



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

Goals and Objectives 2024-2027 Oswego County Division of Mental Hygiene

Nicole Kolmsee, Director of Community Services
(nicole.kolmsee@oswegocounty.com)

Goal 1

Goal 1: Title Outreach and Engagement

Goal 1: Target Completion Date Dec 31, 2025

Goal 1: Description Outreach, engagement, and relationship building efforts to increase successful linkages with follow through for participation in treatment, recovery, and support services.

MEASUREMENTS: increased referrals, increased admissions, decreased no show rates

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

Goal 1: Need Addressed 1 Non-Clinical supports

Goal 1: Need Addressed 2 Crisis Services

Goal 1: Need Addressed 3 Respite

Goal 1, Objective 1: Title Create safe places to support adult recovery and wellness, at-risk youth and families.

Goal 1, Objective 1, Target Completion Date Dec 31, 2025

Goal 1, Objective 1, Description

Goal 1, Objective 2: Title Expand access to respite programs.

Goal 1, Objective 2, Target Completion Date Jun 30, 2025

Goal 1, Objective 2, Description

Goal 1, Objective 3: Title Community education and promotion regarding available services, process for access, and experience of starting with a service.

Goal 1, Objective 3, Target Completion Date Dec 31, 2024

Goal 1, Objective 3, Description

Goal 1, Objective 4: Title Coordinated delivery and promotion of street outreach initiatives which engage individuals beyond harm reduction strategies.

Goal 1, Objective 4, Target Completion Date Dec 31, 2024

Goal 1, Objective 4, Description

Goal 2

Goal 2: Title Improve Access

Goal 2: Target Completion Date Jun 30, 2027

Goal 2: Description Improve access to community services to decrease incidents of law enforcement response and emergency room presentations for behavioral health crises.

MEASUREMENTS: MHL 9.41, 9.45, 9.58 transport counts, local ED data, local provider data

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

Goal 2: Need Addressed 1 Cross System Services

Goal 2: Need Addressed 2 Housing

Goal 2: Need Addressed 3 Crisis Services

Goal 2, Objective 1: Title Collaborations with local homeless shelters, Crisis Services, Single Point of Access (SPOA), Local Governmental Unit (LGU) to improve linkages to services and resources.

Goal 2, Objective 1, Target Completion Date Dec 31, 2024

Goal 2, Objective 1, Description

Goal 2, Objective 2: Title Collaborations with Schools, Crisis Services, SPOA, LGU to improve access to community services and NYS OMH Licensed School Based Mental Health clinics.

Goal 2, Objective 2, Target Completion Date Jun 30, 2025

Goal 2, Objective 2, Description

Goal 2, Objective 3: Title Inter-agency networking and cross training.
Goal 2, Objective 3, Target Completion Date Jun 30, 2027
Goal 2, Objective 3, Description

Goal 2, Objective 4: Title Explore and enhance community interventions and supports to better manage dual mental health and developmental disability service needs and crisis interventions.
Goal 2, Objective 4, Target Completion Date Dec 31, 2027
Goal 2, Objective 4, Description

Goal 2, Objective 5: Title Establish primary violence prevention initiative.
Goal 2, Objective 5, Target Completion Date Jun 30, 2026
Goal 2, Objective 5, Description

Goal 3

Goal 3: Title Housing and Housing Supports
Goal 3: Target Completion Date Dec 31, 2027
Goal 3: Description Increase housing options and supports to decrease episodes of youth and adult homelessness and out of home placements for youth with complex behaviors.

