

Mental Hygiene Goals and Objectives Form

Ulster County Dept. of Mental Health (70660)

Certified: [Tara McDonald](#) (9/15/20)

Mental Hygiene Law, § 41.16 "Local planning; state and local responsibilities" states that "each local governmental unit shall: establish long range goals and objectives consistent with statewide goals and objectives." The Goals and Objectives Form allows LGUs to state their long-term goals and shorter-term objectives based on the local needs identified through the planning process and with respect to the State goals and objectives of each Mental Hygiene agency.

The information input in the 2020 Goals and Objectives Form is brought forward into the 2021 Form. LGUs can use the 2020 information as starting point for the 2021 Plan but should ensure that each section contains relevant, up-to-date responses.

Please indicate below if the overall needs of each disability population got better or worse or stayed about the same over the past year. Completion of these questions is required for submission of the form.

New To assist LGUs in the assessment of local substance use disorder (SUD) needs, OASAS Planning has developed a county-level, core-dataset of SUD public health data indicators. These reports are based on the recommendations of the Council of State and Territorial Epidemiologists and the regularly updated county-level datasets available in New York State. Each indicator compares county-level population-based rates to statewide rates. Reports for all counties are available in the County Planning System Under **Resources -> OASAS Data Resources -> Substance Use Disorder Key Indicators**

1. Overall Needs Assessment by Population (Required)

Please explain why or how the overall needs have changed and the results from those changes.

The question below asks for an overall assessment of unmet needs; however certain individual unmet needs may diverge from overall needs. Please use the text boxes below to describe which (if any) specific needs have improved, worsened, or stayed the same.

a) Indicate how the level of unmet **mental health service needs**, overall, has changed over the past year: Improved Stayed the Same Worsened

Please describe any unmet **mental health** service needs that have **improved**:

The expanded utilization of tele-health has ushered increased opportunities for behavioral health providers to connect with individuals in need. Federal and state waivers relaxing criteria to successfully bill for these services has created an area of improvement for the system of care in Ulster County. The landscape of service provision for behavioral health services dramatically shifted with the arrival of COVID-19 in the County in March 2020. It appeared that overnight, our tightly woven system of supporting and servicing residents with behavioral health challenges transformed from in person to virtual, at the flick of a switch. The ability to be flexible and agile, as it pertains to providing services during a pandemic, was an unknown and untapped strength of our local behavioral health agencies. Over the course of days, these agencies developed policies and procedures that allowed for them to remain consistent in their efforts to maintain connection to Ulster County residents in need of help. Tele-health has become the primary vehicle motoring our county's behavioral health system during the uncertain and turbulent months of the acute COVID -19 crisis.

Please describe any unmet **mental health** service needs that have **stayed the same**:

Over the course of the past plan year, the mental health system in Ulster County has mostly remained static; with focus on optimizing the services available. Health Home Plus opportunities increased during 2019, with the addition of Gateway Hudson Valley (formerly Gateway Industries) and Access: Supports for Living, expressing a willingness to serve the Health Home Plus population. The incremental growth of Health Home Plus also aided the Department of Mental Health in performing the regulatory duties associated with monitoring individuals ordered into Assisted Outpatient Treatment (AOT). The number of AOT individuals in the county increased by at least 30% over the course of 2019. This vulnerable population demands the highest degree of support offered by Health Home Plus. The seeds of the transformation of the children's mental health system propelled by NYS Medicaid redesign, began to bear fruit in 2019. Children and Family Treatment Support Services (CFTSS) came online and abetted Health Home coordination in maintaining high risk youth in their homes and communities. Increased monitoring of the residential SPOA waitlist resulted in the list decreasing from 159 to 125 residents waiting for housing.

Please describe any unmet **mental health** service needs that have **worsened**:

Despite the unprecedented and overwhelmingly positive response of tele-health activities, the stark realities of consistent county-wide challenges continue to result in the worsening of unmet mental health service needs. The rise in suicides and opioid overdoses during the second and third quarters of 2020, sounded the alarm to the fact that there are individuals in our communities that are in need of help but are not receiving it. In addition, affordable housing and reliable transportation have

been routinely identified as pervasive issues that separate Ulster County residents from sustainable stability. The absence of the ability to meet a fundamental need, such as shelter, has the potential to inflict a greater degree of damage when it is in conjunction with diminished functioning due to behavioral health challenges.

