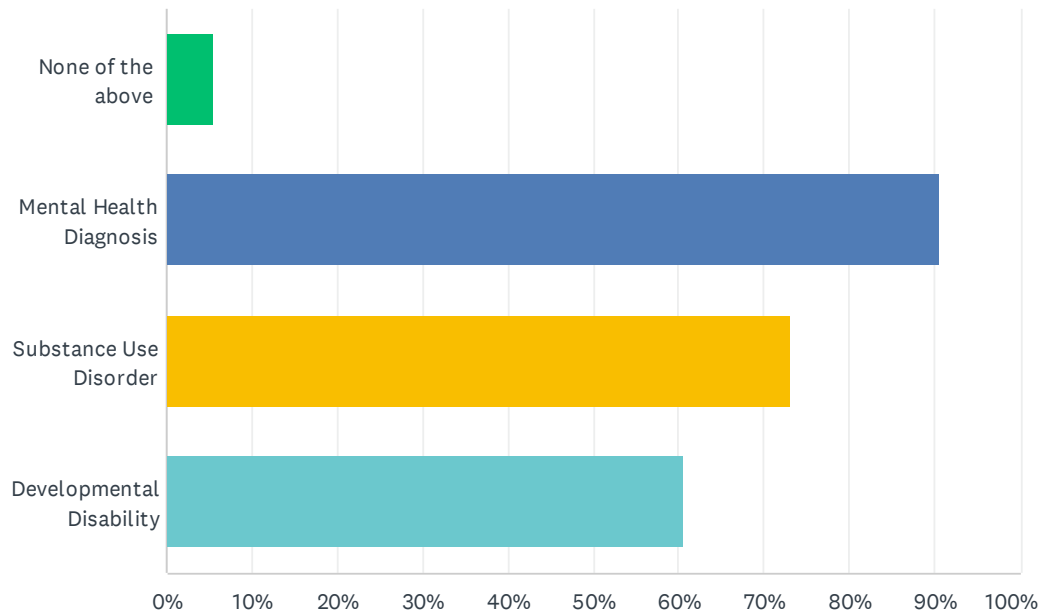
Answered: 127 Skipped: 0



ANSWER CHOICES	RESPONSES	
None of the above	63.78%	81
Mental Health Diagnosis	33.86%	43
Substance Use Disorder	4.72%	6
Developmental Disability	2.36%	3
Total Respondents: 127		

Q6 Do you know someone who has a (please select all that apply):

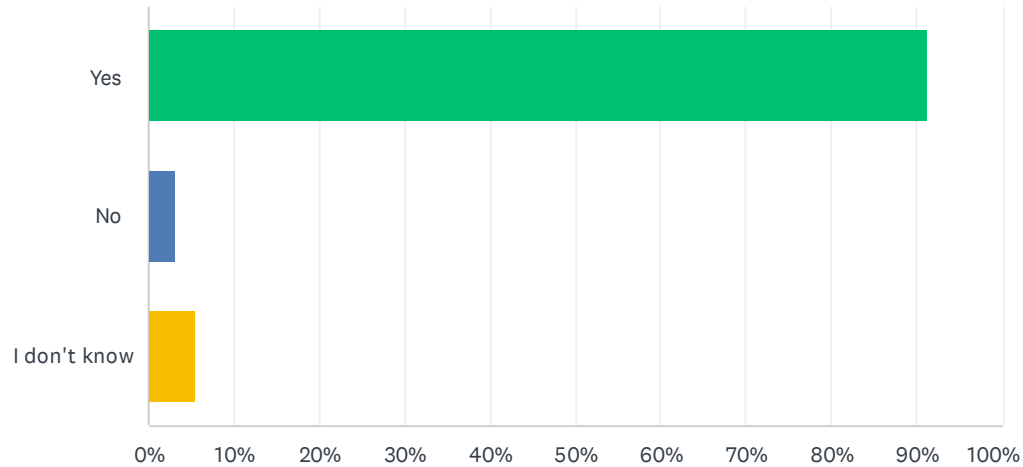
Answered: 127 Skipped: 0



ANSWER CHOICES	RESPONSES	
None of the above	5.51%	7
Mental Health Diagnosis	90.55%	115
Substance Use Disorder	73.23%	93
Developmental Disability	60.63%	77
Total Respondents: 127		

Q7 Is education and training on the impact of ACEs a high need in our community?

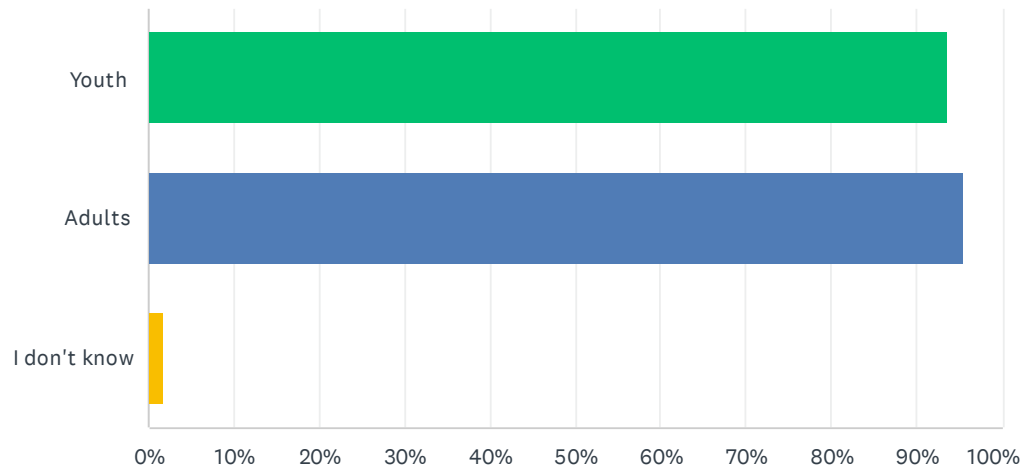
Answered: 125 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	91.20%	114
No	3.20%	4
I don't know	5.60%	7
TOTAL		125

Q8 Does this need apply to (please select all that apply):

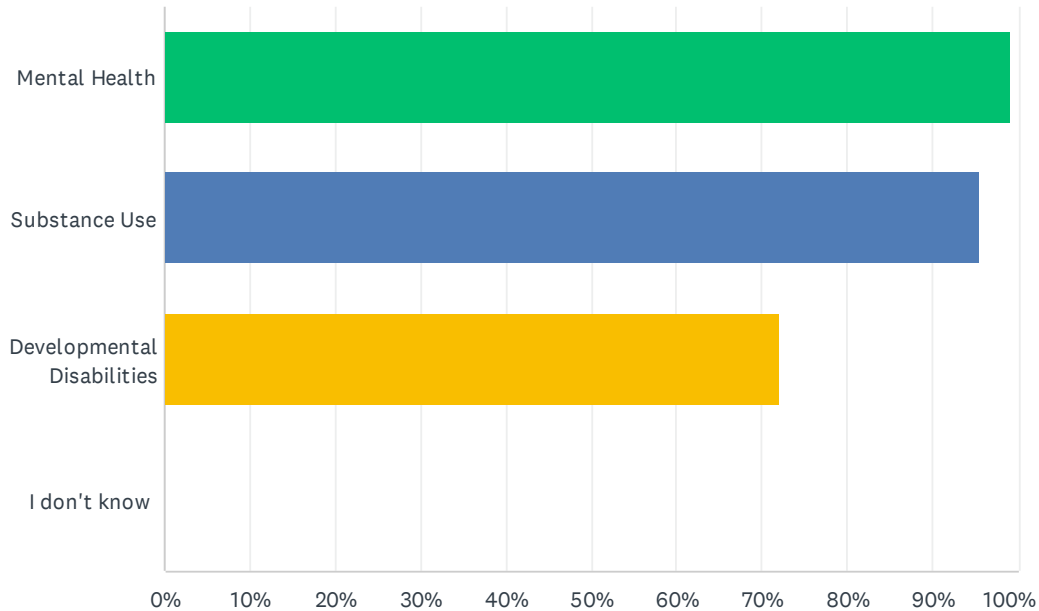
Answered: 111 Skipped: 16



ANSWER CHOICES	RESPONSES	
Youth	93.69%	104
Adults	95.50%	106
I don't know	1.80%	2
Total Respondents: 111		

Q9 Does this need apply to those impacted by (please select all that apply):

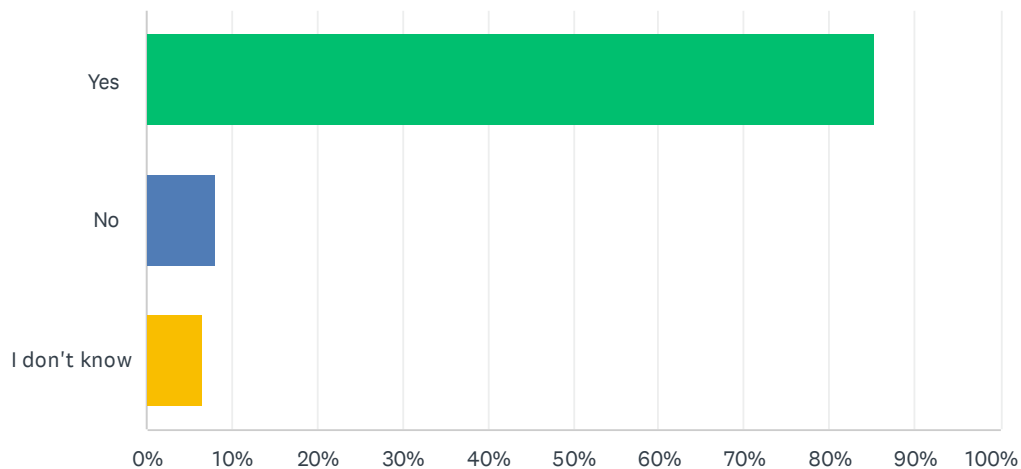
Answered: 111 Skipped: 16



ANSWER CHOICES	RESPONSES	
Mental Health	99.10%	110
Substance Use	95.50%	106
Developmental Disabilities	72.07%	80
I don't know	0.00%	0
Total Respondents: 111		

Q10 Does our community need more Case Management/Care Coordination to support vulnerable populations?

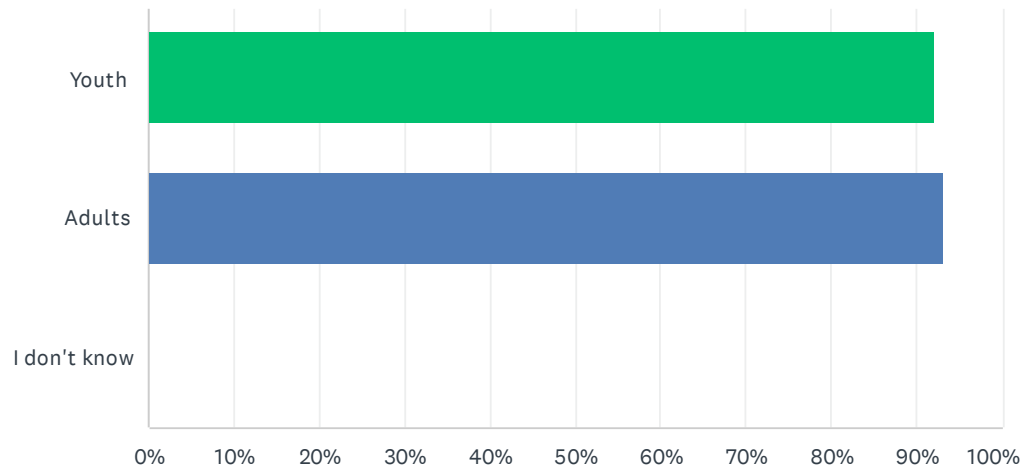
Answered: 122 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	85.25%	104
No	8.20%	10
I don't know	6.56%	8
TOTAL		122

Q11 Does this need apply to (please select all that apply):

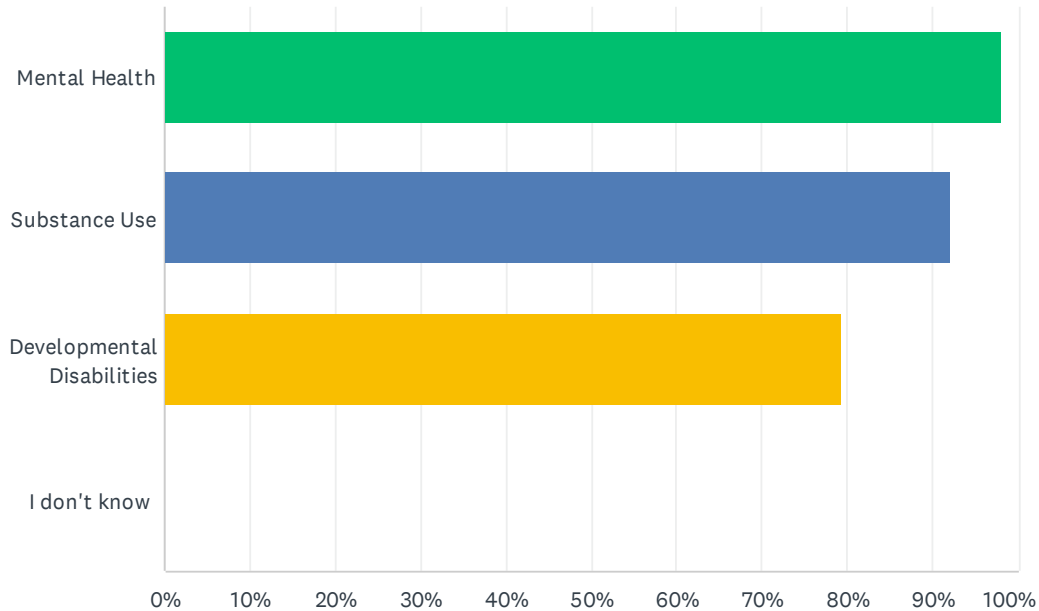
Answered: 102 Skipped: 25



ANSWER CHOICES	RESPONSES	
Youth	92.16%	94
Adults	93.14%	95
I don't know	0.00%	0
Total Respondents: 102		

Q12 Does this need apply to those impacted by (please select all that apply):

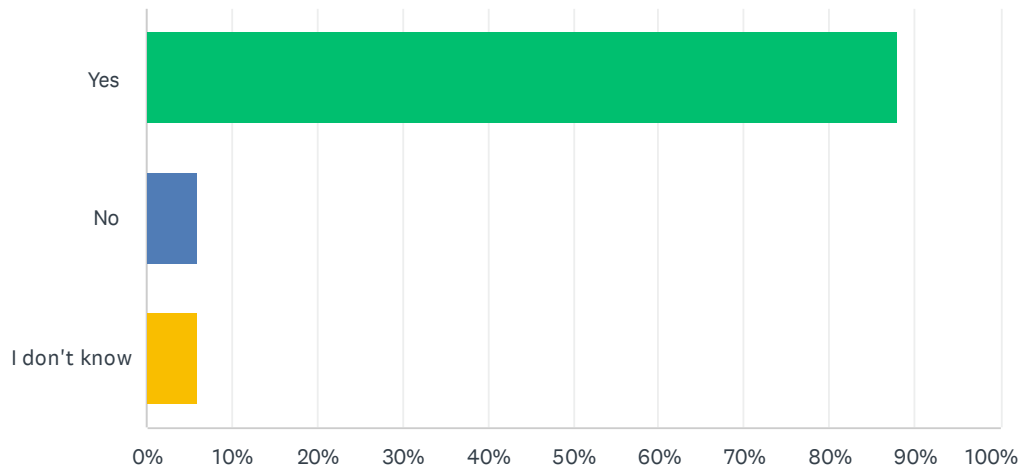
Answered: 102 Skipped: 25



ANSWER CHOICES	RESPONSES	
Mental Health	98.04%	100
Substance Use	92.16%	94
Developmental Disabilities	79.41%	81
I don't know	0.00%	0
Total Respondents: 102		

Q13 Is strengthening crisis services a high need in our community?