MEASUREMENTS: Youth admissions to residential treatment facilities and centers (RTF and RTC), homeless counts for adults with MH/SUD, youth shelter admissions

Goal 3: OASAS? Yes Goal 3: OMH? Yes Goal 3: OPWDD? Yes
Goal 3: Need Addressed 1 Housing
Goal 3: Need Addressed 2 Case Management/Care Coordination
Goal 3: Need Addressed 3 Cross System Services

Goal 3, Objective 1: Title Develop an Intensive Housing Case Management with life skills coaching for homeless individuals and those at risk of homelessness (teens, and adults).
Goal 3, Objective 1, Target Completion Date Dec 31, 2025
Goal 3, Objective 1, Description

Goal 3, Objective 2: Title Open a Supportive Housing Program for individuals with addiction.
Goal 3, Objective 2, Target Completion Date Dec 31, 2026
Goal 3, Objective 2, Description

Goal 3, Objective 3: Title Explore opportunities for a Single Room Occupancy (SRO) housing program.
Goal 3, Objective 3, Target Completion Date Dec 31, 2027
Goal 3, Objective 3, Description

Goal 3, Objective 4: Title Develop In-home supports and services for youth with IDD and/or MH exhibiting complex and unsafe behaviors.
Goal 3, Objective 4, Target Completion Date Jun 30, 2025
Goal 3, Objective 4, Description

Goal 4

Goal 4: Title Workforce
Goal 4: Target Completion Date Dec 31, 2027
Goal 4: Description Increase Direct Care Workforce capacity for mental hygiene programs by 10%.

MEASUREMENTS: Annual point in time inventory of budgeted and vacant direct services positions. Current (July 2023) vacancy rate is 18% - reduce to 8% by 2027.

Goal 4: OASAS? Yes Goal 4: OMH? Yes Goal 4: OPWDD? Yes
Goal 4: Need Addressed 1 Workforce
Goal 4: Need Addressed 2
Goal 4: Need Addressed 3

Goal 4, Objective 1: Title Collaborative focus on entry level position recruitment to develop interest and bring people into the human services/behavioral health field in partnership with community college, SUNY, and Citi/BOCES.
Goal 4, Objective 1, Target Completion Date Dec 31, 2027
Goal 4, Objective 1, Description

Goal 4, Objective 2: Title Implement a funding structure to cover salary expenses while staff are in training during regular work time to offset loss of revenue.

Goal 4, Objective 2, Target Completion Date Dec 31, 2024
Goal 4, Objective 2, Description

Goal 4, Objective 3: Title **Develop a Peer Workforce Development core training program.**
Goal 4, Objective 3, Target Completion Date
Goal 4, Objective 3, Description

Goal 4, Objective 4: Title **Add section to County Mental Hygiene website for linking to provider website job postings.**
Goal 4, Objective 4, Target Completion Date Jun 30, 2024
Goal 4, Objective 4, Description



Update to 2024-2027 Goals and Objectives Oswego County Division of Mental Hygiene

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Goal 1		
Title	Outreach and Engagement	
Update		
OBJECTIVES		
Create safe places to support adult recovery and wellness, at-risk youth and families.	Ongoing	
Expand access to respite programs.	Complete	
Community education and promotion regarding available services, process for access, and experience of starting with a service.	Ongoing	
Coordinated delivery and promotion of street outreach initiatives which engage individuals beyond harm reduction strategies.	Ongoing	
OBJECTIVE UPDATES		
Objective 1D REVISED: CREATE A SHARED PROTOCOL TO MAKE LINKAGES TO HOUSING AND HOMELESS RESOURCES, STREET OUTREACH, SOS CTI, ETC AS PART OF ED, INPATIENT, AND HOSPITAL DISCHARGE PLANS AND MOBILE CRISIS INTERVENTIONS.		