In addition, our County is at risk of losing a buttressing resource that has historically offered a temporary source of solace and calm for individuals experiencing a behavioral health crisis in Ulster County. In March 2020, Governor Cuomo designated the Mary's Avenue Campus of Health Alliance of the Hudson Valley, as a hospital with the primary function of responding to the medical needs of regional COVID 19 patients. Health Alliance and its parent company, Westchester Medical Center Health Network, closed the inpatient detox and rehabilitation beds, as well as the two mental health units. In an effort to respond to the continuing needs of Ulster County residents, WMC moved 15 of the 40 mental health beds from Health Alliance to Mid-Hudson Regional in Poughkeepsie. Following the temporary closure of the mental health unit at Health Alliance, individuals seeking inpatient support are evaluated at the psychiatric emergency room on the Broadway campus in Kingston and then transported to an accepting facility within the WMC network of hospitals, outside of the local area. The admission to facilities with distances varying between 40 and 90 minutes away, has negative implications for a vulnerable population. Linkages and connection to local resources is essential for solid discharge planning following inpatient treatment. Prolonged disconnection from community and natural supports, has potential to diminish successful reintegration of individuals after a hospital discharge. In addition, the distance creates difficulties for families to engage in the treatment process and for patients to obtain transportation to return home. Despite these facts, Westchester Medical Center has initiated the process with the New York State Office of Mental Health to request permanent closure of these beds.

For these reasons the Ulster County Community Services Board (CSB), has embraced the charge to focus their efforts as a board to bring voice to the concerns and needs of Ulster County residents through organized advocacy efforts. Community Service Board meetings throughout 2020 have concentrated on Board members researching and obtaining deeper knowledge of the challenges faced by residents seeking behavioral health supports. With this knowledge, the Board utilizes meeting times as opportunities to plan and execute varying advocacy activities. At present, members of the Mental Health Subcommittee of the CSB, are drafting a letter to the WMC Health Network officials. The correspondence is intended to document the outrage of the community with the decision to close these beds, as well as to outline the negative repercussions of the closure for Ulster county residents.

b) Indicate how the level of unmet **substance use disorder (SUD) needs**, overall, has changed over the past year:

Improved Stayed the Same Worsened

Please describe any unmet **SUD** service needs that have **improved**:

Outpatient SUD providers in Ulster County continue to attempt to be accessible and flexible in their approach to serve county residents. Due to the COVID pandemic, they demonstrated the ability to be responsive and adapt quickly to the need for tele-health practice implementation.

The Ulster County Opioid Prevention Task Force, successfully launched on May 24, 2018, continues to operate as a steering committee of the HEALing Communities Study (HCS), a National Institute on Drug Abuse (NIDA) grant that was awarded to Columbia University in April 2019. The goal of the grant is to reduce opioid overdose fatalities by at least 40% within less than four years by working with county health commissioners and focusing on policy system changes. In early 2020, 3 staff were hired by the county to support this grant work: Project Manager, Community Engagement Facilitator and Technical Assistance Specialist & Data Surveillance Coordinator.

In collaboration with the Ulster County Sheriff's office, the county implemented a strategic planning group which collaborated to successfully launch Medication Assisted Treatment in the Ulster County Jail.

Ellenville Hospital continues to lead many innovating projects related to opioid prevention. Through Project Rescue, the hospital continues to provide 3 days of buprenorphine at their emergency department, accompanied with a warm hand off to a provider in the community. They have hired a SUD Program Coordinator to devote more energy to their opioid prevention work. More recently, ERH has also begun to develop a High-Risk Mitigation project which aims to closely monitor individuals who have experienced an overdose to help them stay connected to services.

One of the chief priorities of the HCS is to expand access to Naloxone. Through the end of July 2020 there were 137 known Narcan administrations and 429 individuals trained in administration this year.

Another focus for HCS is reducing stigma around Opioid Use Disorder and, specifically, use of buprenorphine. A workgroup has been established to plan for a comprehensive media campaign designed specifically to resonate with Ulster County residents.

On the prevention end, the number of school districts that have been receptive to and actively seeking prevention services for their students and staff continued to increase throughout the planning period. Although school closures had a severe impact on service delivery in the first half of 2020, programs and districts have been able to plan for both in-person and virtual service delivery options for Fall 2020.