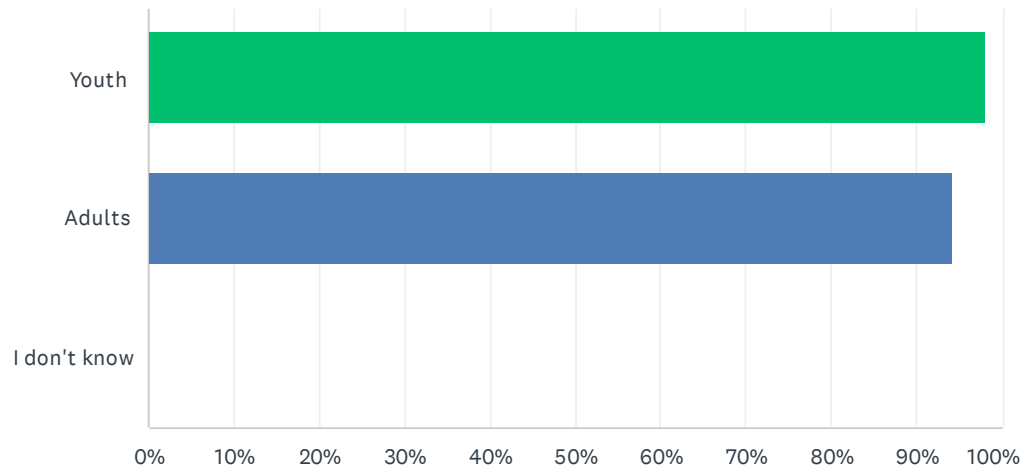
Answered: 118 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	88.14%	104
No	5.93%	7
I don't know	5.93%	7
TOTAL		118

Q14 Does this need apply to (please select all that apply):

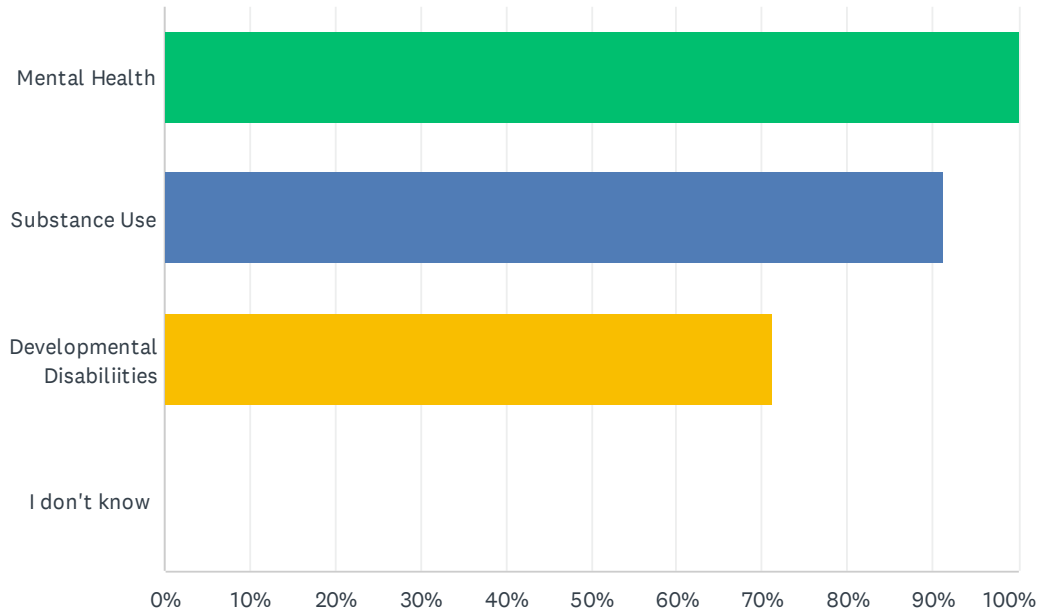
Answered: 104 Skipped: 23



ANSWER CHOICES	RESPONSES	
Youth	98.08%	102
Adults	94.23%	98
I don't know	0.00%	0
Total Respondents: 104		

Q15 Does this need apply to those impacted by (please select all that apply):

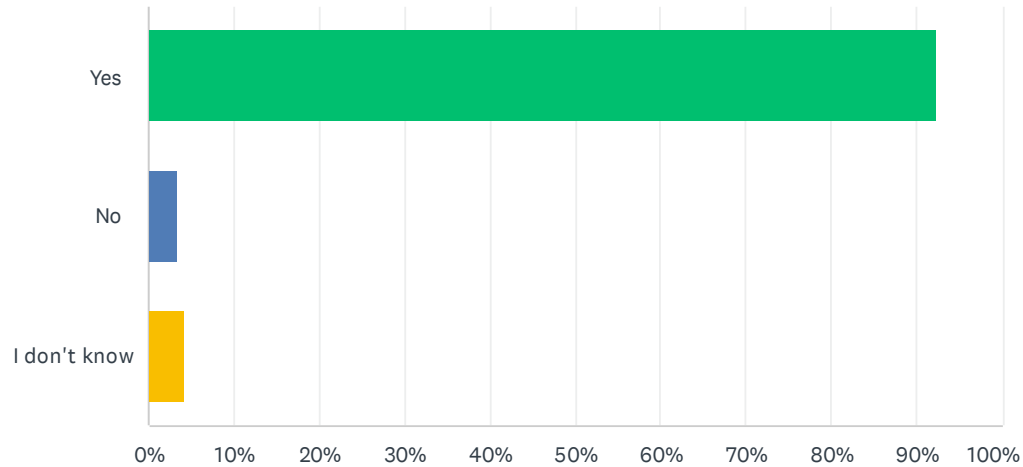
Answered: 104 Skipped: 23



ANSWER CHOICES	RESPONSES	
Mental Health	100.00%	104
Substance Use	91.35%	95
Developmental Disabilities	71.15%	74
I don't know	0.00%	0
Total Respondents: 104		

Q16 Is strengthening cross system services for vulnerable populations a high need in our community?

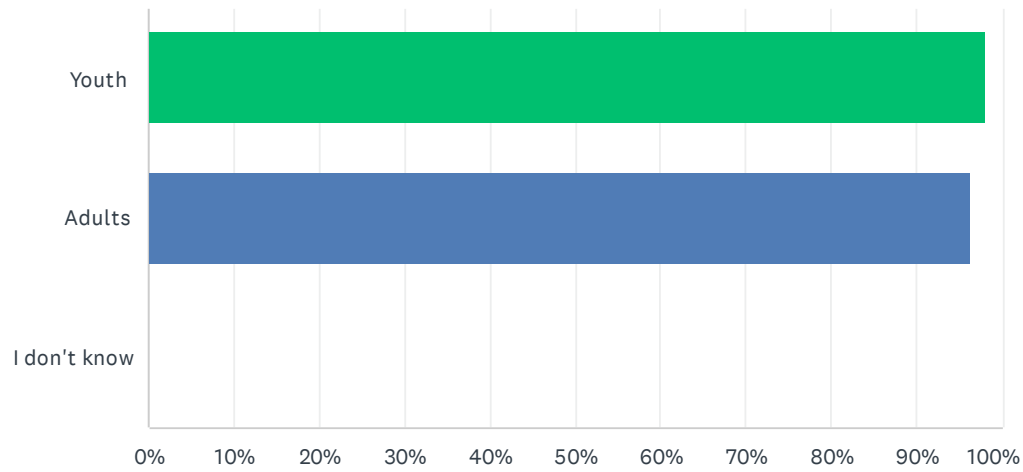
Answered: 117 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	92.31%	108
No	3.42%	4
I don't know	4.27%	5
TOTAL		117

Q17 Does this need apply to (please select all that apply):

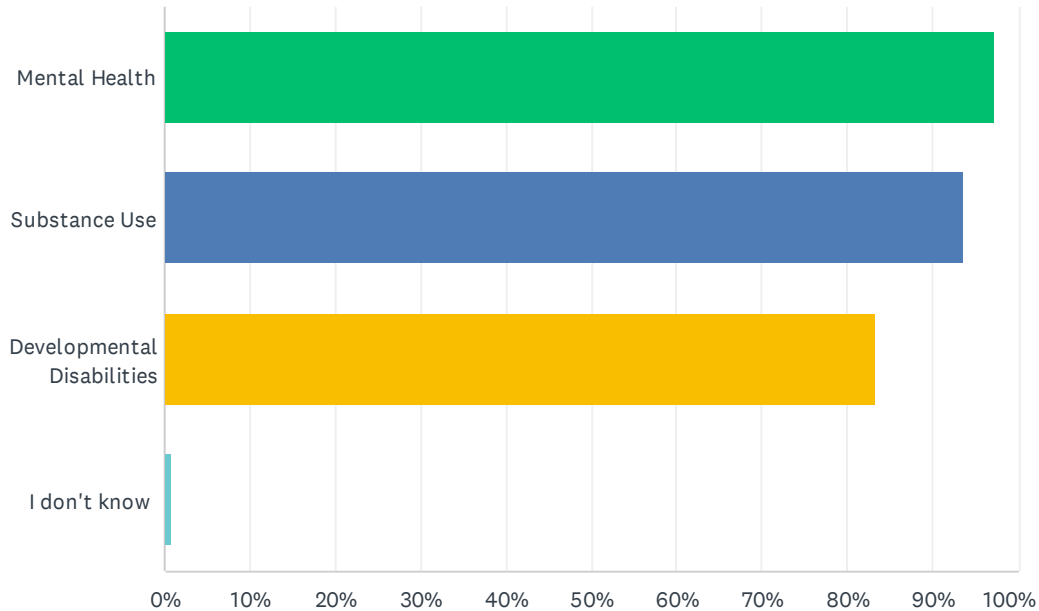
Answered: 108 Skipped: 19



ANSWER CHOICES	RESPONSES	
Youth	98.15%	106
Adults	96.30%	104
I don't know	0.00%	0
Total Respondents: 108		

Q18 Does this need apply to those impacted by (please select all that apply):

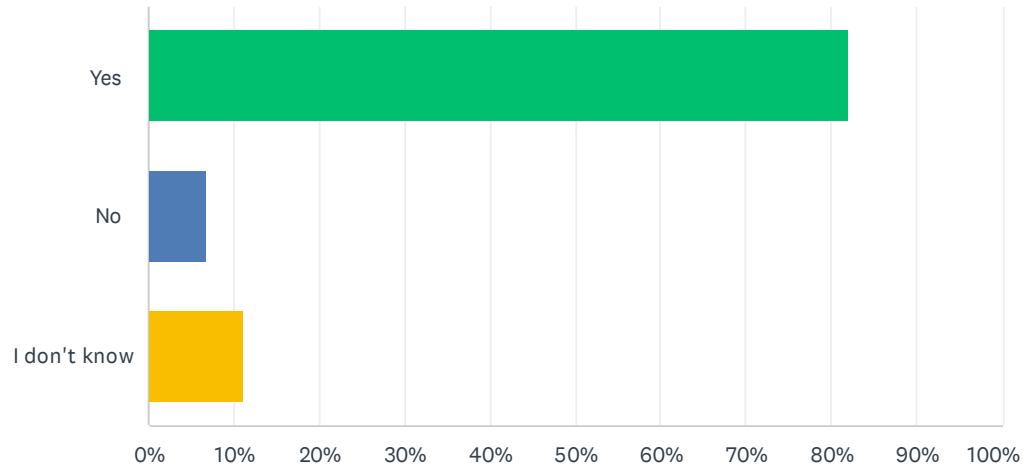
Answered: 108 Skipped: 19



ANSWER CHOICES	RESPONSES	
Mental Health	97.22%	105
Substance Use	93.52%	101
Developmental Disabilities	83.33%	90
I don't know	0.93%	1
Total Respondents: 108		

Q19 Does our community need more employment/volunteer opportunities for vulnerable populations?

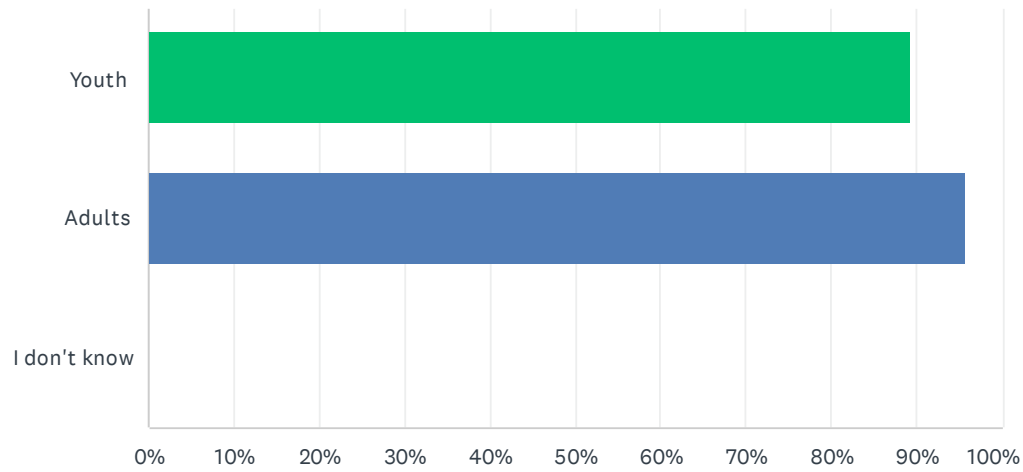
Answered: 117 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	82.05%	96
No	6.84%	8
I don't know	11.11%	13
TOTAL		117

Q20 Does this need apply to (please select all that apply):

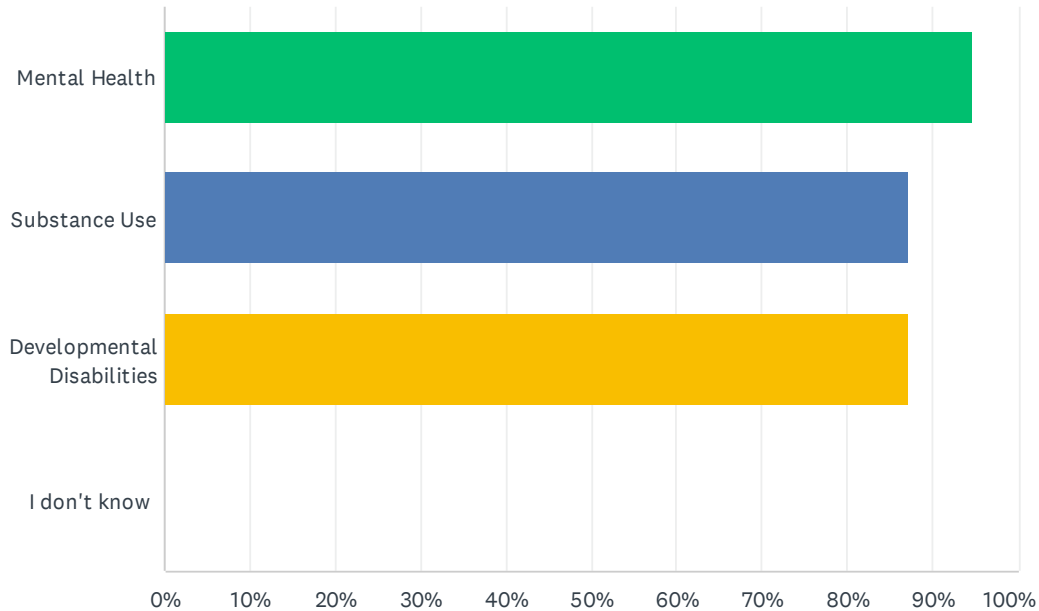
Answered: 94 Skipped: 33



ANSWER CHOICES	RESPONSES	
Youth	89.36%	84
Adults	95.74%	90
I don't know	0.00%	0
Total Respondents: 94		

Q21 Does this need apply to those impacted by (please select all that apply):

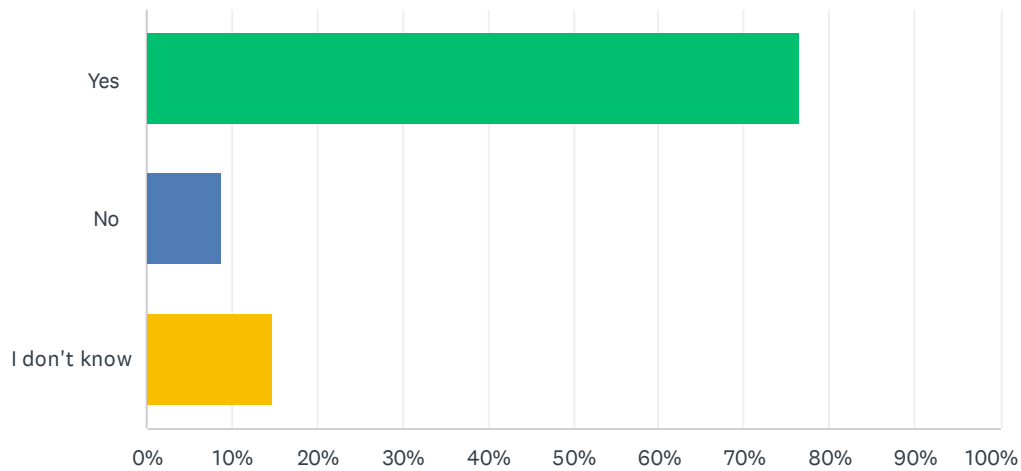
Answered: 94 Skipped: 33



ANSWER CHOICES	RESPONSES	
Mental Health	94.68%	89
Substance Use	87.23%	82
Developmental Disabilities	87.23%	82
I don't know	0.00%	0
Total Respondents: 94		

Q22 Is there a need for additional services or interventions for vulnerable populations in contact with law enforcement or the judicial system in our community?