Goal 2		
Title	Improve Access	
Update		
OBJECTIVES		
Collaborations with local homeless shelters, Crisis Services, Single Point of Access (SPOA), Local Governmental Unit (LGU) to improve linkages to services and resources.	Ongoing	
Collaborations with Schools, Crisis Services, SPOA, LGU to improve access to community services and NYS OMH Licensed School Based Mental Health clinics.	Complete	
Inter-agency networking and cross training.	Complete	
Explore and enhance community interventions and supports to better manage dual mental health and developmental disability service needs and crisis interventions.	Ongoing	
Establish primary violence prevention initiative.	Ongoing	
OBJECTIVE UPDATES		
Objective 2A REVISED: CREATE A SHARED PROTOCOL FOR ED, INTENSIVE CRISIS STABILIZATION CENTER (ICSC), INPATIENT DISCHARGE PLANS TO INCLUDE REFERRALS FOR ADULTS AND YOUTH TO MOBILE CRISIS FOR FOLLOW-UP SUPPORT.		
Objective 2D REVISED: IMPLEMENT OSWEGO COUNTY CRISIS INTERVENTION TEAM (CIT) PROGRAM TO TRANSFORM THE CRISIS RESPONSE SYSTEM, MINIMIZING THE TIMES THAT LAW ENFORCEMENT ARE THE FIRST RESPONDERS TO CITIZENS IN EMOTIONAL DISTRESS.		

Goal 3		
Title	Housing and Housing Supports	
Update		

OBJECTIVES	
Develop an Intensive Housing Case Management with life skills coaching for homeless individuals and those at risk of homelessness (teens, and adults).	Ongoing
Open a Supportive Housing Program for individuals with addiction.	N/A
Explore opportunities for a Single Room Occupancy (SRO) housing program.	Complete
Develop In-home supports and services for youth with IDD and/or MH exhibiting complex and unsafe behaviors.	Ongoing
OBJECTIVE UPDATES	
Objective 3B TABLED: DUE TO SIGNIFICANT VARIABILITY IN THE OPIOID SETTLEMENT REGIONAL ABATEMENT FUNDING LEVELS, IT IS NOT FEASIBLE TO PURSUE THIS AT THIS TIME. PLAN WAS TO USE OSF-RA DOLLARS TO FUND A TRANSITIONAL STIPEND PROGRAM FOR INDIVIDUALS WITH ADDICTION. PROGRAM WOULD BE PRIMARILY FINANCIAL ASSISTANCE WITH LINKAGES TO TREATMENT AND RECOVERY SERVICES.	

Goal 4	
Title	Workforce
Update	
OBJECTIVES	
Collaborative focus on entry level position recruitment to develop interest and bring people into the human services/behavioral health field in partnership with community college, SUNY, and Citi/BOCES.	Complete
Implement a funding structure to cover salary expenses while staff are in training during regular work time to offset loss of revenue.	Complete
Develop a Peer Workforce Development core training program.	Ongoing
Add section to County Mental Hygiene website for linking to provider website job postings.	Complete
OBJECTIVE UPDATES	
Objective 4C REVISED: IMPLEMENT AN INTENTIONAL PROCESS TO RECRUIT PERSONS SERVED TO EXPLORE PEER WORKFORCE OPPORTUNITIES.	
Objective 4C.1 NEW: IDENTIFY AGENCY PARTNERS TO FUND FOR PAID INTERNSHIP OPPORTUNITIES FOR MENTAL HEALTH PEERS.	



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2026 Update to 2024-2027 Goals and Objectives Oswego County Division of Mental Hygiene

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Goal 1

Goal 1, 2026 Status Update: Ongoing

Goal 1, 2026 Status Update Description: Also addressing ACES

Goal 1 Objective 1, 2026 Status Update: Ongoing

Goal 1 Objective 1, 2026 Status Update Description: THE OSWEGO RECOVERY COMMUNITY OUTREACH CENTER (RCOC) REMAINS OPEN IN THE CITY OF OSWEGO TO SERVE OSWEGO COUNTY RESIDENTS IN RECOVERY AND THEIR FAMILIES. A SECOND SITE OPENED IN THE CITY OF FULTON, NY, AT THE END OF MAY AND WAS FUNDED THROUGH A REQUEST FOR PROPOSALS (RFP) UTILIZING OPIOID ABATEMENT FUNDS. FULTON SITE IS OPEN SEVEN DAYS A WEEK /VARIOUS HOURS [HTTPS://FOROSWEGOCOUNTY.ORG](https://foroswegocounty.org).