Please describe any unmet **SUD** service needs that have **stayed the same**:

Housing options for individuals with substance use disorders that are seeking recovery, remain limited to the one OASAS licensed residence in the county, RSS' Abel House. Additionally, due to OASAS withholdings related to the state budget deficits, this program is at risk of having to reduce or eliminate services in the future.

There continue to be barriers to access to Medication Assisted Treatments within the county although access has been improved through collaboration made possible by the Ulster County Opioid Task Force / HCS Steering Committee. The Opioid Treatment Program at HealthAlliance Hospital in Kingston consistently carries a significant waitlist.

Catholic Charities' Center of Treatment Innovation (COTI) continues to operate in the county. The program works to increase access to treatment, reduce overdose deaths and address unmet needs. COTI team members participate in both Adult and Child SPOA to identify individuals that can benefit from their services. The county continues to support their work by helping to create and nurture relationship with Ulster County Jail and our local police, fire and rescue departments.

Ulster County has been identified as 1 of 7 counties that will have access to a new OASAS licensed withdrawal and stabilization service. The service continues to be under development.

Please describe any unmet **SUD** service needs that have **worsened**:

Despite an improvement in opioid overdose rates in 2019, 2020 has brought a significant increase in fatal and nonfatal overdoses. Recent statistics reveal that despite multiple county sponsored efforts to date, we continue to lose Ulster County residents to opioid addiction at an alarming rate. While the number of fatal overdoses fell from 56 in 2018 to 32 in 2019, there have been 38 overdoses as of the end of July 2020. We contribute this uptick to the social isolation and barriers to accessing services and community support due to the COVID pandemic as well as continued prevalence of fentanyl.

c) Indicate how the level of unmet needs of the **developmentally disabled** population, overall, has changed in the past year:

Improved Stayed the Same Worsened

Please describe any unmet **developmentally disability** service needs that have **improved**:

Over the course of the past plan year, there has been very little change in services geared toward assisting individuals with intellectual disabilities. The system of OPWDD service provision has remained largely the same in Ulster County. Local OPWDD representatives continued to make a concerted effort to join routine collaborative meetings in the county. OPWDD staff have presented on tools and tips for applying for OPWDD eligibility and offered to assist with individual cases. These consultative opportunities have resulted in positive eligibility determinations for individuals that were previously stuck in the mental health system in Ulster County.

Please describe any unmet **developmentally disability** service needs that have **stayed the same**:

Please describe any unmet **developmentally disability** service needs that have **worsened**:

Gateway Hudson Valley is the last local provider receiving funding to operate traditional Sheltered Workshop services to individuals struggling with I/DD. These operations will cease at the close of 2020 as the program has been eliminated by OPWDD.

The second section of the form includes; goals based on local need; goals based on state initiatives and goals based in other areas. The form allows counties to identify forward looking, change-oriented goals that respond to and are based on local needs and are consistent with the goals of the state mental hygiene agencies. County needs and goals also inform the statewide comprehensive planning efforts of the three state agencies and help to shape policy, programming, and funding decisions. For county needs assessments, goals and objectives to be most effective, they need to be clear, focused and achievable. The following instructions promote a convention for developing and writing effective goal statements and actionable objectives based on needs, state or regional initiatives or other relevant areas.

2. Goals Based On Local Needs

Please select any of the categories below for which there is a **high level of unmet need** for LGU and the individuals it serves. (Some needs listed are specific to one or two agencies; and therefore only those agencies can be chosen). When considering the level of need, compare each issue category against all others rather than looking at each issue category in isolation.

- **For each need identified you will have the opportunity to outline related goals and objectives, or to discuss the need more generally if there are no related goals or objectives.**
- **You will be limited to one goal for each need category but will have the option for multiple objectives.** For those categories that apply to multiple disability areas/state agencies, please indicate, in the objective description, each service population/agency for which this unmet need applies. **(At least one need category must be selected).**

Issue Category

Applicable State Agency(ies)