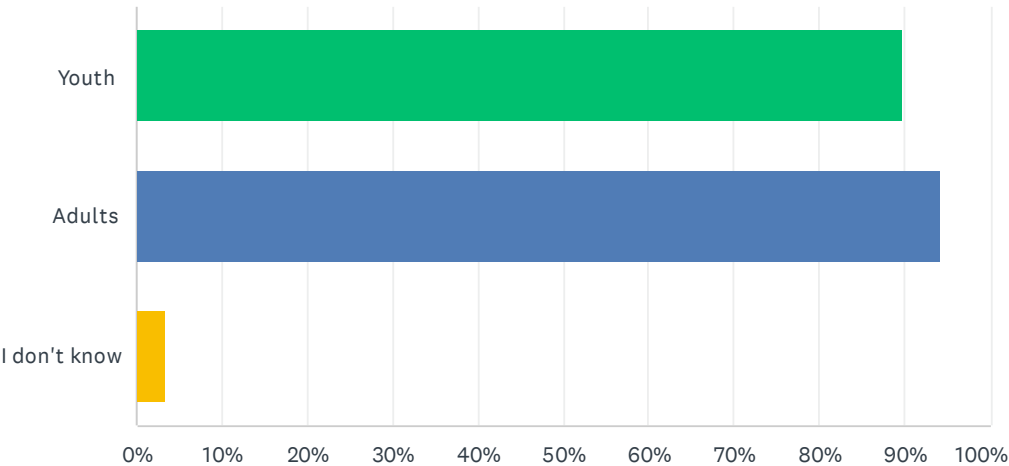
Answered: 115 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	76.52%	88
No	8.70%	10
I don't know	14.78%	17
TOTAL		115

Q23 Does this need apply to (please select all that apply):

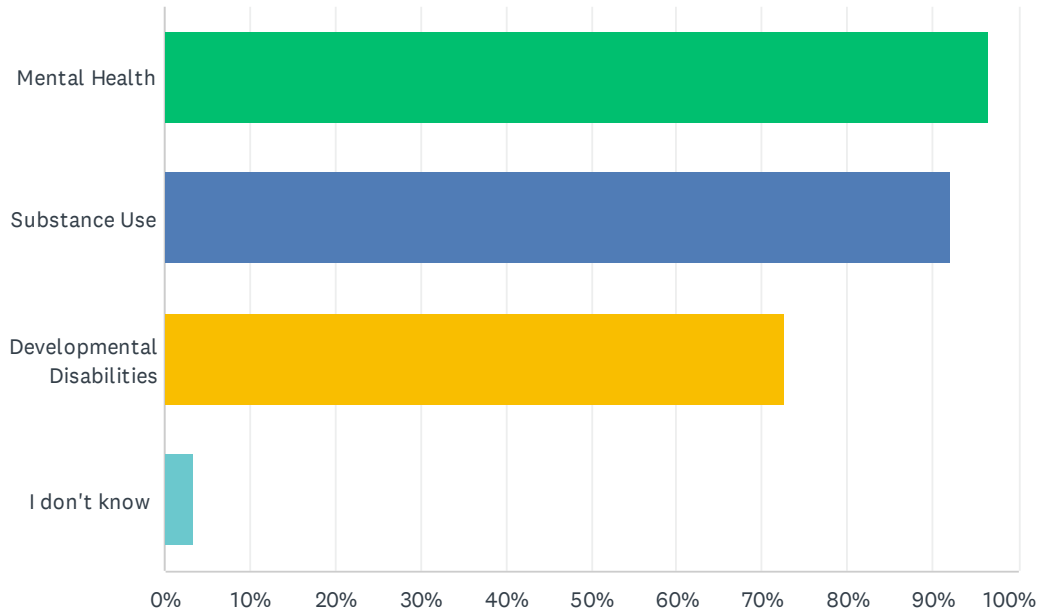
Answered: 88 Skipped: 39



ANSWER CHOICES		RESPONSES	
Youth		89.77%	79
Adults		94.32%	83
I don't know		3.41%	3
Total Respondents: 88			

Q24 Does this need apply to those impacted by (please select all that apply):

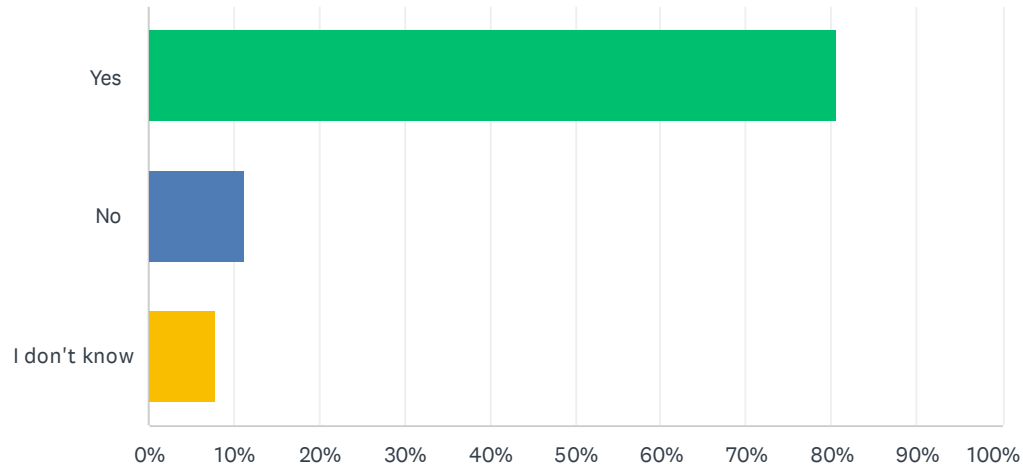
Answered: 88 Skipped: 39



ANSWER CHOICES	RESPONSES	
Mental Health	96.59%	85
Substance Use	92.05%	81
Developmental Disabilities	72.73%	64
I don't know	3.41%	3
Total Respondents: 88		

Q25 Does our community need more housing to support vulnerable populations?

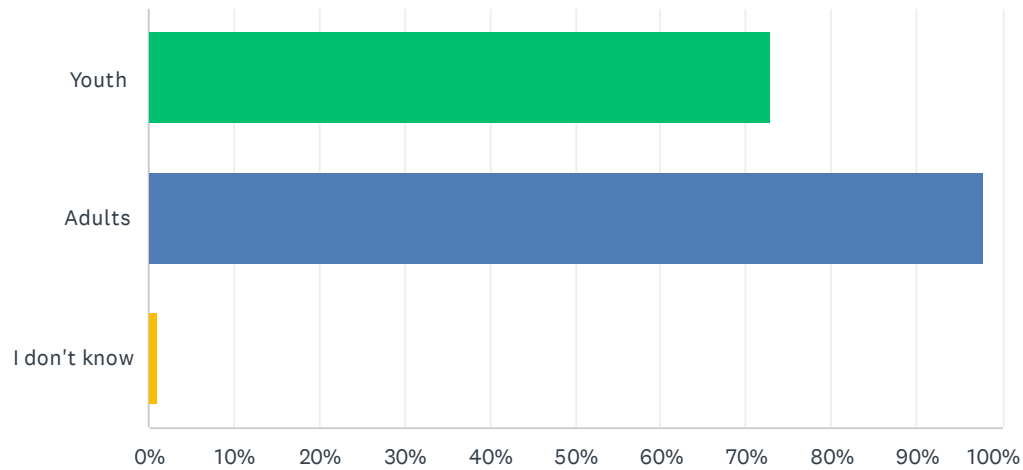
Answered: 114 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	80.70%	92
No	11.40%	13
I don't know	7.89%	9
TOTAL		114

Q26 Does this need apply to (please select all that apply):

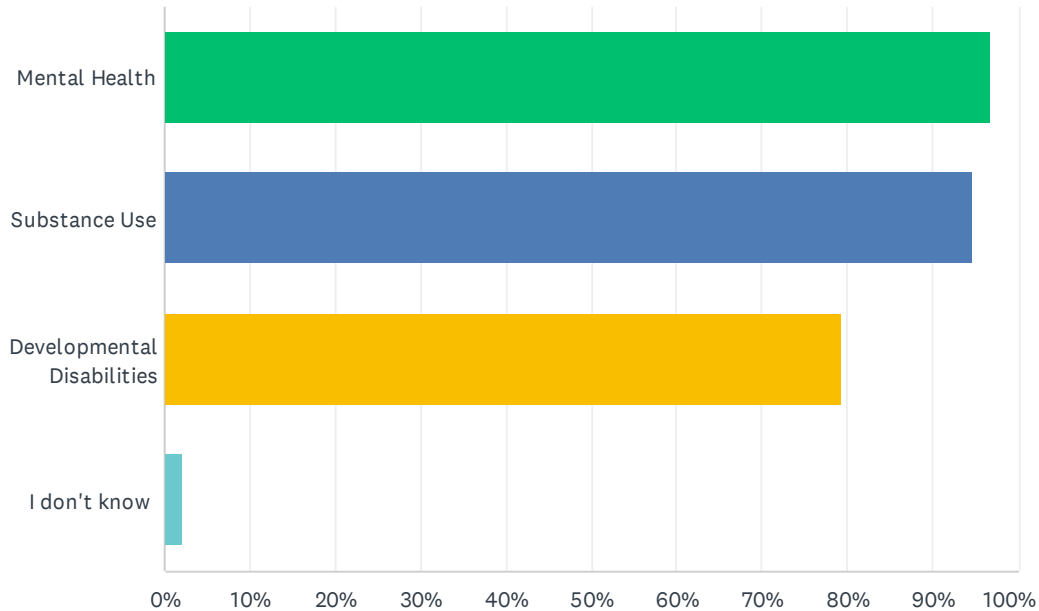
Answered: 92 Skipped: 35



ANSWER CHOICES		RESPONSES	
Youth		72.83%	67
Adults		97.83%	90
I don't know		1.09%	1
Total Respondents: 92			

Q27 Does this need apply to those impacted by (please select all that apply):

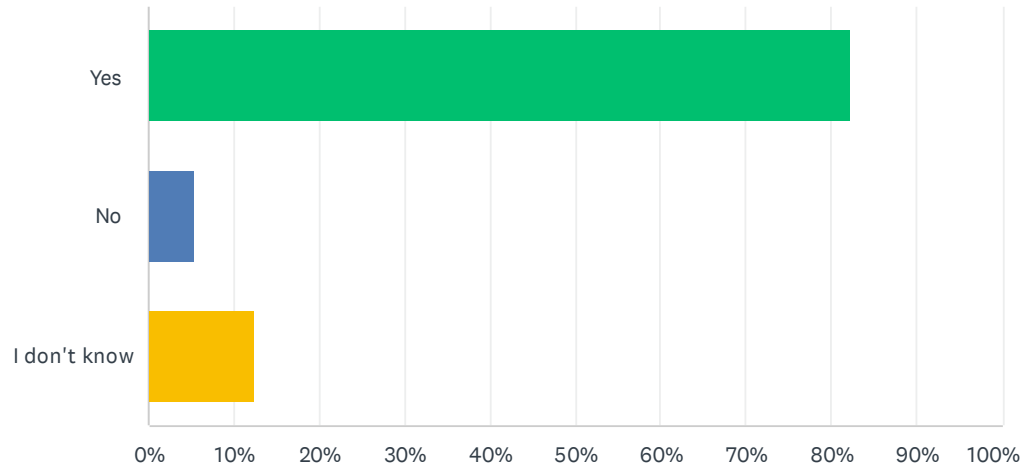
Answered: 92 Skipped: 35



ANSWER CHOICES	RESPONSES	
Mental Health	96.74%	89
Substance Use	94.57%	87
Developmental Disabilities	79.35%	73
I don't know	2.17%	2
Total Respondents: 92		

Q28 Is the availability of inpatient treatment beds a high need in our community?

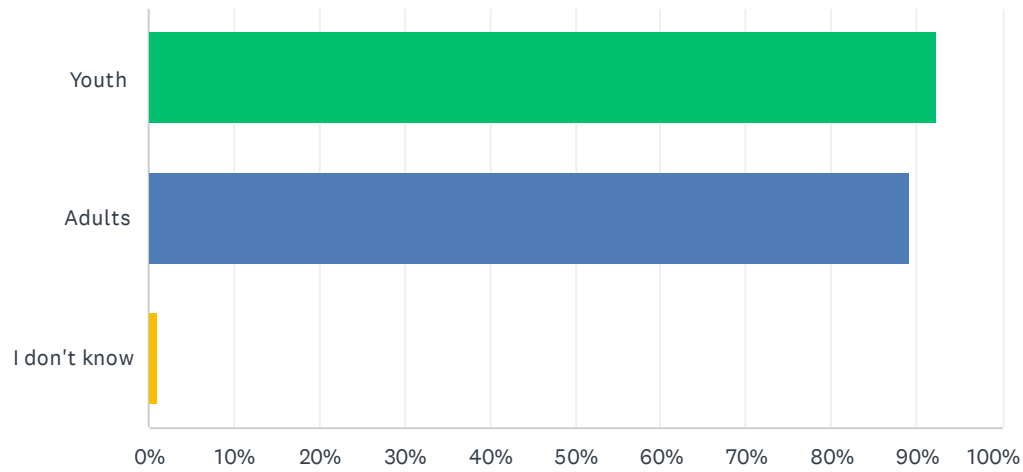
Answered: 113 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes	82.30%	93
No	5.31%	6
I don't know	12.39%	14
TOTAL		113

Q29 Does this need apply to (please select all that apply):

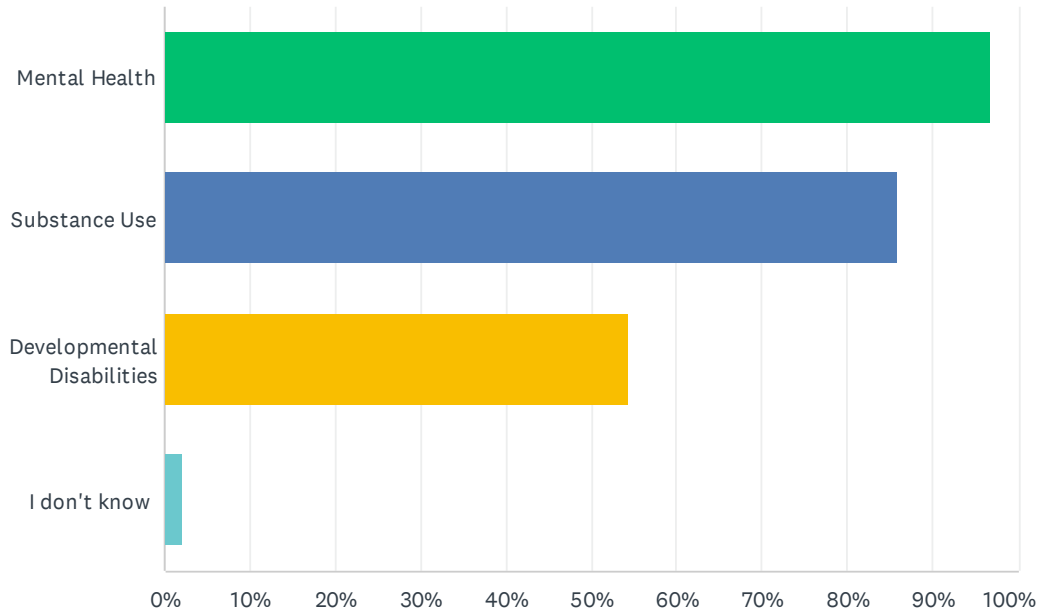
Answered: 92 Skipped: 35



ANSWER CHOICES	RESPONSES	
Youth	92.39%	85
Adults	89.13%	82
I don't know	1.09%	1
Total Respondents: 92		

Q30 Does this need apply to those impacted by (please select all that apply):

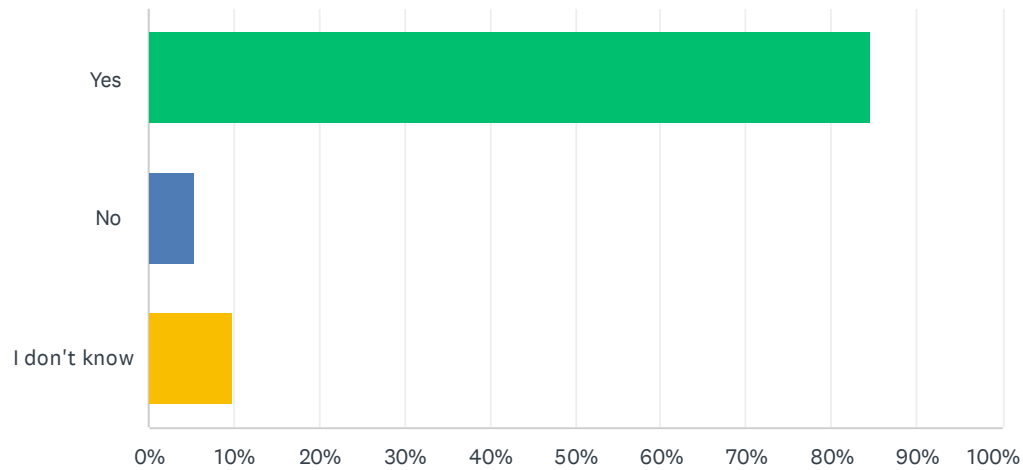
Answered: 92 Skipped: 35



ANSWER CHOICES	RESPONSES	
Mental Health	96.74%	89
Substance Use	85.87%	79
Developmental Disabilities	54.35%	50
I don't know	2.17%	2
Total Respondents: 92		

Q31 Does our community need to expand non-clinical supports?