DESENS HOUSE OFFERS BREAKFAST WEEKLY IN PARTNERSHIP WITH ELIM GRACE CHURCH AND APPROXIMATELY TEN PARTNER ORGANIZATIONS ARE EMBEDDED TO ASSIST THOSE IN ATTENDANCE TO CONNECTING TO SERVICES. DINNERS ARE ALSO OFFERED. A NEED TO EMBED COUNSELING SERVICES AT THESE GATHERINGS IS BEING EXPLORED.

OSWEGO COUNTY OPPORTUNITIES (OCO) YOUTH CLUBHOUSE CONTINUES TO SERVE YOUTH/YOUNG ADULTS AT RISK AND/OR IN RECOVERY AT THEIR NEW LOCATION ON THE OUTSKIRTS OF FULTON, NY, WITH DESIGNATED DAYS FOR YOUTH AGED 12-17 AND YOUNG ADULTS 18-26.

LGBTQ+ DROP-IN MEETS EVERY WEDNESDAY AT THE CLUBHOUSE LOCATION ON THE OUTSKIRTS OF FULTON ON THE DAY THAT CLUBHOUSE HAS NO PROGRAMMING SCHEDULED. THERE ARE DESIGNATED DAYS FOR YOUTH AGED 12-17 AND YOUNG ADULTS 18-24, MEETING EVERY OTHER WEEK AND SOMETIMES, HOLDING GROUPS TOGETHER.

Goal 1 Objective 2, 2026 Status Update: N/A

Goal 1 Objective 2, 2026 Status Update Description:

Goal 1 Objective 3, 2026 Status Update: Ongoing

Goal 1 Objective 3, 2026 Status Update Description: COMMUNITY MEDIA CAMPAIGN TO INCREASE COMMUNITY AWARENESS CONTINUED THROUGHOUT THE FIRST HALF OF 2025 USING CENTRO BUS TAILS, STRATEGIES TO INCLUDE MOBILE MEDIA AND PRESS RELEASES. LOOKING TO EXPAND CAMPAIGN THROUGH TV MONITORS LOCATED ON BUSES, IN COUNTY BUILDINGS, AND COLLABORATION WITH COUNTY PARTNERS. PROMOTION OF OSWEGO COUNTY WEBSITE AND 211 TO ACCESS INFORMATION ON COUNTY SERVICES / CRISIS SERVICES WWW.OSWEGOCOUNTY.COM/MENTALHYGIENE OR WWW.OSWEGOCOUNTY.COM/CRISIS. THE DIVISION OF MENTAL HYGIENE DEVELOPED CRISIS CARDS WITH A QR CODE THAT LINKS TO THE DIVISION OF MENTAL HYGIENE CRISIS SERVICES WEBSITE WWW.OSWEGOCOUNTY.COM/CRISIS. CARD IS FOR GENERAL DISTRIBUTION TO THE COMMUNITY. COMMUNITY DISTRIBUTION HAS BEEN MADE TO LOCAL LIBRARIES, LAW ENFORCEMENT, MEDICAL BUILDINGS, VETERAN SERVICE ORGANIZATIONS, HOTELS, COLLEGES, GUN CLUBS, STORES, ENTERTAINMENT ESTABLISHMENTS, AMONG OTHER SITES.

CONTINUED PARTNERSHIP WITH THE RURAL HEALTH NETWORK TO OFFER SEMI-ANNUAL PROVIDER EXPO EVENTS TO PROVIDERS AND SCHOOL PERSONNEL TO PROMOTE AND EDUCATE ON AVAILABLE AGENCY SERVICES WITH LUNCH N' LEARN EVENTS BETWEEN EXPO DATES.

PROMOTION OF SUICIDE AND CRISIS LIFELINE 988 THROUGH THE PLACING OF FIVE MESSAGING SIGNS IN THE CITY OF FULTON; FOUR ON THE LOWER BRIDGE AND ONE ON THE UPPER BRIDGE.