		OASAS	OMH	OPWDD
a)	Housing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b)	Transportation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c)	Crisis Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d)	Workforce Recruitment and Retention (service system)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e)	Employment/ Job Opportunities (clients)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f)	Prevention	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g)	Inpatient Treatment Services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
h)	Recovery and Support Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i)	Reducing Stigma	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j)	SUD Outpatient Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k)	SUD Residential Treatment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l)	Heroin and Opioid Programs and Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m)	Coordination/Integration with Other Systems for SUD clients	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n)	Mental Health Clinic	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
o)	Other Mental Health Outpatient Services (non-clinic)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p)	Mental Health Care Coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q)	Developmental Disability Clinical Services			<input type="checkbox"/>
r)	Developmental Disability Children Services			<input type="checkbox"/>
s)	Developmental Disability Student/Transition Services			<input type="checkbox"/>
t)	Developmental Disability Respite Services			<input type="checkbox"/>
u)	Developmental Disability Family Supports			<input type="checkbox"/>
v)	Developmental Disability Self-Directed Services			<input type="checkbox"/>
w)	Autism Services			<input type="checkbox"/>
x)	Developmental Disability Front Door			<input type="checkbox"/>
y)	Developmental Disability Care Coordination			<input type="checkbox"/>
z)	Other Need 1(Specify in Background Information)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
aa)	Other Need 2 (Specify in Background Information)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ab)	Problem Gambling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ac)	Adverse Childhood Experiences (ACEs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(After a need issue category is selected, related follow-up questions will display below the table)

2a. Housing - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

Housing options for individuals with behavioral health challenges and intellectual disabilities, remain limited in Ulster County. Ulster County continues to grow increasingly desirable to live, work and visit. The changing landscape of the county, taxes the affordable housing market and results in limited housing stock for working class and/or poor homeless residents. In addition, the expiration of the eviction moratorium imposed due to COVID-19, has further negative implications on efforts to assist individuals in maintaining their housing and meeting their fundamental need for shelter.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or

"continuing" activity that simply maintains the status quo.

Increase consumer access to housing and other supports that promote recovery and community integration.

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will lobby OMH for additional family supported housing units and OPWDD for additional Certified Residential Opportunities.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 2: The LGU will provide support and data to assist RUPCO (local low income housing developer) in the development of housing in Kingston that has access to transportation and services.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 3: The LGU will maintain membership in the Federal Continuum of Care initiative to increase access for SPOA individuals for Federal Housing.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 4: The LGU will participate in the County's Recovery Task Force, with the focus of developing emergency and permanent housing options for low income residents.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

Minimal progress has been made in the development of new housing opportunities. However, the Ulster County LGU joined with statewide counterparts to lobbying to the state to exempt Supported Housing from the 20% funding cuts. Supported Housing was ultimately determined to be immune from the reductions.

2b. Transportation - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

Ulster county is a sprawling, largely rural county, roughly the size of Rhode Island. Transportation in the county for residents without a reliable means is restricted to public transportation. Due to the large geographic area covered by the county, public transportation is limited in its capacity to fully meet the needs of residents.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or "continuing" activity that simply maintains the status quo.

To identify and increase utilization of alternative transportation options for county residents with behavioral health and intellectual disabilities.

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will engage the Sequential Intercept Mapping workgroup in activities focused on identifying alternative transportation options and funding resources.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

2c. Crisis Services - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

County Executive Patrick Ryan created the Ulster County Recovery Task Force, as a means of identifying the needs of county residents post the acute phases of the COVID-19 response. Through research and outreach, the taskforce has chosen to focus activities of change toward targeted areas; one of which is aiding in the reform and reinvention of local law enforcement per Governor Cuomo's executive order. The taskforce is pursuing opportunities to engage the county's mobile mental health team in the initial outreach to emergency services, if the call meets criteria as a response for emotionally disturbed persons. The possibility of having a clinical Social Worker co-located in the 911 Center is being explored.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or "continuing" activity that simply maintains the status quo.

To improve the effectiveness of law enforcement interactions with Ulster County residents through accurate identification of the most advantageous response to a call for assistance.

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will lead the efforts of the Recovery Task force for developing a proposal for embedding a licensed clinician into the 911 center.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

2d. Workforce Recruitment and Retention (service system) - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

- Through the last planning period, Ulster County Behavioral Health Providers experienced significant workforce difficulties; which at times led to waitlists and limited access to services.
- Agencies identify pay as a key barrier in staff acquisition and retention.
- Agencies report that pay is not commensurate with responsibilities assigned to direct care staff.
- There is a dearth of psychiatry and other prescribers throughout the Ulster County service system.