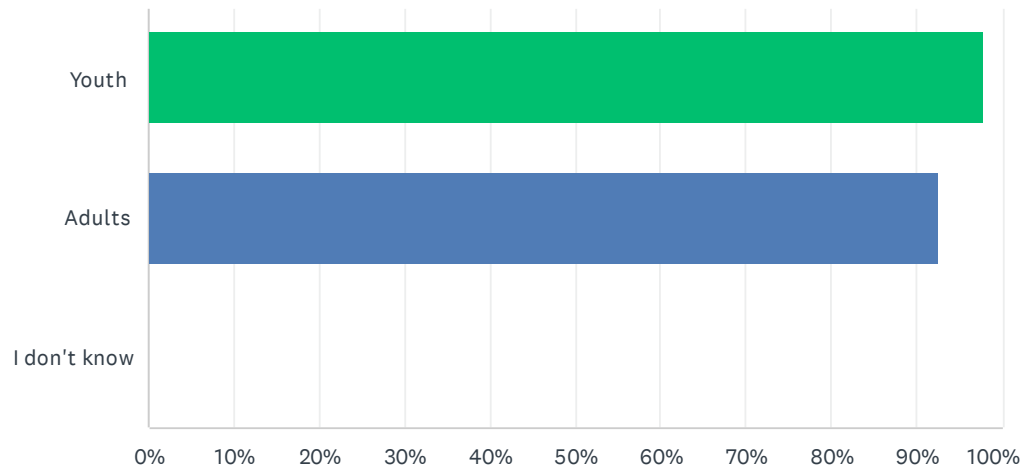
Answered: 111 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	84.68%	94
No	5.41%	6
I don't know	9.91%	11
TOTAL		111

Q32 Does this need apply to (please select all that apply):

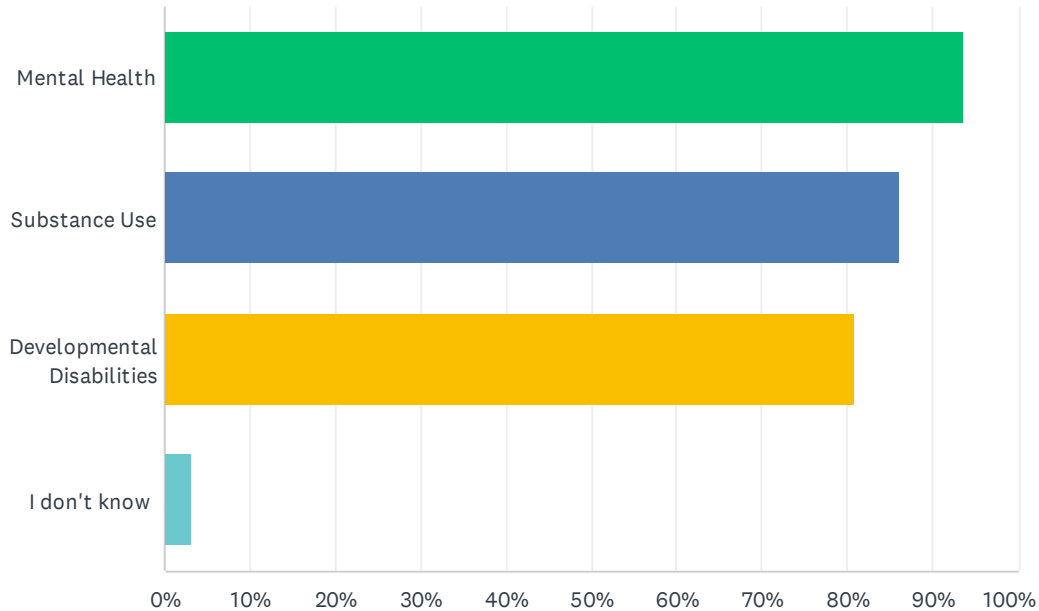
Answered: 94 Skipped: 33



ANSWER CHOICES	RESPONSES	
Youth	97.87%	92
Adults	92.55%	87
I don't know	0.00%	0
Total Respondents: 94		

Q33 Does this need apply to those impacted by (please select all that apply):

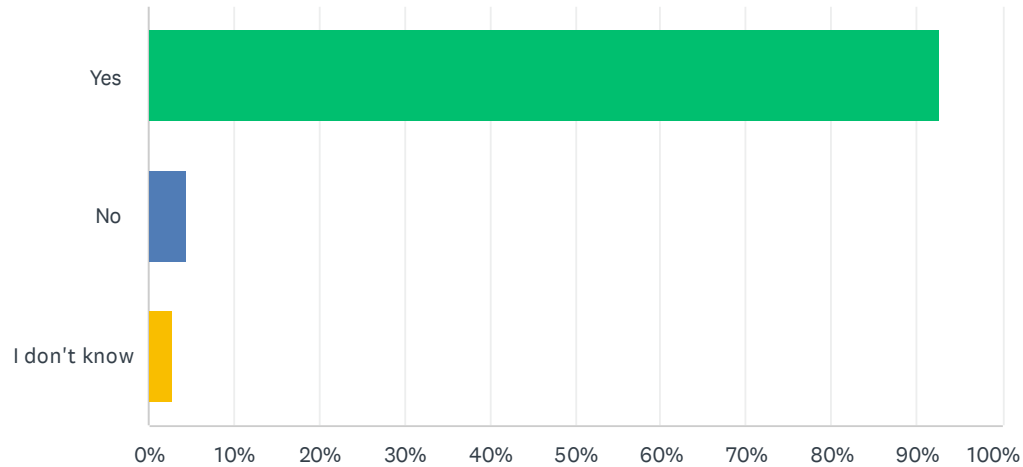
Answered: 94 Skipped: 33



ANSWER CHOICES	RESPONSES	
Mental Health	93.62%	88
Substance Use	86.17%	81
Developmental Disabilities	80.85%	76
I don't know	3.19%	3
Total Respondents: 94		

Q34 Is access and availability to outpatient treatment a high need in our community?

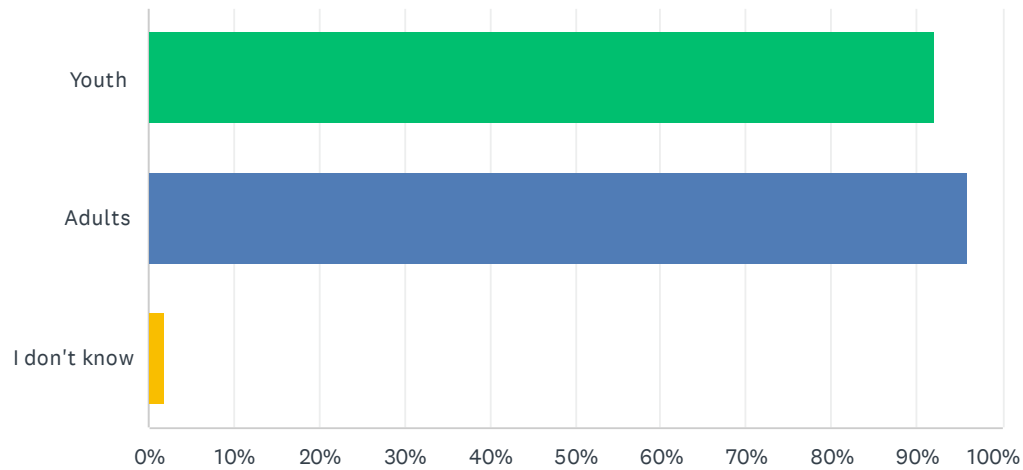
Answered: 110 Skipped: 17



ANSWER CHOICES	RESPONSES	
Yes	92.73%	102
No	4.55%	5
I don't know	2.73%	3
TOTAL		110

Q35 Does this need apply to (please select all that apply):

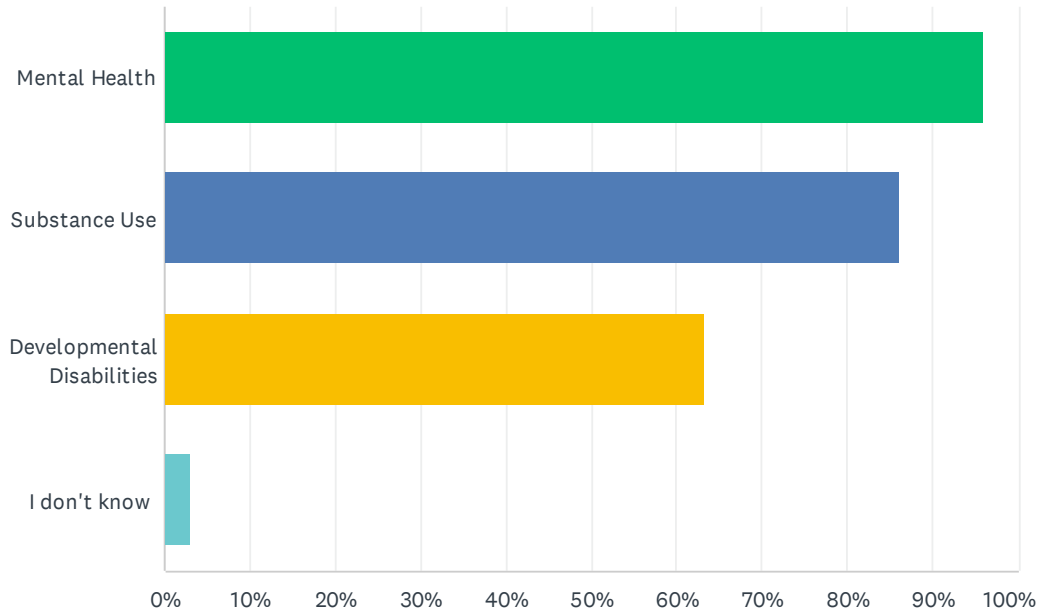
Answered: 101 Skipped: 26



ANSWER CHOICES	RESPONSES	
Youth	92.08%	93
Adults	96.04%	97
I don't know	1.98%	2
Total Respondents: 101		

Q36 Does this need apply to those impacted by (please select all that apply):

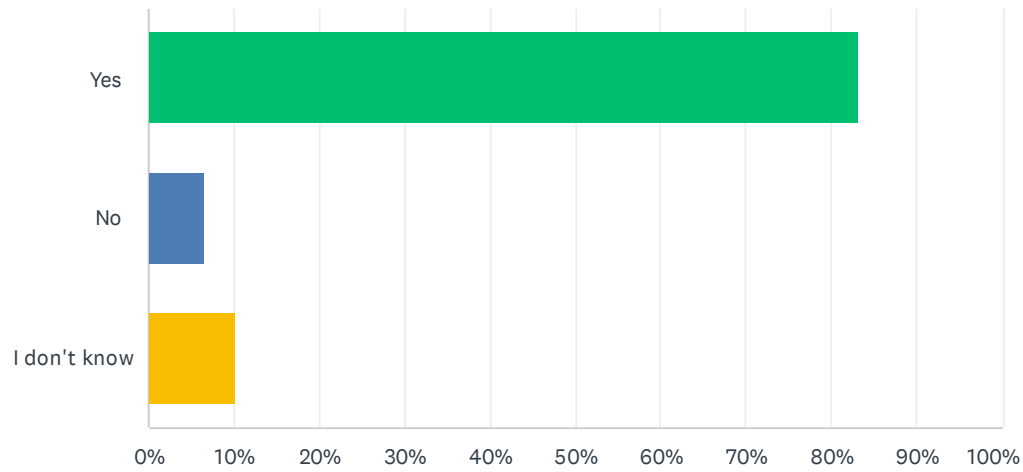
Answered: 101 Skipped: 26



ANSWER CHOICES	RESPONSES	
Mental Health	96.04%	97
Substance Use	86.14%	87
Developmental Disabilities	63.37%	64
I don't know	2.97%	3
Total Respondents: 101		

Q37 Is strengthening prevention services a high priority in our community?

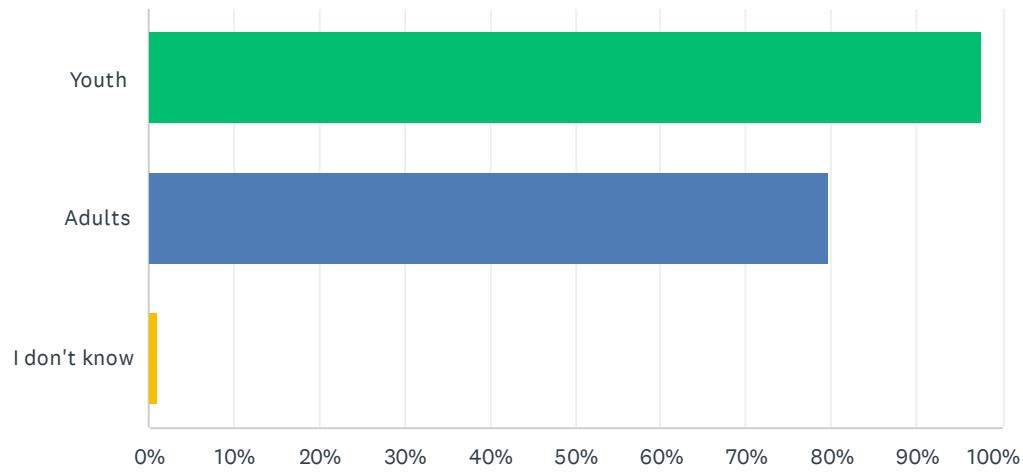
Answered: 107 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	83.18%	89
No	6.54%	7
I don't know	10.28%	11
TOTAL		107

Q38 Does this need apply to (please select all that apply):

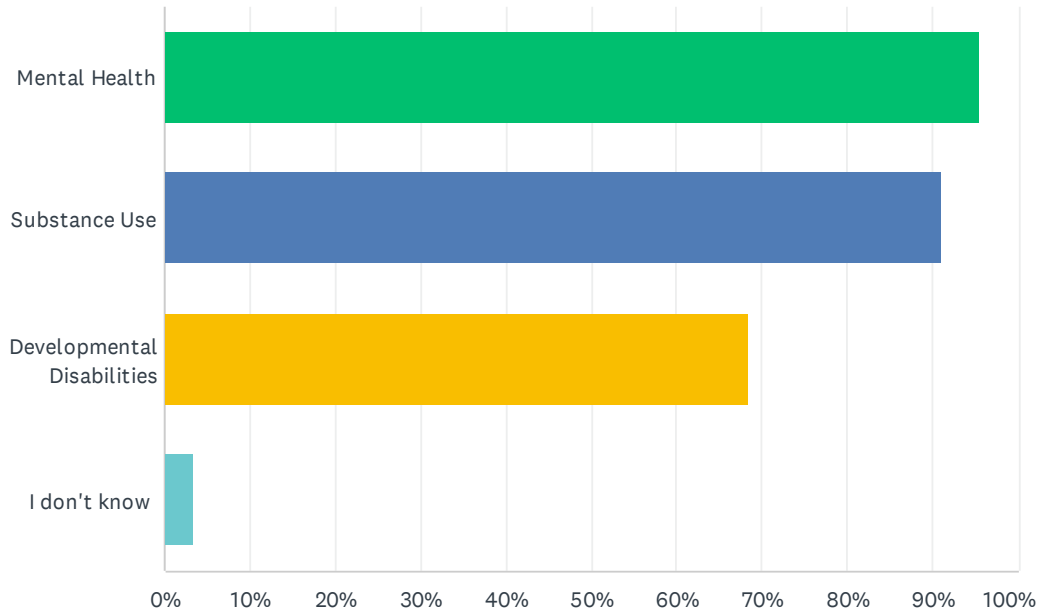
Answered: 89 Skipped: 38



ANSWER CHOICES	RESPONSES	
Youth	97.75%	87
Adults	79.78%	71
I don't know	1.12%	1
Total Respondents: 89		

Q39 Does this need apply to those impacted by (please select all that apply):

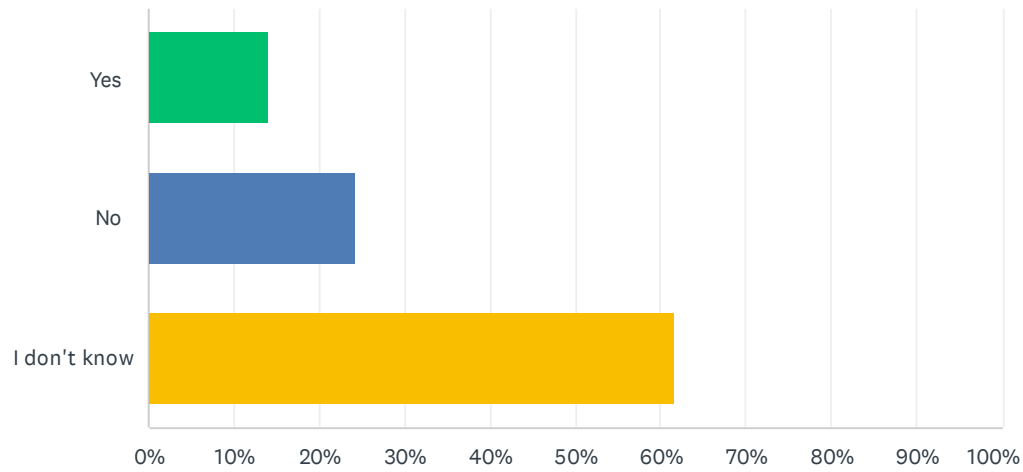
Answered: 89 Skipped: 38



ANSWER CHOICES	RESPONSES	
Mental Health	95.51%	85
Substance Use	91.01%	81
Developmental Disabilities	68.54%	61
I don't know	3.37%	3
Total Respondents: 89		

Q40 Are problem gambling resources a high need in our community?