THE MENTAL HYGIENE DIVISION HAS A DISTRIBUTION GROUP THAT IS ABLE TO SEND OUT COMMUNITY EVENTS AND HAPPENINGS TO COMMUNITY STAKEHOLDERS TO SHARE WITHIN THEIR AGENCIES OR CLIENTS AS DEEMED APPROPRIATE. THIS SAME NETWORKING GROUP IS INVITED ON A QUARTERLY BASIS TO A VIRTUAL MEETING THAT ALLOWS PRESENTATIONS BY VARIOUS PROVIDERS ON NEW SERVICES, EXISTING SERVICES AND OTHER TOPICS OF INTEREST. THOSE IN ATTENDANCE ARE ALLOTTED TIME TO ANSWER QUESTIONS OF PRESENTERS AND THEREAFTER ARE OFFERED TIME TO PROVIDE COMMUNITY INITIATIVES / PROGRAM UPDATES.

Goal 1 Objective 4, 2026 Status Update: Ongoing

Goal 1 Objective 4, 2026 Status Update Description: THE DIVISION OF MENTAL HYGIENE DEVELOPED CRISIS CARDS WITH A QR CODE THAT LINKS TO THE DIVISION OF MENTAL HYGIENE CRISIS SERVICES WEBSITE WWW.OSWEGOCOUNTY.COM/CRISIS. CARD IS FOR GENERAL DISTRIBUTION TO THE COMMUNITY. COMMUNITY

DISTRIBUTION HAS BEEN MADE TO LOCAL LIBRARIES, LAW ENFORCEMENT, MEDICAL BUILDINGS, VETERAN SERVICE ORGANIZATIONS, HOTELS, COLLEGES, GUN CLUBS, STORES, ENTERTAINMENT ESTABLISHMENTS, AMONG OTHER SITES. AN INITIAL RFP WENT OUT FOR A MENTAL HEALTH NAVIGATOR AND POST CRISIS ENGAGEMENT (PCE) NAVIGATOR SPRING 2025 WITH LITTLE PROVIDER RESPONSE. THE TWO TITLES WILL BE SEPERATED OUT AND THE PCE NAVIGATOR WILL GO OUT TO RFP AGAIN THIS FALL. THE POST CRISIS ENGAGEMENT (PCE) NAVIGATOR POSITION WOULD OFFER A BRIEF, LOW TOUCH SERVICE FOR HIGH UTILIZERS /HIGH ACUITY INDIVIDUALS ACCESSING EMERGENCY/CRISIS SERVICES. THE NAVIGATOR WOULD CONTACT THE CONSUMER WITHIN 24-72 HOURS POST CRISIS OR DISCHARGE, ASSISTING THE INDIVIDUAL IN OVERCOMING ENGAGEMENT BARRIERS TO SERVICES. THE 911 DIVERSION STRATEGY INCLUDES EXPLORATION OF EMBEDDING A BEHAVIORAL HEALTH PROFESSIONAL IN THE 911 CALL CENTER TO TRIAGE CALLS TO DETERMINE IF MOBILE CRISIS SERVICES ARE NEEDED.

Goal 2

Goal 2, 2026 Status Update: Ongoing

Goal 2, 2026 Status Update Description: also addressing ACES; Outpatient Treatment, and Prevention