Do you have a Goal related to addressing this need? Yes No

If "No", Please discuss any challenges that have precluded the development of a goal (e.g. external barriers):

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

Over the course of the past plan period, the county has struggled with ensuring adequate capacity to meet the case management needs of individuals ordered into Assisted Outpatient Treatment. The challenge imposed by inadequate capacity is linked to staff vacancies related to recruitment and retention issues. The LGU has advocated with the Office of Mental Health to increase the pool of providers that are designated to service AOT clients.

2f. Prevention - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

Ulster County continues to have two community agencies providing OASAS funded prevention services, Family of Woodstock and Ulster Prevention Council. These agencies continue to maintain their relationships with key school districts impacted by an increase of alcohol, opioid and other drug use and continuously works to build and/or strengthen relationships with all county districts.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or "continuing" activity that simply maintains the status quo.

Reduce alcohol and other drug use among youth in Ulster County.

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will work with OASAS Prevention providers to develop a list of school districts and assess level of participation

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 2: The LGU will assist OASAS Prevention providers in developing relationships with school districts and providing data to demonstrate community need

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

2g. Inpatient Treatment Services - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

Health Alliance of the Hudson Valley and owner Westchester Medical Center (WMC)Health Network, currently operates two 20 bed inpatient mental health units (totaling 40 beds) providing stabilization and treatment to individuals experiencing an acute mental health crisis. WMC has submitted a Letter of Intent to OMH to close these beds. Statistics shared by WMC confirms that occupancy of these units has been consistently at 80% for the past five consecutive years with the exception of 2019; which had a rate of 71% occupancy. Despite the presence of unbiased data that concretely speaks to the needs of residents for the intensity of inpatient services, WMC is pursuing approval to eliminate this vital resource. In addition to the mental health units, Health Alliance also operates a 10 bed detox and a 10 bed inpatient rehabilitation unit. Since March 2020, these beds have been closed. Patients have been dextoxed on a medical unit and individuals seeking recovery via inpatient rehab have been shipped to facilities outside of the county.

WMC Health Network administration has identified challenges with accessing outpatient services as one of the reasons the decision was made to consolidate these inpatient resources into Mid Hudson Regional Center in Poughkeepsie. However, the loss of this vital resources have the potential to further exacerbate any access challenges that currently exist. In addition to adding to the rise in suicide deaths, fatal overdoses and violence overall. The closure can also lead to continued difficulty in recruitment and retention of outpatient prescribers, as ready accessibility to a fundamental treatment tool will be removed from their grasp.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or "continuing" activity that simply maintains the status quo.

To maintain a robust and responsive continuum of mental health services that will meet the varying levels of need of Ulster County residents.

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will actively participate in the OMH Prior Approval Review process for WMC's application to close the inpatient mental health units.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 2: The LGU will work with OASAS and WMC Health Network to negotiate a plan to return detox and rehabilitation beds to the county.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

2j. SUD Outpatient Services - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

As previously stated, the opioid epidemic has continued to take its toll on Ulster County, despite gains in the areas of access to services and community awareness over the past plan period.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or "continuing" activity that simply maintains the status quo.

Increase access to SUD outpatient services.

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will participate in the licensing process for the two proposals for expansion of SUD outpatient services in Kingston

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 2: The LGU will serve as a resource in connecting new Kingston outpatient providers with partner agencies.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

2I. Heroin and Opioid Programs and Services - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

Ulster County continues to suffer the scars of the opiate epidemic that is ravaging our country. However, gains have been made in the areas of access to services and community awareness over the past plan period. The County continues to experience:

- Outpatient SUD providers in Ulster County continue to attempt to be accessible and flexible in their approach to serve county residents. However, they are overwhelmed by referrals and at times have needed to maintain waitlists.
- There has been modest growth with Medication Assisted Treatments within the county. The Methadone clinic in Kingston serves multiple counties and consistently carries a waitlist.
- The grant funding associated with the HEALing Communities research project has aided in the development of multiple prevention activities geared toward increasing community awareness.
- The OASAS licensed withdrawal and stabilization service remains under development; with an expected opening in 2020.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or "continuing" activity that simply maintains the status quo.