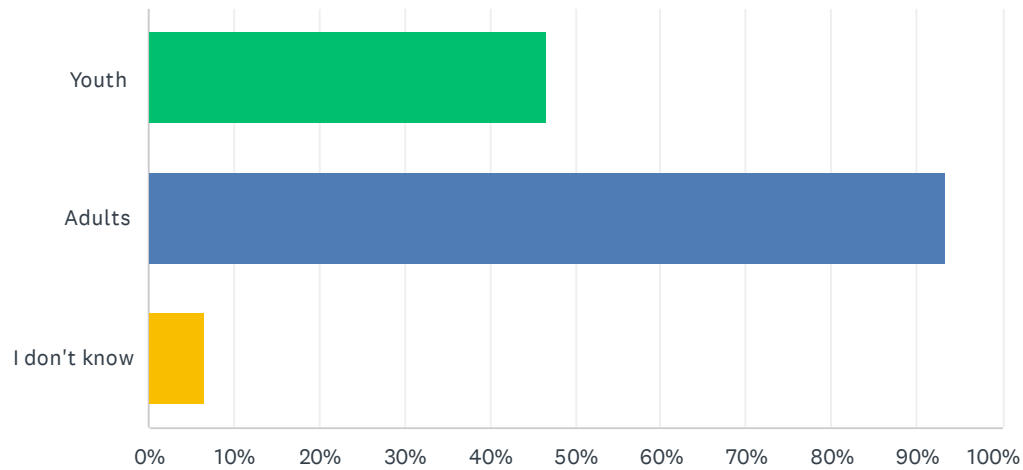
Answered: 107 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	14.02%	15
No	24.30%	26
I don't know	61.68%	66
TOTAL		107

Q41 Does this need apply to (please select all that apply):

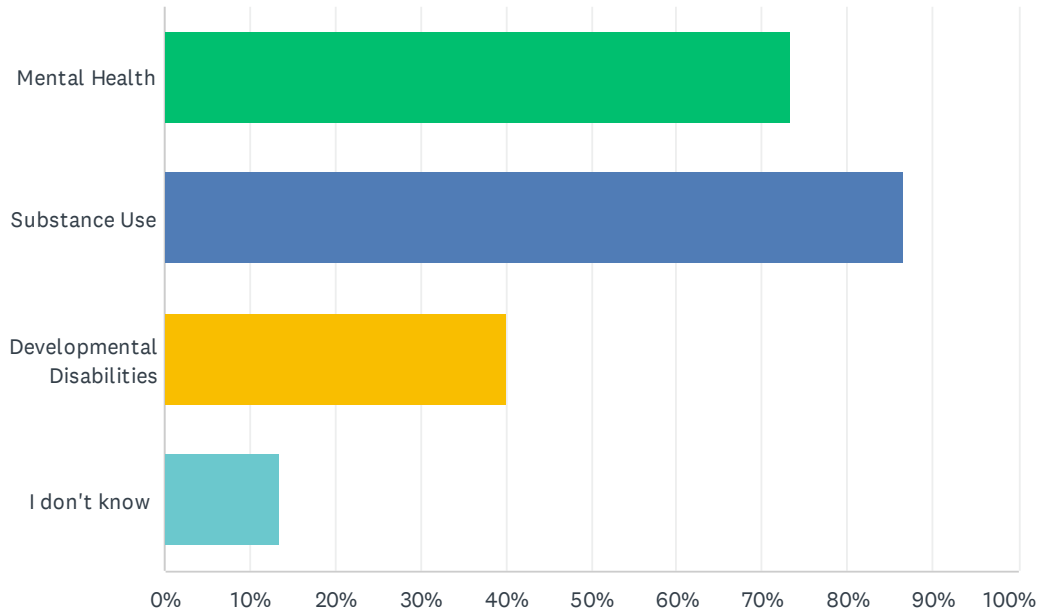
Answered: 15 Skipped: 112



ANSWER CHOICES	RESPONSES	
Youth	46.67%	7
Adults	93.33%	14
I don't know	6.67%	1
Total Respondents: 15		

Q42 Does this need apply to those impacted by (please select all that apply):

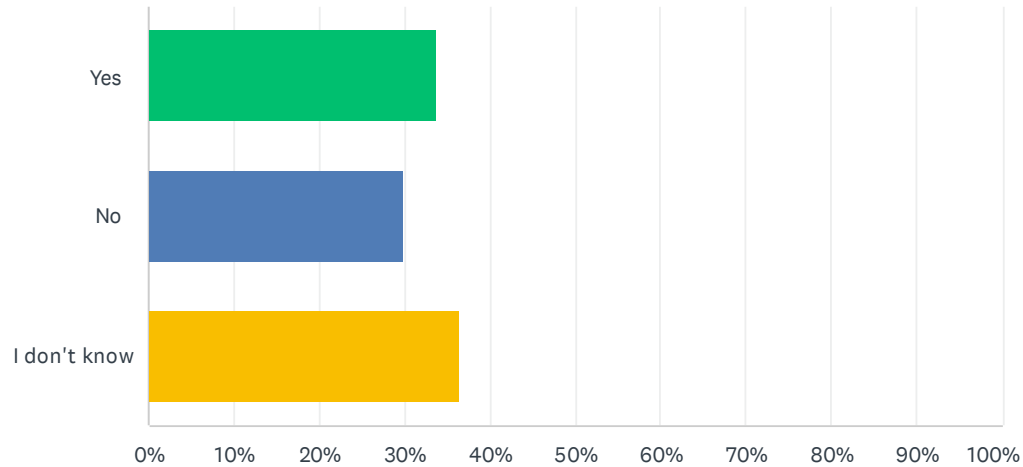
Answered: 15 Skipped: 112



ANSWER CHOICES	RESPONSES	
Mental Health	73.33%	11
Substance Use	86.67%	13
Developmental Disabilities	40.00%	6
I don't know	13.33%	2
Total Respondents: 15		

Q43 Is access to services for refugees and immigrants a high need in our community?

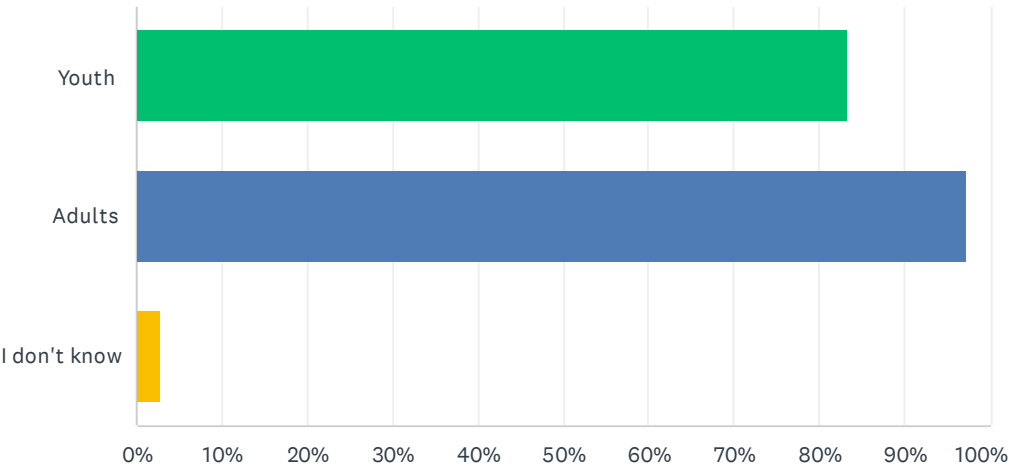
Answered: 107 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	33.64%	36
No	29.91%	32
I don't know	36.45%	39
TOTAL		107

Q44 Does this need apply to (please select all that apply):

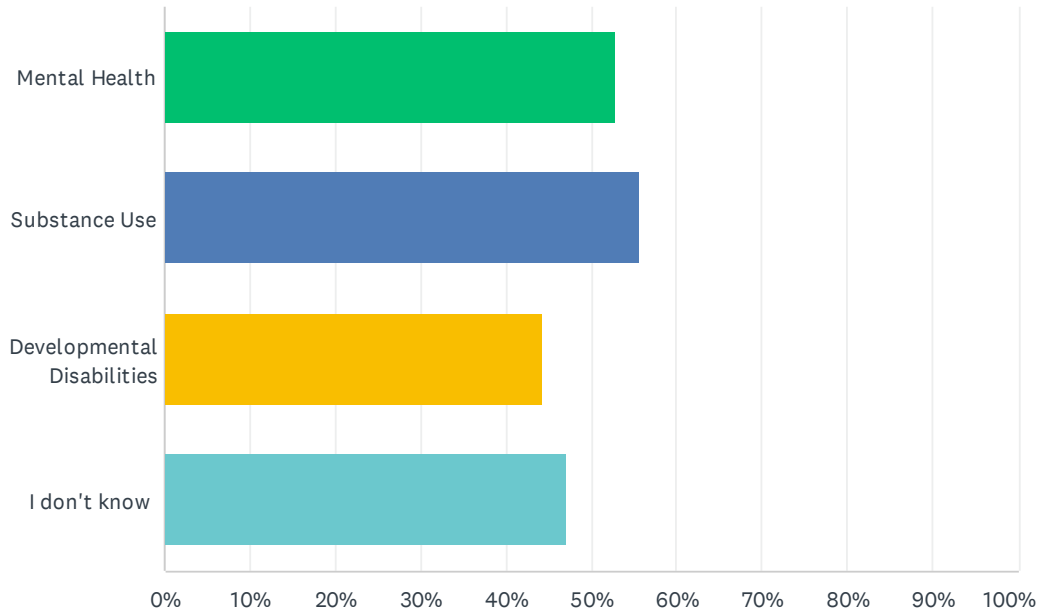
Answered: 36 Skipped: 91



ANSWER CHOICES		RESPONSES	
Youth		83.33%	30
Adults		97.22%	35
I don't know		2.78%	1
Total Respondents: 36			

Q45 Does this need apply to those impacted by (please select all that apply):

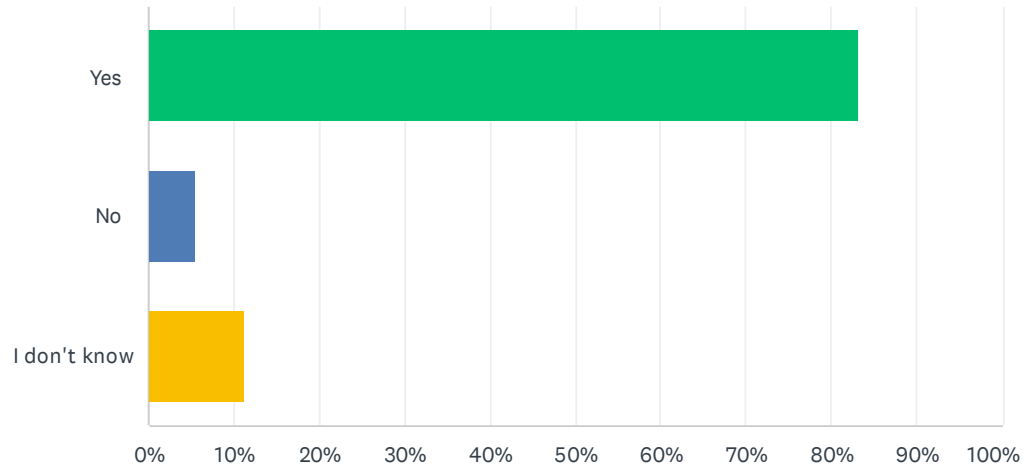
Answered: 36 Skipped: 91



ANSWER CHOICES	RESPONSES	
Mental Health	52.78%	19
Substance Use	55.56%	20
Developmental Disabilities	44.44%	16
I don't know	47.22%	17
Total Respondents: 36		

Q46 Is access to residential treatment opportunities for vulnerable populations a high need in our community?

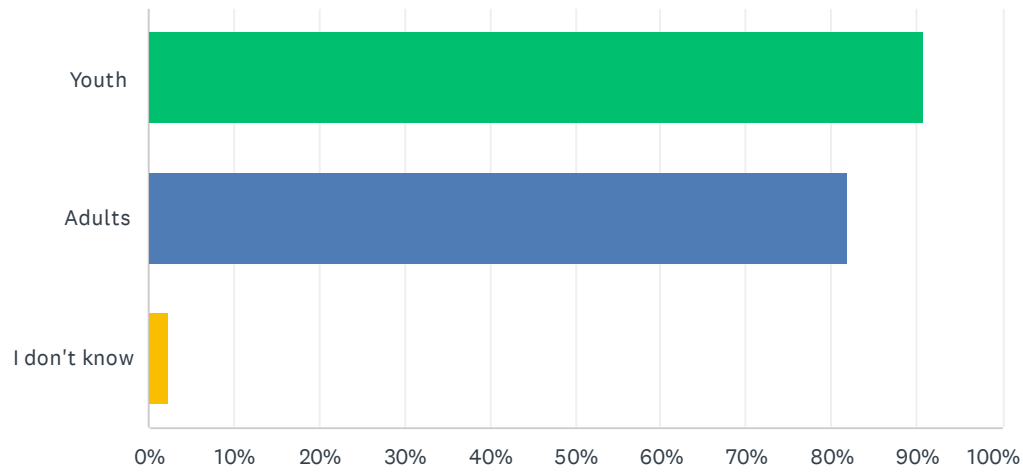
Answered: 107 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	83.18%	89
No	5.61%	6
I don't know	11.21%	12
TOTAL		107

Q47 Does this need apply to (please select all that apply):

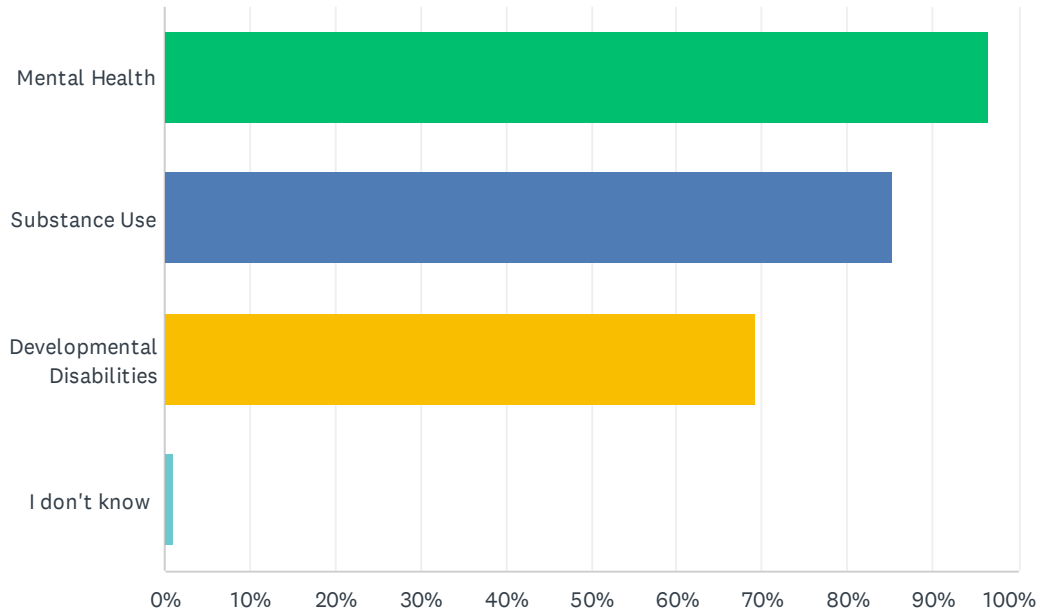
Answered: 88 Skipped: 39



ANSWER CHOICES	RESPONSES	
Youth	90.91%	80
Adults	81.82%	72
I don't know	2.27%	2
Total Respondents: 88		

Q48 Does this need apply to those impacted by (please select all that apply):

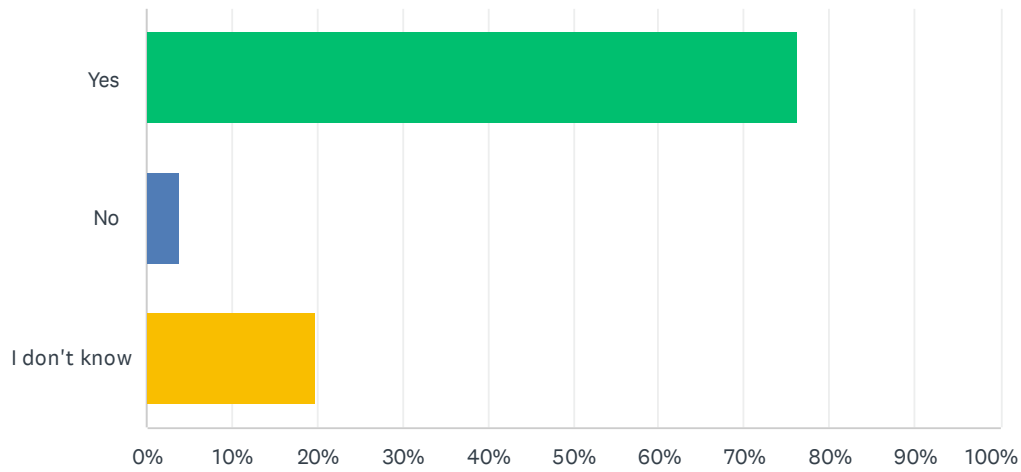
Answered: 88 Skipped: 39



ANSWER CHOICES	RESPONSES	
Mental Health	96.59%	85
Substance Use	85.23%	75
Developmental Disabilities	69.32%	61
I don't know	1.14%	1
Total Respondents: 88		

Q49 Does our community need more respite services?