Goal 2 Objective 1, 2026 Status Update: Ongoing

Goal 2 Objective 1, 2026 Status Update Description: AN INITIAL RFP WENT OUT FOR COURT BASED MENTAL HEALTH NAVIGATORS AND POST CRISIS ENGAGEMENT (PCE) NAVIGATOR THIS PAST SPRING WITH LITTLE PROVIDER RESPONSE. THE TWO TITLES WILL BE SEPERATED OUT AND THE PCE NAVIGATOR CONCEPT IS STILL PLANNED FOR DEVELOPMENT. THE POST CRISIS ENGAGEMENT (PCE) NAVIGATOR POSITION WOULD OFFER A BRIEF, LOW TOUCH SERVICE FOR HIGH UTILIZERS /HIGH ACUITY INDIVIDUALS ACCESSING EMERGENCY/CRISIS SERVICES. THE NAVIGATOR WOULD OUTREACH AND INITIATE CONTACT WITH THE CONSUMER WITHIN 24-72 HOURS POST CRISIS OR DISCHARGE, ASSISTING THE INDIVIDUAL IN OVERCOMING ENGAGEMENT BARRIERS TO SERVICES.

THE 911 DIVERSION STRATEGY INCLUDES EXPLORATION OF EMBEDDING A BEHAVIORAL HEALTH PROFESSIONAL IN THE 911 CALL CENTER TO TRIAGE CALLS TO DETERMINE IF MOBILE CRISIS SERVICES ARE NEEDED.

Goal 2 Objective 2, 2026 Status Update: N/A

Goal 2 Objective 2, 2026 Status Update Description:

Goal 2 Objective 3, 2026 Status Update: N/A

Goal 2 Objective 3, 2026 Status Update Description:

Goal 2 Objective 4, 2026 Status Update: Ongoing

Goal 2 Objective 4, 2026 Status Update Description: EXPLORING 911 CALL CENTER SUPPORT; TRAINING STAFF TO WORK WITH AN EMBEDDED CLINICIAN TO ASSIST IN DIVERTING BEHAVIORAL HEALTH CALLS TO APPROPRIATE INTERVENTIONS; EMBEDDING PEERS IN THE EMERGENCY ROOM; HELIO HEALTH- CRITICAL TIME INTERVENTION (CTI) WORKING WITH HOSPITALS; ADDRESS TRANSPORTATION ISSUES TO BE ABLE TO ACCESS CRISIS SERVICES, RESPITE, ETC. TO DIVERT FROM HOSPITAL EMERGENCY ROOM. EXPLORING ASSISTANCE WITH OTHER INDIVIDUAL BARRIERS TO UTILIZING SERVICES I.E., CHILDCARE, PETCARE.

THE DIVISION OF MENTAL HYGIENE DEVELOPED CRISIS CARDS WITH A QR CODE THAT LINKS TO THE DIVISON OF MENTAL HYGIENE CRISIS SERVICES WEBSITE WWW.OSWEGOCOUNTY.COM/CRISIS. CARD IS FOR GENERAL DISTRIBUTION TO THE COMMUNITY. COMMUNITY DISTRIBUTION HAS BEEN MADE TO LOCAL LIBRARIES, LAW ENFORCEMENT, MEDICAL BUILDINGS, VETERAN SERVICE ORGANIZATIONS, HOTELS, COLLEGES, GUN CLUBS, STORES, ENTERTAINMENT ESTABLISHMENTS, AMONG OTHER SITES.

Goal 2 Objective 5, 2026 Status Update: Ongoing

Goal 2 Objective 5, 2026 Status Update Description: THE PRIMARY VIOLENCE PREVENTION EDUCATOR (PVPE) WAS ONBOARDED IN OCTOBER 2024. THE EDUCATOR WORKS INDEPENDENTLY AND ALONGSIDE COMMUNITY PARTNERS TO ENGAGE THE COMMUNITY IN VIOLENCE PREVENTION USING A PUBLIC HEALTH APPROACH. PVPE IS DEVELOPING AND IMPLEMENTING COMMUNITY EDUCATIONAL AND AWARENESS OPPORTUNITIES IN REDUCING INCIDENTS OF TARGETED VIOLENCE. THE EDUCATOR HAS COMPLETED VARIOUS ACTIVITIES AND PRESENTATIONS WITH VARIOUS POPULATIONS OF PEOPLE IN THE OSWEGO COUNTY COMMUNITY TO HELP IDENTIFY CONCERNS AND PROMOTE PREVENTION AWARENESS. THE PVPE HAS VISITED NUMEROUS SCHOOLS IN THE OSWEGO COUNTY COMMUNITY, IDENTIFYING BULLYING AS A KEY CONCERN AT MANY SITES. A FORUM WAS HELD AND NEWS MEDIA HAS RELAYED PROGRAM AND INFORMATION PROVIDED TO YOUTH ON THESE MEDIA SITES. PVPE CONTINUES TO SEEK OUT INFORMATION THROUGH PROGRAMMING AND COMMUNITY SURVEYS.