Death by overdose of opiates will be reduced or remain stable in Ulster County through increased access to treatment, increased community awareness, and reduction of the stigma associated with substance use disorders.

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will continue to participate in HEALing Communities collaborative.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 2: The LGU will participate in the licensing process for the two proposals for expansion of SUD outpatient services in Kingston.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 3: The LGU will assist a local provider in their efforts to develop withdrawal and stabilization services for a seven county region; including Ulster.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

Opioid deaths in county reduced for multiple consecutive quarters during the past plan period. However, opioid overdoses have dramatically increased in first months of 2020. The increase in the overdoses coincided with the onset of COVID-19 and the isolation associated with the stay in place orders.

The LGU has been approached by StepOne to expand the SUD services into a satellite in Kingston. Step One currently provides outpatient SUD treatment in the southern end of Ulster County. The addition of the proposed satellite in a central location such as Kingston, will assist in decreasing wait times to access services. Step One is in the process of applying for expanded licensure through OASAS. In addition, the proprietor of the Samadhi Recovery Community Outreach Center, has also applied for outpatient clinic licensure through OASAS. Samadhi currently provides recovery services utilizing mindfulness based principles and practice.

2m. Coordination/Integration with Other Systems for SUD clients - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)

- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

Ulster County is 1 of 17 counties chosen to participate in the HEALing Communities Study (HCS), a National Institute on Drug Abuse (NIDA) grant that was awarded to Columbia University in April 2019. The goal of the grant is to reduce opioid overdose fatalities by at least 40% within less than four years by working with county health commissioners and focusing on policy system changes. The model utilized by the study is one that is built on community integration and coordination to achieve the goal of reducing fatal overdoses.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or "continuing" activity that simply maintains the status quo.

The HEALing Communities Study will assist Ulster County in reducing fatal overdoses by 40%

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will continue to participate in HEALing Communities collaborative.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

2n. Mental Health Clinic - Background Information

The Background Information box is a free-text box for LGUs to provide any additional information or more details related to the need and the Goal, such as:

- Data sources used to identify need (e.g. hospital admission data)
- Assessment activities used to indicate need or formulate goal (e.g. community forum)
- Narrative describing importance of goal

This form will allow attachments, so in the Background Information box you could reference an attached document for more information.

In the event that Health Alliance is successful in its bid to remove the inpatient behavioral health beds from Ulster County, transformative efforts will be made to enhance access to existing outpatient services. At present, Ulster County is home to 7 clinical opportunities for mental health services: Astor Services for Children, Family Services, Inc. MHA's Assertive Community Treatment (ACT), Gateway's Personalized Recovery Oriented Services (PROS), Pine Grove Clinic, Institute for Family Health. Most local clinics generally operate near or at capacity. However, the Pine Grove clinic and PROS have additional capacity to admit the high risk, high utilizers of inpatient mental health services of Health Alliance.

Do you have a Goal related to addressing this need? Yes No

Goal Statement- Is this Goal a priority goal (Maximum 5 Objectives per goal)? Yes No

The Goal Statement should be a specific, clear, and succinct statement of a desired outcome. It should be focused on a change that is tangible, achievable and within the control of the LGU. Avoid vague statements that focus on "maintaining" or "continuing" activity that simply maintains the status quo.

To increase the distribution of patients identified as high risk and high utilizers by Health Alliance to clinics with lower enrollment.

Objective Statement

Objective Statements should describe a shorter-term action the LGU will take to achieve the longer-term goal. Each goal should have at least one objective. You may have multiple objectives for each goal. The objective should identify the approach to be taken to help achieve the desired outcome. It answers the question, "How will the goal be achieved?"

[Add an Objective](#) (Maximum 5 Objectives per goal) | [Remove Objective](#)

Objective 1: The LGU will engage Pine Grove clinic and PROS in discussions to review and revise intake practices to make it easier.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Objective 2: The LGU will work with inpatient hospital staff on making discharge referrals to Pine Grove and PROS.

Applicable State Agency: (check all that apply): OASAS OMH OPWDD

Change Over Past 12 Months (Optional)

This optional, free-text box allows LGUs to describe any change in the need driving the goal or any progress made towards the goal in the last year. Where possible, include specific measurable accomplishments and milestones achieved. You may also want to identify barriers to achieving stated goals and objectives and describe the rationale for any changes made to the goal statement or associated strategies.

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