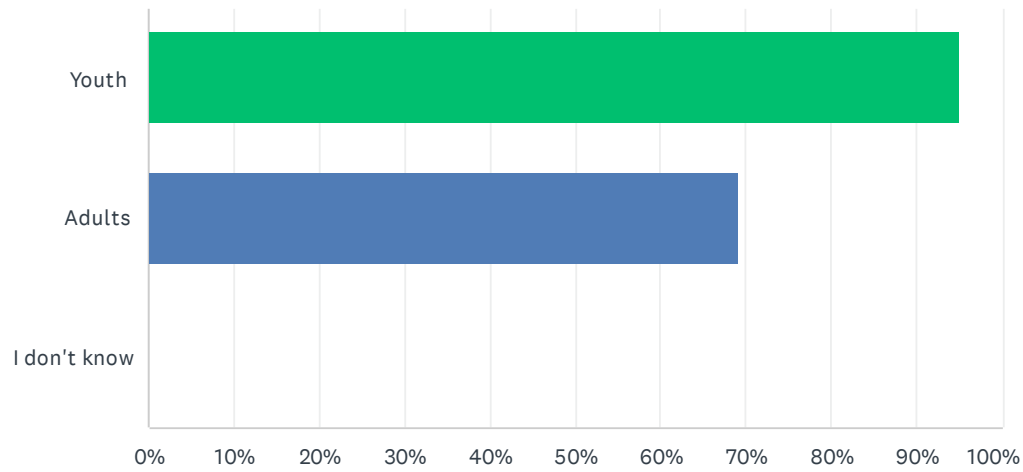
Answered: 106 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	76.42%	81
No	3.77%	4
I don't know	19.81%	21
TOTAL		106

Q50 Does this need apply to (please select all that apply):

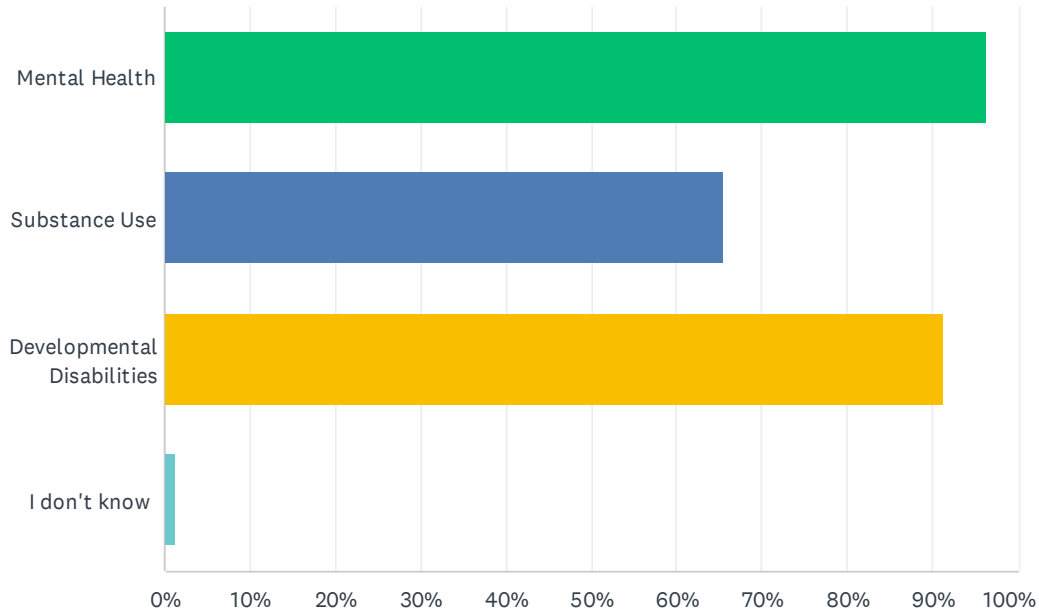
Answered: 81 Skipped: 46



ANSWER CHOICES	RESPONSES	
Youth	95.06%	77
Adults	69.14%	56
I don't know	0.00%	0
Total Respondents: 81		

Q51 Does this need apply to those impacted by (please select all that apply):

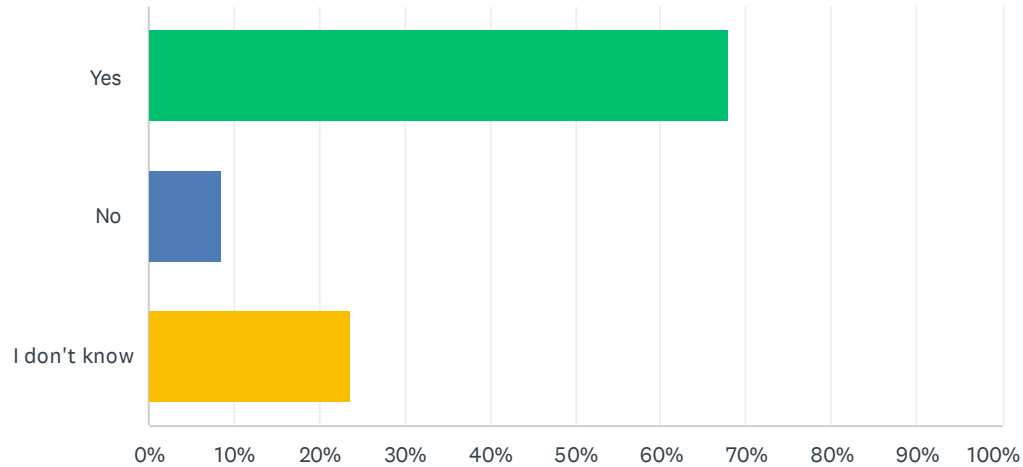
Answered: 81 Skipped: 46



ANSWER CHOICES	RESPONSES	
Mental Health	96.30%	78
Substance Use	65.43%	53
Developmental Disabilities	91.36%	74
I don't know	1.23%	1
Total Respondents: 81		

Q52 Are transition age services for vulnerable populations a high need in our community?

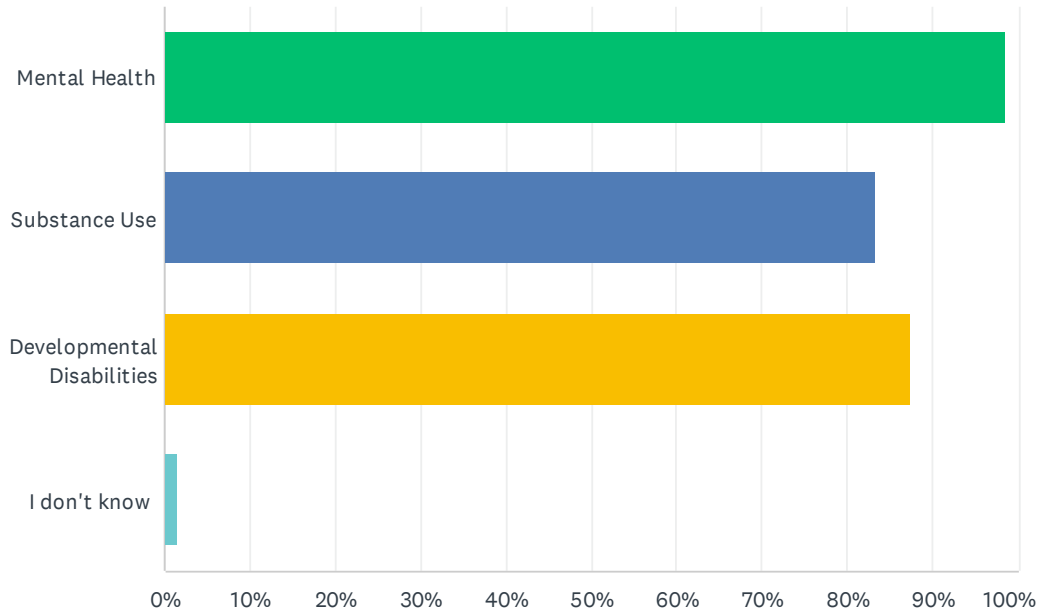
Answered: 106 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	67.92%	72
No	8.49%	9
I don't know	23.58%	25
TOTAL		106

Q53 Does this need apply to those impacted by (please select all that apply):

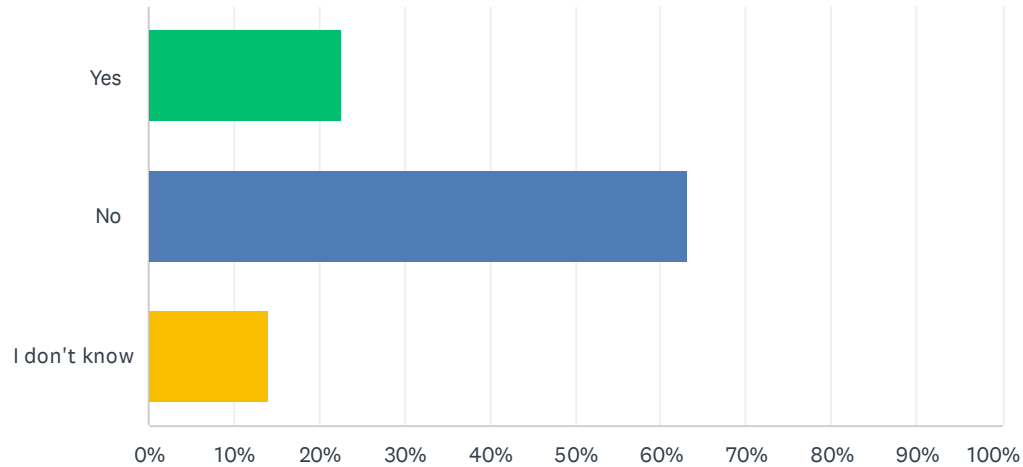
Answered: 72 Skipped: 55



ANSWER CHOICES	RESPONSES	
Mental Health	98.61%	71
Substance Use	83.33%	60
Developmental Disabilities	87.50%	63
I don't know	1.39%	1
Total Respondents: 72		

Q54 Is there appropriate access to transportation across Clinton County for our vulnerable populations?

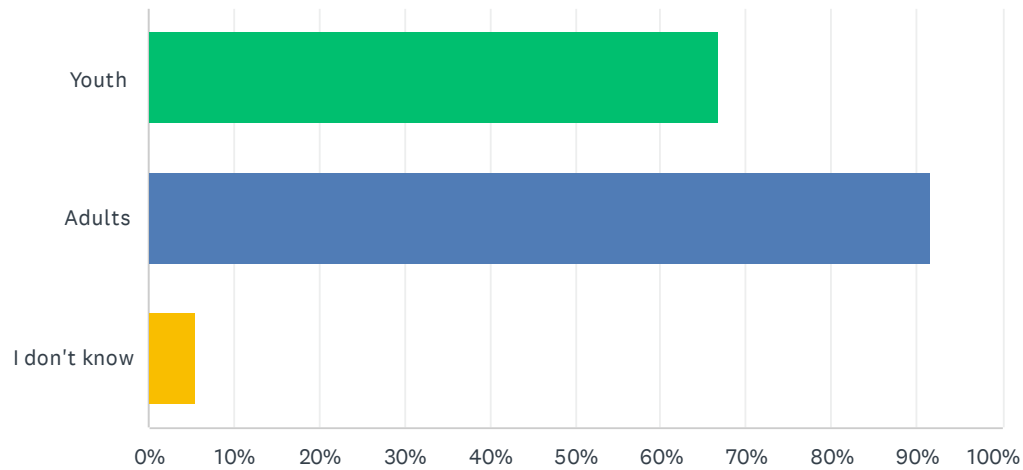
Answered: 106 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	22.64%	24
No	63.21%	67
I don't know	14.15%	15
TOTAL		106

Q55 Does this need apply to (please select all that apply):

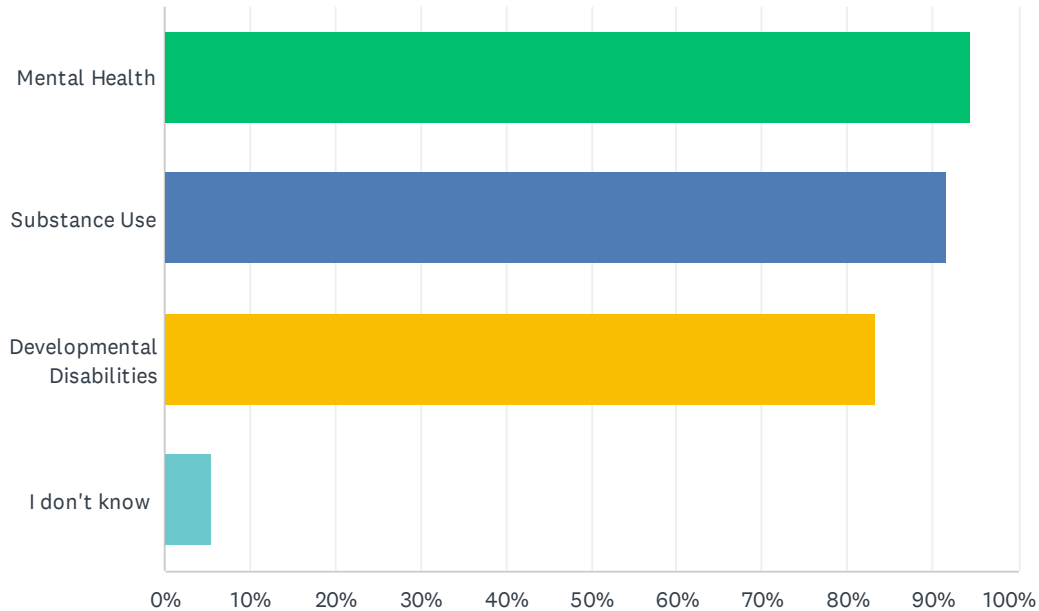
Answered: 36 Skipped: 91



ANSWER CHOICES	RESPONSES	
Youth	66.67%	24
Adults	91.67%	33
I don't know	5.56%	2
Total Respondents: 36		

Q56 Does this need apply to those impacted by (please select all that apply):

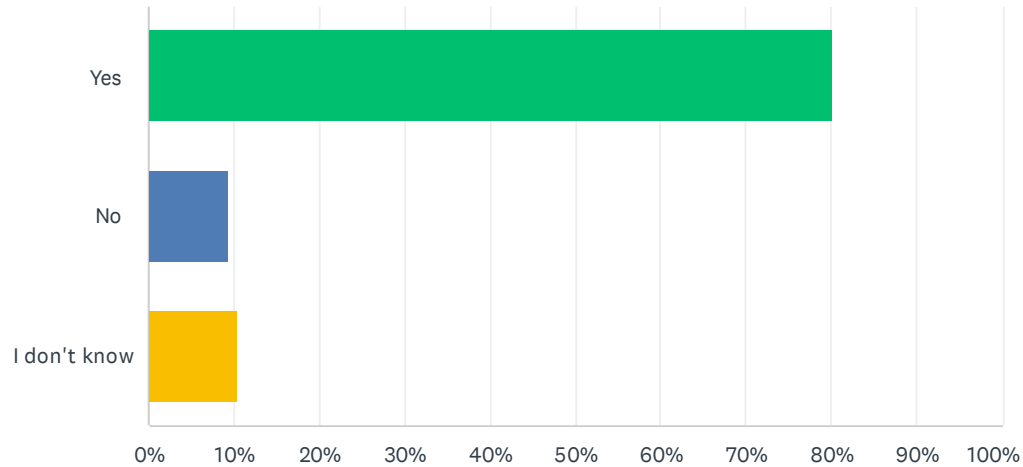
Answered: 36 Skipped: 91



ANSWER CHOICES	RESPONSES	
Mental Health	94.44%	34
Substance Use	91.67%	33
Developmental Disabilities	83.33%	30
I don't know	5.56%	2
Total Respondents: 36		

Q57 Does our community need initiatives to strengthen recruitment and retention of the workforce that supports/works with vulnerable populations?