Goal 3

Goal 3, 2026 Status Update: Ongoing

Goal 3, 2026 Status Update Description: Also addressing ACES

Goal 3 Objective 1, 2026 Status Update: N/A

Goal 3 Objective 1, 2026 Status Update Description: Program scope developed and contract awarded February 2025. Objective has been discontinued after inability for provider to hire any staff after six months of recruitment. Pilot project tabled as of 8/31/25.

Goal 3 Objective 2, 2026 Status Update: **N/A**
Goal 3 Objective 2, 2026 Status Update Description:

Goal 3 Objective 3, 2026 Status Update: **N/A**
Goal 3 Objective 3, 2026 Status Update Description:

Goal 3 Objective 4, 2026 Status Update: **Ongoing**
Goal 3 Objective 4, 2026 Status Update Description: OMH AND OPWDD HOME BASED CRISIS INTERVENTION (HBCI) PROGRAM CONTRACTS AWARDED FOR OSWEGO COUNTY. SERVICES HAVE NOT YET BEEN INITIATED.

Goal 4

Goal 4, 2026 Status Update: **Ongoing**
Goal 4, 2026 Status Update Description:

Goal 4 Objective 1, 2026 Status Update: **Ongoing**
Goal 4 Objective 1, 2026 Status Update Description: SUPPORT CITI BOCES TO PARTNER WITH LOCAL PROVIDER AGENCIES AND COUNTY DEPARTMENTS TO DEVELOP AN ADULT TRAINING PROGRAM FOR ENTRY LEVEL HUMAN SERVICE POSITIONS DESIGNED TO ENGAGE PEOPLE TO PURSUE A CARREER PATH IN HUMAN SERVICES AND BEHAVIORAL HEALTH.

Goal 4 Objective 2, 2026 Status Update: **N/A**
Goal 4 Objective 2, 2026 Status Update Description:

Goal 4 Objective 3, 2026 Status Update: **Not started**
Goal 4 Objective 3, 2026 Status Update Description: MERGE WITH OBJECTIVE NUMBER 5.

Goal 4 Objective 4, 2026 Status Update: **N/A**
Goal 4 Objective 4, 2026 Status Update Description:

Goal 4 Objective 5, 2026 Status Update: **Not started**
Goal 4 Objective 5, 2026 Status Update Description: MERGE WITH OBJECTIVE NUMBER 3.



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2024 Needs Assessment Form Oswego County Division of Mental Hygiene

Adverse Childhood Experiences Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

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

Need description (Optional): • Over the past 20 years Oswego has consistently made one of the top 10 most impoverished counties in New York. (US Census) According to data from the 2020 US Census, Oswego County has an overall rate of 15.7 % of residents living in poverty.