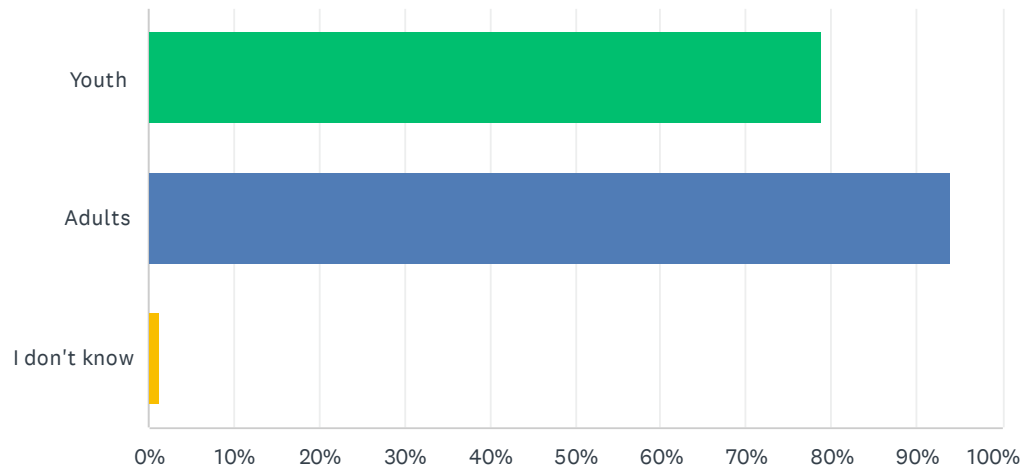
Answered: 106 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	80.19%	85
No	9.43%	10
I don't know	10.38%	11
TOTAL		106

Q58 Does this need apply to (please select all that apply):

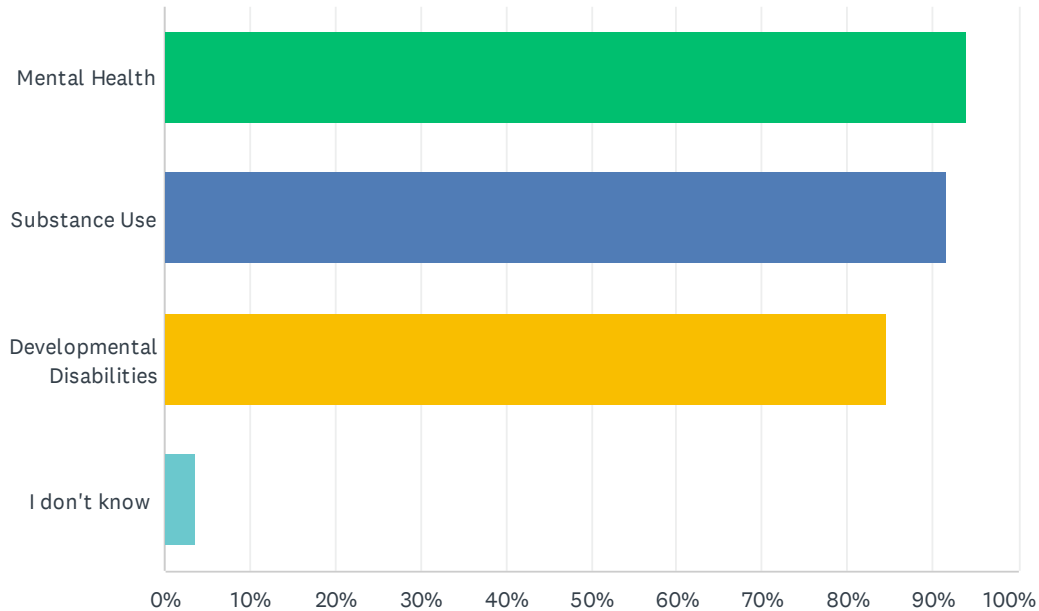
Answered: 85 Skipped: 42



ANSWER CHOICES	RESPONSES	
Youth	78.82%	67
Adults	94.12%	80
I don't know	1.18%	1
Total Respondents: 85		

Q59 Does this need apply to those impacted by (please select all that apply):

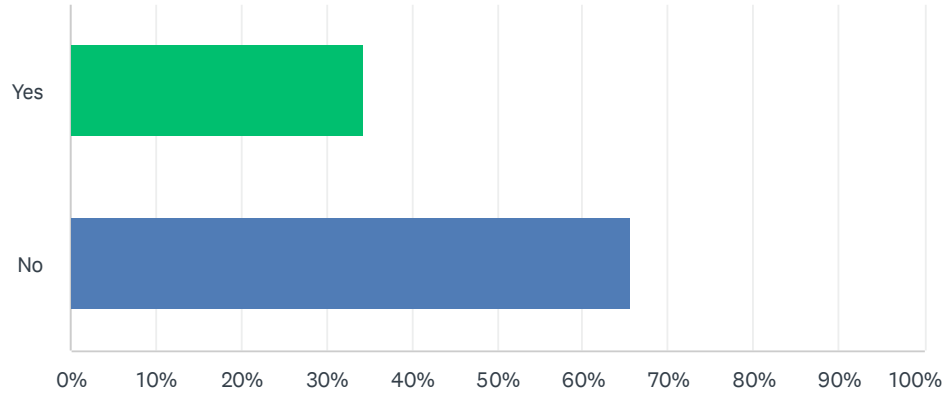
Answered: 85 Skipped: 42



ANSWER CHOICES	RESPONSES	
Mental Health	94.12%	80
Substance Use	91.76%	78
Developmental Disabilities	84.71%	72
I don't know	3.53%	3
Total Respondents: 85		

Q60 Are you aware of any other needs in our community to better support vulnerable populations?

Answered: 105 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	34.29%	36
No	65.71%	69
TOTAL		105

Q61 If so, please describe:

Answered: 35 Skipped: 92

#	RESPONSES	DATE
1	Homeless housing services Services for pregnant women with mental health and substance abuse difficulties Intensive care management services Community nursing services for those with co-occurring disorders Education to the community for reducing stigma of those with substance use and mental health and development disabilities.	7/14/2023 12:12 PM
2	Help for victims of domestic violence, safe houses, safe living arrangements, help with child care, finding jobs, becoming independent, self sufficient, etc.	7/13/2023 12:17 PM
3	More local community mental health programs	7/13/2023 9:16 AM
4	Warming shelter, homeless shelter	7/13/2023 7:46 AM
5	Affordable housing	7/12/2023 6:52 PM
6	Significant lack of access to early intervention and special education special education and related services. Long waiting lists and limited providers for counseling and mental health needs - and frequent staff turnover at agencies that do provide these services.	7/12/2023 3:37 PM
7	More emphasis on education, life skills, personal responsibility and job training	7/11/2023 7:02 AM
8	salary increases for direct line staff	7/10/2023 3:15 PM
9	Legal resources Gender affirming care Food security	7/10/2023 11:36 AM
10	livable wage for human service providers	7/10/2023 11:30 AM
11	Training to law enforcement and other members of the community on individuals with mental and physical disabilities.	7/7/2023 8:30 AM
12	Certified foster parents - need more Early intervention speech therapist, occupational therapist there is a lack of these services	7/7/2023 8:27 AM
13	Treatment for victims of crime and accessible treatment programs specifically targeted to those suffering from post-crime trauma.	7/6/2023 1:32 PM
14	I believe that a spiritual connection to local churches would be an amazing resource so that the need is more localized. We are here to help each other and a church community could be a useful resource.	7/6/2023 12:11 PM
15	Emergency mental health services - inpatient treatment. Trauma training for law enforcement.	7/6/2023 10:09 AM
16	Confidential mental health and substance abuse resources that won't have an impact on young or adult established careers. Some employers find legal ways to terminate employment of vulnerable people if an issue is known to them.	7/6/2023 10:06 AM
17	recreational activities so we're preventing kids and adults getting into trouble or committing crimes. Our community could also use more activities for youth and young adults who are not struggling with anything. We don't have enough to offer everyone. We also need more help caring for our aging polulation. There is not enough help. we need more home health aides and assistance paying for this assitance other than Medicaid. Not everyone is eligible for Medicaid and even if you are there aren't enough aides to go around. Many of us are struggling to care for aging or sick family members at home with little to no help. My mental health is suffering as a result yet i have to go to work every day and also care for my own family. We need help!	7/6/2023 10:04 AM
18	- Hoarding services - Crisis intervention in schools to deter ED visits from school - Psychiatric services/medication access - skill-building/CFTSS/HCBS providers (staff retention is an issue) - Big brother/sister/mentor programs - Employment programs for youth (in addition to SWEET), especially for youth ages 14-15 - More providers to conduct evaluations for ADD/ASD/etc (for teens and adults + accept Medicaid) - Transportation providers (Reliable Medicaid transport) - Homemakers (assist adults with daily living skills in their homes: cooking, cleaning, shopping,	7/6/2023 10:02 AM

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budgeting, child care) - affordable child care (lower and middle income families) - Adventure/nature based programs for youth and adults with serious mental illness - FREE activities for kids (or scholarships for low income youth) sports, arts/crafts, theater, music, etc. - Crisis respite beds for children - Respite providers (therapeutic) - Housing for the homeless (not the Villa) - Expand TIC training to schools to reduce unnecessary ER visits

19	Elderly respite	7/6/2023 10:01 AM
20	AGENCIES NEED TO WORK TOGETHER TO COORDINATE CARE FOR OUR VULNERABLE POPULATIONS. CARE MANAGERS NEED TO HAVE A BETTER UNDERSTANDING OF PROGRAMING RULES AND REGULATIONS. THEY NEED TO DO A BETTER JOB OF COMMUNICATING WITH THEIR CLIENTS. THERE NEEDS TO BE AFFORDABLE HOUSING. WHEN A FACILITY OFFERS ON CALL SERVICES FOR MENTAL HEALTH AND ADDICTIONS THERE SHOULD BE OVERSIGHT ON THE FACILITY. MHAB IS FULL OF DRUGS FOR A SOBER LIVING FACILITY. NORTHWOODS IS SUPPOSED TO OFFER SUPPORTIVE SERVICES FOR THEIR MENTAL HEALTH CLIENTS AND INSTEAD OF WORKING WITH THEM AND THEIR NEEDS THEY ARE EVICTING THEM.	7/6/2023 9:51 AM
21	Many of the services that were asked about in this survey are supplied by income-eligibility driven programs like Medicaid. If a person does not qualify for Medicaid or other government programs, many of the services are not available to that person, even if they are vulnerable. Programs like assistance with youth employment, respite, transportation, supported living are not available to families with children, youth or young adults with mental health issues or developmental disabilities that do not reach the OPWDD standards of disability. These populations need to be served as well but this survey does not give an opportunity to indicate that gap. It is an important one to consider when planning for county needs.	7/6/2023 9:32 AM
22	food shelter preventive	7/6/2023 9:28 AM
23	I feel that there needs to be ongoing improvement with communication between agencies to better serve our community.	7/6/2023 9:10 AM
24	More crisis interventions and long term in patient.	7/6/2023 9:06 AM
25	Education. People in the workforce (everything from retail to government to the college and beyond) are severely lacking in education and understanding of mental health, developmental disabilities, and addition. The same can be said for local nonprofits. I've worked and volunteered for many of these organizations, and in general the lack of empathy, patience, or awareness of these issues is astonishing. It would go a long way toward inclusiveness and empowerment for these populations, if the general public, workforce, and organizations (such as community theatre, sports/wellness organizations, churches, and schools) were able to be provided with training for sensitivity, plans of action for inclusivity, and overall education on these matters.	7/6/2023 9:02 AM
26	Case management services need to actually go into the home and provide hands on services not just phone calls	7/6/2023 8:51 AM
27	Help for family members of those afflicted with addiction. I never see anything advertised for the families left in the addict's wake.	7/6/2023 8:41 AM
28	Affordable housing, medical access	7/6/2023 8:40 AM
29	job training for those populations, help with interviews, clothing for interviews, transportation help	7/6/2023 8:37 AM
30	This community is functioning in silos. The wait lists for MH services are long. The community has suffered post-pandemic with many programs not returning to in-person services or allowing clients to opt out of attending in person. In these cases, there is little accountability for the clients and lowered engagement. In my experience -- agencies attempting dual-diagnoses approaches are swatting flies with hammers. At first glance, it seems ineffective. Staff turnover at local agencies is staggering and should really concern leadership within agencies - from the outside - it doesn't seem like agencies have missions, visions or the goals set to meet them - again silos. Has anyone actually reviewed the duplication of some services in the community versus the huge needs this community has? Perhaps that is the purpose of this assessment / survey. Professional / counseling staff that I have spoken to about leaving agencies report poor leadership or agency vision and little or no professional support. What's worse, they will not discuss that in exit interviews for fear it will be shared and this community is too small to chance one's reputation in the field. Transportation is such a challenge in this	7/6/2023 8:33 AM

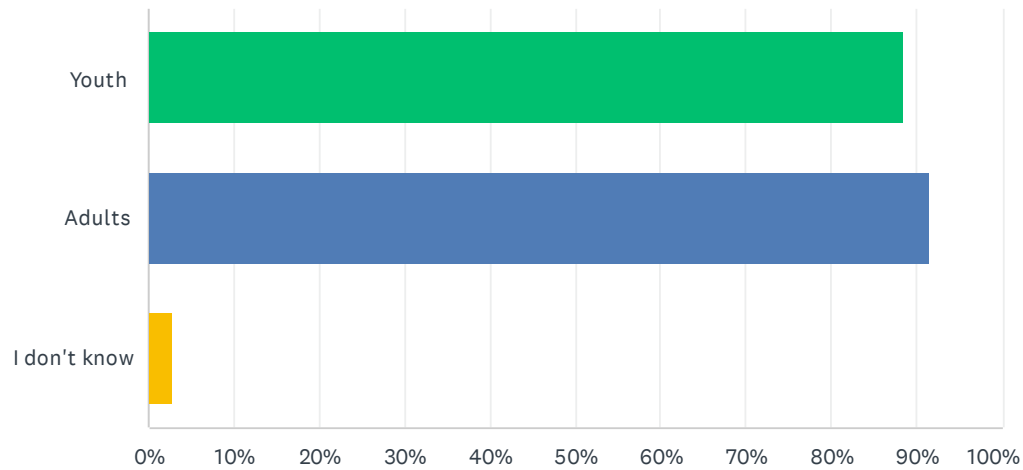
Clinton County Community Services Board Needs Assessment

community as well. There are pockets of community members that have no access to services. It is so sad.

31	Intervention needs to start with the family. We can provide all of the services possible, but if we don't fix the root cause of ACES, mental health, substance abuse etc.. it will continue to get worse. "If you want to change the world, go home and love your family." People are having children they cannot properly take care of.	7/6/2023 8:32 AM
32	Nutrition services- healthier options for families	7/6/2023 8:07 AM
33	homeless population needs more services/contact/resources	7/6/2023 7:59 AM
34	age based services for the elderly	7/6/2023 7:54 AM
35	From first hand experience i know our mental health and advocacy programs are incredibly think, work loads are far too high and because of this clients are suffering. we do not have enough housing and proper care for many in our community. the demand on the programs that do exist is so much that the programs themselves do not work properly.	7/6/2023 7:45 AM

Q62 Does this need apply to (please select all that apply):

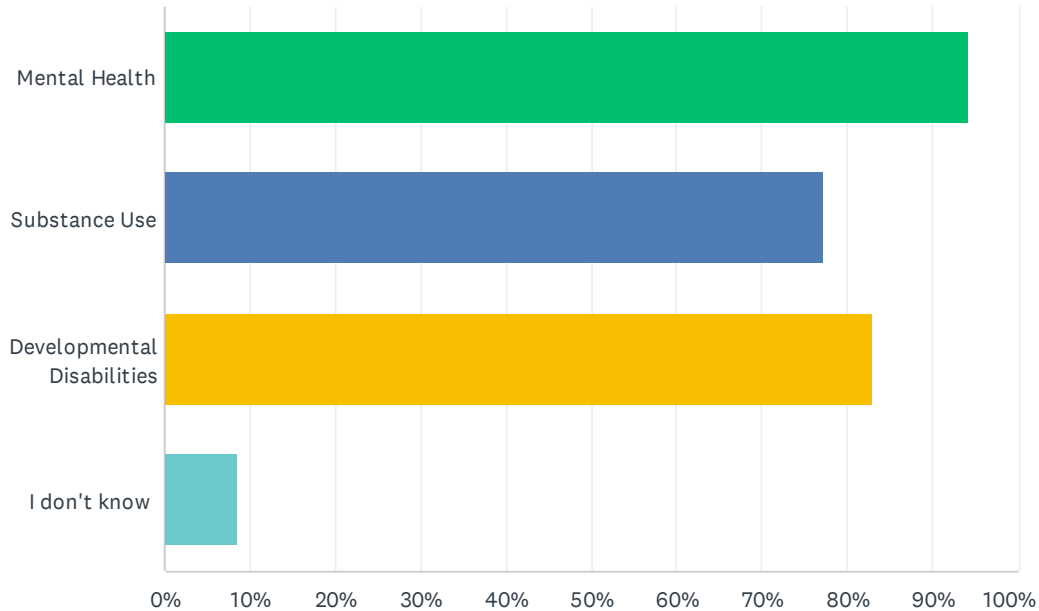
Answered: 35 Skipped: 92



ANSWER CHOICES	RESPONSES	
Youth	88.57%	31
Adults	91.43%	32
I don't know	2.86%	1
Total Respondents: 35		

Q63 Does this need apply to those impacted by (please select all that apply):

Answered: 35 Skipped: 92

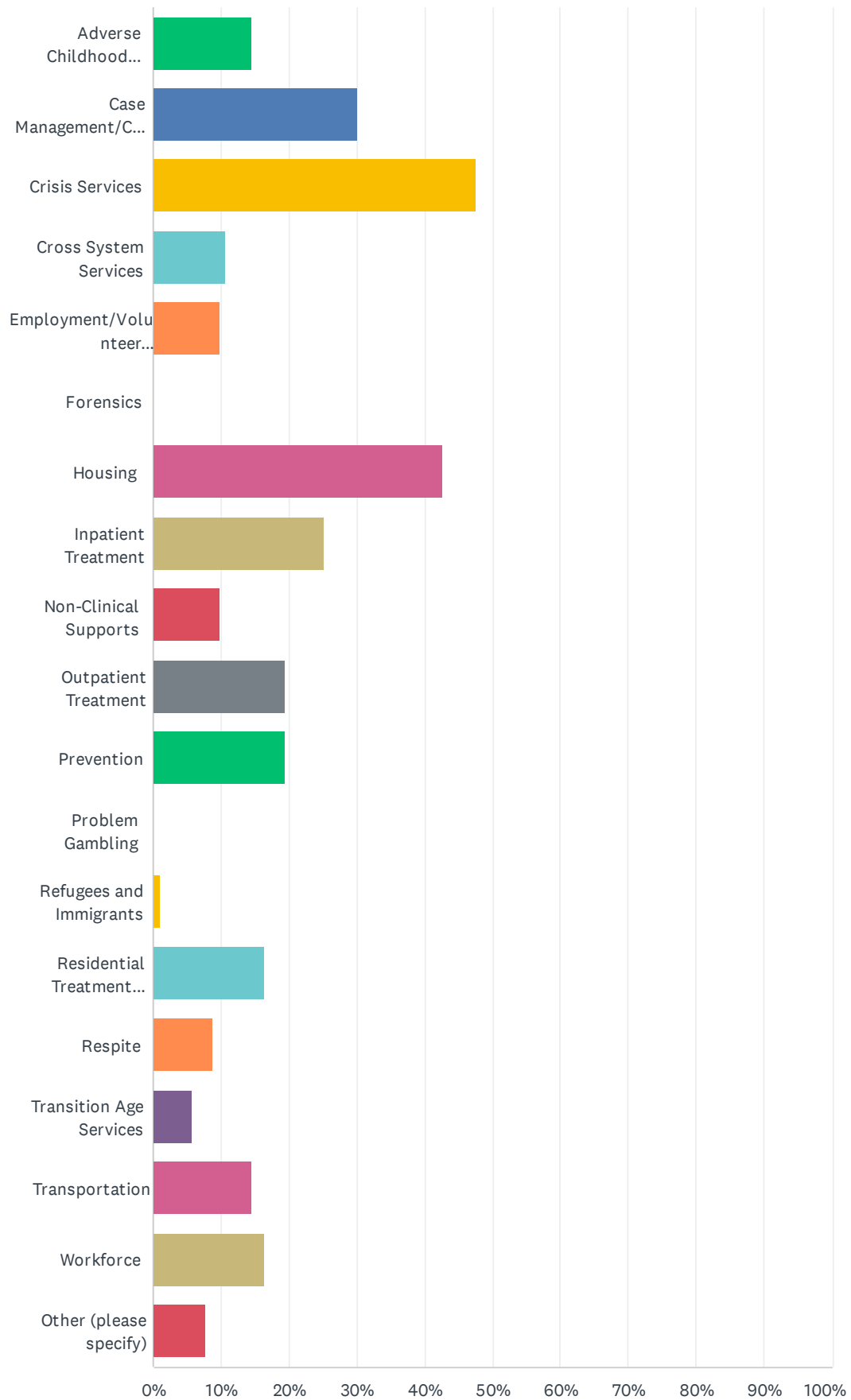


ANSWER CHOICES	RESPONSES	
Mental Health	94.29%	33
Substance Use	77.14%	27
Developmental Disabilities	82.86%	29
I don't know	8.57%	3
Total Respondents: 35		

Q64 What are the top 3 community needs for vulnerable populations in Clinton County? (please select only 3)

Answered: 103 Skipped: 24

Clinton County Community Services Board Needs Assessment



Clinton County Community Services Board Needs Assessment

ANSWER CHOICES	RESPONSES	
Adverse Childhood Experiences (ACEs)	14.56%	15
Case Management/Care Coordination	30.10%	31
Crisis Services	47.57%	49
Cross System Services	10.68%	11
Employment/Volunteer Opportunities	9.71%	10
Forensics	0.00%	0
Housing	42.72%	44
Inpatient Treatment	25.24%	26
Non-Clinical Supports	9.71%	10
Outpatient Treatment	19.42%	20
Prevention	19.42%	20
Problem Gambling	0.00%	0
Refugees and Immigrants	0.97%	1
Residential Treatment Services	16.50%	17
Respite	8.74%	9
Transition Age Services	5.83%	6
Transportation	14.56%	15
Workforce	16.50%	17
Other (please specify)	7.77%	8
Total Respondents: 103		

#	OTHER (PLEASE SPECIFY)	DATE
1	salary increases	7/10/2023 3:16 PM
2	Early intervention speech therapist	7/7/2023 8:29 AM
3	Domestic violence services for male survivors	7/6/2023 10:11 AM
4	These are the top three, but all of these services are important and needed in our community.	7/6/2023 9:25 AM
5	Agencies need to do a better job at collaborating and putting the best interests of the community in front of competing with each other. The Director of Community Services needs to do a better job of strengthening those relationships and prioritizing the community needs.	7/6/2023 9:24 AM
6	affordable housing	7/6/2023 9:11 AM
7	education: -for affected populations to have the tools and resources they need and how to use them -for the families of affected populations -for employers and organizations to be better equipped to accommodate these populations -the general public, many of whom are part of the affected populations, but are afraid of stigma or do not realize resources are available to help them.	7/6/2023 9:06 AM
8	work	7/6/2023 8:14 AM



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

2025 Needs Assessment Form Clinton County Mental Health And Addiction Services

Adverse Childhood Experiences 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):

Case Management/Care Coordination 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):

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):

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):

Prevention 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):

Respite 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: Richelle Gregory

Submitted for: Clinton County Mental Health And Addiction Services



**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

**2026 Needs Assessment Form
Clinton County Mental Health And Addiction Services**

Adverse Childhood Experiences 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):

Case Management/Care Coordination 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):

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):

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):

Prevention 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):

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? No

Need description (Optional): Co-occurring individuals either placed on the Mental Health Unit with no access to state facilities and being discharged to the community only to return to the emergency room again. Sometimes the acute individuals are boarded in the emergency room due to lack of movement transferring individuals from the local Mental Health Unit to state beds.

LGU Representative: Richelle Gregory

Submitted for: Clinton County Mental Health And Addiction Services



**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

**2027 Needs Assessment Form
Clinton County Mental Health And Addiction Services**

Adverse Childhood Experiences 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):

Case Management/Care Coordination 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):

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? No

Need description (Optional): Meaningful employment, volunteer opportunities, and community engagement are important contributors to overall health, recovery, independence, and quality of life. Individuals living with mental illness, substance use disorders, intellectual and developmental disabilities, justice involvement, or other barriers often experience challenges accessing employment, vocational training, volunteer opportunities, and community-based activities. Limited opportunities for workforce participation and meaningful engagement can contribute to social isolation, financial instability, reduced self-sufficiency, and poorer health outcomes. Increased access to employment supports, vocational services, volunteer opportunities, skill development, and community integration activities is needed to promote recovery, purpose, social connectedness, and long-term community stability.

Forensics Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Adults Only

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):

Non-Clinical Supports 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):

Prevention 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):

Respite 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? No

Need description (Optional): The increasing psychiatric emergency department volume, growing youth behavioral health needs, housing instability, workforce shortages, co-occurring OMH/OPWDD challenges, and increasing complexity of care reported across service systems further highlight the need for accessible respite options throughout Clinton County.

Transition Age Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Youth Only

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

Need description (Optional): Transitional Age Youth (ages 16–25) face unique challenges as they transition from child-serving systems to adult services, often resulting in gaps in care, housing instability, educational disruption, unemployment, and increased behavioral health risks. Youth with mental health conditions, substance use disorders, intellectual and developmental disabilities, trauma histories, or involvement in foster care or juvenile justice systems are particularly vulnerable. Enhanced supports are needed to improve care coordination, housing stability, employment readiness, educational attainment, social connectedness, and successful transition to adulthood.

Transportation 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? No

Need description (Optional): Transportation barriers continue to limit access to healthcare, behavioral health services, substance use treatment, developmental disability services, employment, housing supports, and other essential community resources throughout Clinton County. Rural geography, long travel distances, limited public transportation options, workforce shortages, and financial constraints contribute to missed appointments, delayed treatment, reduced service engagement, and increased reliance on crisis and emergency services. Improved transportation options are needed to support timely access to care, continuity of services, recovery, community integration, and overall health outcomes.

Workforce Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Adults Only

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

Need description (Optional): Workforce shortages continue to impact the availability, accessibility, and sustainability of healthcare, behavioral health, substance use treatment, developmental disability services, crisis response, care management, and community-based supports throughout Clinton County. Recruitment and retention challenges among psychiatrists, nurses, social workers, counselors, direct support professionals, peer specialists, and other critical staff contribute to reduced service capacity, increased wait times, delayed access to care, and barriers to program

expansion. Rural geography, workforce aging, competition from larger healthcare markets, and limited training pipelines further exacerbate these challenges. Continued workforce development, recruitment, retention, and training efforts are needed to ensure access to timely, high-quality services across all systems of care.

LGU Representative: Richelle Gregory

Submitted for: Clinton County Mental Health And Addiction Services

Agency Name	Program Name	Program Type Name
Adirondack Health Institute	Adirondack Health Institute SMH	Specialty Mental Health Care
AIDS Council of Northeastern New	Alliance For Positive Health-	Specialty Mental Health Care
Behavioral Health Services North,	Adventure Based Counseling	Family Peer Support Services -
Behavioral Health Services North,	Advocacy/Support	Advocacy/Support Services
Behavioral Health Services North,	BHSN - HH NonMed CM	Health Home Non-Medicaid Care
Behavioral Health Services North,	BHSN - HHCM	Health Home Care Management
Behavioral Health Services North,	BHSN - HHCM SD	Health Home Care Management
Behavioral Health Services North,	BHSN - HHCM SD Admin	Health Home Care Management
Behavioral Health Services North,	BHSN Adult BH HCBS Community	CORE Community Psychiatric
Inc.	Psychiatric Support & Treatment	Support and Treatment (CPST)
Behavioral Health Services North,	BHSN Adult BH HCBS Education	Adult BH HCBS Education Support
Behavioral Health Services North,	BHSN Adult BH HCBS	CORE Empowerment Services -
Behavioral Health Services North,	BHSN Adult BH HCBS Family	CORE Family Support and Training
Behavioral Health Services North,	BHSN Adult BH HCBS Habilitation	Adult BH HCBS Habilitation
Behavioral Health Services North,	BHSN Adult BH HCBS Intensive	Adult BH HCBS Intensive Supported
Behavioral Health Services North,	BHSN Adult BH HCBS Ongoing	Adult BH HCBS Ongoing Supported
Behavioral Health Services North,	BHSN Adult BH HCBS Pre-	Adult BH HCBS Pre-Vocational
Behavioral Health Services North,	BHSN Adult BH HCBS Psychosocial	CORE Psychosocial Rehabilitation
Behavioral Health Services North,	BHSN CFTSS Community Psychiatric	CFTSS: Community Psychiatric
Behavioral Health Services North,	BHSN CFTSS Family Peer Support	CFTSS: Family Peer Support
Behavioral Health Services North,	BHSN CFTSS Mobile Crisis	CFTSS: Mobile Crisis Intervention
Behavioral Health Services North,	BHSN CFTSS Other Licensed	CFTSS: Other Licensed Practitioner
Behavioral Health Services North,	BHSN CFTSS Psychosocial	CFTSS: Psychosocial Rehabilitation
Behavioral Health Services North,	BHSN CFTSS Youth Peer Support	CFTSS: Youth Peer Support (YPS)
Behavioral Health Services North,	BHSN Children's Crisis Residence	Children's Crisis Residence
Behavioral Health Services North,	BHSN Supp Housing/RCE SH Clinton	Supportive Housing
Behavioral Health Services North,	BHSN Supp	
Inc.	Housing/Transformation SH Clinton	Supportive Housing
Behavioral Health Services North,	BHSN Supported Housing - Comm.	Supportive Housing
Behavioral Health Services North,	BHSN Supported Housing/Clinton	
Inc.	County PC Long Stay-Comm Svcs	Supportive Housing
Behavioral Health Services North,	Behavioral Health Services North -	Apartment/Treatment
Behavioral Health Services North,	Behavioral Health Services North	Mental Health Outpatient

Behavioral Health Services North,	Behavioral Health Services North	Specialty Mental Health Care
Behavioral Health Services North,	C&Y Support Funds	Family Peer Support Services -
Behavioral Health Services North,	CSS Case Management	Non-Medicaid Care Coordination
Behavioral Health Services North,	CSS Crisis Service	Crisis Intervention
Behavioral Health Services North,	CSS Non-Medicaid Care	Non-Medicaid Care Coordination
Behavioral Health Services North,	CSS Transportation	Transportation
Behavioral Health Services North,	Child Mental Health Rehabilitation	CFTSS: Children's Mental Health
Behavioral Health Services North,	Cornelia Street Community	Congregate/Treatment
Behavioral Health Services North,	Family Peer Support Services	Family Peer Support Services -
Behavioral Health Services North,	HH Non Medicaid Care Management	Health Home Non-Medicaid Care
Behavioral Health Services North,	Health Home Care Management	Health Home Care Management
Behavioral Health Services North,	Homesteads on Ampersand	Supportive Single Room Occupancy
Behavioral Health Services North,		Local Governmental Unit (LGU)
Inc.	Medication Grant	Administration - OMH
Behavioral Health Services North,	Mobile Crisis	Mobile Crisis Services
Behavioral Health Services North,	Northwoods - ESSHI	Supportive Single Room Occupancy
Behavioral Health Services North,	PROS Employment Initiative	PROS Employment Initiative
Behavioral Health Services North,	PROS Learning Center	Comprehensive PROS with Clinical
Behavioral Health Services North,	Supported Education	Advocacy/Support Services
Behavioral Health Services North,	Transitional Management	Transition Management Services
Champlain Valley Family Center for		Specialty Mental Health Care
Drug Treat	CVFC Care Management	Management
Champlain Valley Family Center for	Champlain Valley Family Center	Mental Health Outpatient
Drug Treat	Outpatient Clinic	Treatment and Rehabilitative
Champlain Valley Physicians Hosp	CVPH Medical Center - Mental	Inpatient Psychiatric Unit of a
Med Center	Health Unit	General Hospital
Citizen Advocates, Inc. dba North		Specialty Mental Health Care
Star Indust	Citizen Advocates SMH CMA	Management
Clinton County Community Services	AOT Transitional Management	Transition Management Services
Clinton County Community Services	Adult BHHCBS Empowermt Svcs-	CORE Empowerment Services -
Clinton County Community Services	Adult HCBS - Habilitation	Adult BH HCBS Habilitation
Clinton County Community Services	Adult HCBS - Psychosocial	CORE Psychosocial Rehabilitation
Clinton County Community Services	Adult HCBS-Family Support and	CORE Family Support and Training
Clinton County Community Services	Adult-Community Psychiatric	CORE Community Psychiatric

Clinton County Community Services Case Management	Non-Medicaid Care Coordination
Clinton County Community Services Clinton County Mental Health Clinic	Mental Health Outpatient
Clinton County Community Services Clinton County SPOA - Adult	Single Point of Access (SPOA)
Clinton County Community Services Clinton County SPOA - C&Y	Single Point of Access (SPOA)
Clinton County Community Services Community Services Administration	Local Governmental Unit (LGU)
Clinton County Community Services Board	Local Governmental Unit (LGU)
Community Services Administration	Administration - OMH
Clinton County Community Services Community Services Administration	Monitoring and Evaluation, CSS
Clinton County Community Services Crisis Outreach	Crisis Intervention
Clinton County Community Services Empowerment Services-Peer	CORE Empowerment Services -
Clinton County Community Services Family Support Services - C&F	Family Peer Support Services -
Clinton County Community Services HHCM Service Dollar	Health Home Care Management
Clinton County Community Services Mobile Crisis	Mobile Crisis Services
Clinton County Community Services Mobile Crisis Intervention (CI)	CFTSS: Mobile Crisis Intervention
Clinton County Community Services Outreach	Outreach
Clinton County Community Services Outreach	Outreach
Clinton County Community Services SLPC Health Home	Health Home Care Management
HCR Care Management, LLC	HCR Care Management SMH CMA
Hudson Headwaters Health	Hudson Headwaters Health
MHA of Franklin Co DBA Comm	Specialty Mental Health Care
MHA of Franklin Co DBA Comm	Specialty Mental Health Care
MHA of Franklin Co DBA Comm	CORE Empowerment Services -
National Alliance for the Mentally Ill of Cha	Projects for Assistance in Transition Outreach
National Alliance for the Mentally Ill of Cha	Specialty CMA
National Alliance for the Mentally Ill of Cha	Specialty Mental Health Care
National Alliance for the Mentally Ill of Cha	OUTREACH
National Alliance for the Mentally Ill of Cha	Outreach
National Alliance for the Mentally Ill of Cha	Peer Advocacy Program
National Alliance for the Mentally Ill of Cha	Advocacy/Support Services
National Alliance for the Mentally Ill of Cha	Recovery Center
Primary Care Health Partners - New York, LLP	Recovery Center
Healthy Steps	Advocacy/Support Services