- At the time of the 2020 Census, 27.1 % of all youth in Oswego County were living in poverty. Nearly 10% higher than that of the state average (18.4%) and more than 10% higher than the national average (17%). (2020 US Census data)
- 44.5 % of Families with female heads of household and children present live in poverty in Oswego County. (NYSCAA 2023 poverty report)
- Of those adults (25+) living in poverty in Oswego County, 31.9% hold no educational degrees or certificates. (NYSCAA 2023 poverty report)
- ALICE households are households that are Asset limited, income constrained, employed but above traditional poverty guidelines. 25.7% of Oswego families above the poverty line live below the ALICE threshold. (NYSCAA 2023 poverty report)
- Oswego County has the 2nd highest rate in the State of Newborns with neonatal withdrawal symptoms or affected by maternal drug abuse. (NYS Maternal & Child Health Dashboard)
- 174 children in Oswego County with the social determinant of health 'Problems Related to Upbringing' in the past year. (NYS PSYCKES Medicaid billing database for consumers who receive behavioral health services)
- 424 children in Oswego County diagnosed with a Trauma & Stressor Related Disorder in the past year. (NYS PSYCKES Medicaid billing database for consumers who receive behavioral health services)
- 70 children in Oswego County placed in Foster Care in the last year. (NYS PSYCKES Medicaid billing database for consumers who receive behavioral health services)
- Oswego County's rate per 1000 children of Foster Care placements in the past year was 5.6, while the State rate was 3.0. (www.nyskwic.org)
- Oswego County's High School dropout rate/1000 youth in the past year was 8.1%, while the State rate was 4.2%. (www.nyskwic.org)

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):

Housing Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Inpatient Treatment Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Youth Only

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

Need description (Optional): • There were 320 pediatric mental health presentations to our local emergency department in 2022. 31 occurrences where the youth was transferred to an inpatient psychiatric facility. Of the 31, 21 were held in the emergency department more than 3 days before being able to access a bed. For 11 youth, the wait was greater than 5 days.

- 43 unduplicated Oswego County youth were admitted to a State Psychiatric Center in the past year. (NYS PSYCKES Medicaid billing database for consumers who receive behavioral health services)

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):

Outpatient Treatment Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

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

Need description (Optional): • Oswego County has 3 NYS OMH Licensed Outpatient Treatment providers. Combined, they operated 8 community-based clinic sites and 26 school-based clinic sites. Another 6 school-based sites are pending for the 2023-2024 school year.

- Since 2019 we have double the number of youths enrolled in outpatient services. As of July 2023, youth enrollment is at 1138, number waiting is 200, with a wait time ranging from 9-21 weeks.
- Since 2019 we have had a 57% increase in the number of adults enrolled in outpatient services. As of July 2023, adult enrollment is at 1409, number waiting is 534, with a wait time ranging from 9-21 weeks.
- We do not have a single site that offers same day access.
- All providers are challenged by workforce recruitment and retention issues.

Prevention Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

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

Need description (Optional): • Oswego county has the highest suicide death rate in the 6 county CNY region.

- There were 51 completed suicides in Oswego County from 2019 to 2022 (13, 11, 13, 14).
- 90% were male.
- 57% were age 26-55 years. 33% were age 55+ years. 9% were age 19-25 years.
- 41% were completed by hanging. 35% were completed by gunshot wound.
- Oswego County overdose deaths continue to rise. 35 overdose deaths in 2022.
- Unduplicated persons admitted for SUD treatment with our local provider increased 20% from 2021 to 2022 (from 602 to 721 unduplicated persons).
- Oswego County has the second highest rate (per 1000) in NYS of newborn discharges who are opioid dependent. Over the past three years, an average of 18 unduplicated pregnant women were admitted each year for SUD treatment with our local provider.
- More than one in ten veterans have been diagnosed with a substance use disorder, slightly higher than the general population. Oswego County is home to approximately 8000 Veterans.

Residential Treatment Services Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Youth Only

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

Need description (Optional): • Oswego County youth admitted to a Residential Treatment Facility (RTF) has increased 140% from 2018.

- 12 youth are currently placed at an RTF.
- 4 youth are currently approved and waiting. Another 7 youth have an RTF referral in process.
- The wait time, once approved is extensive, ranging from 2 to 6 months.

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):

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): • Rural areas make up much of Oswego County. There are several characteristics of rural areas that make it difficult to coordinate transportation. These include long distances between population centers, and substantial distances between provider locations and personal residences. Issues related to use and availability of Public and Medicaid transportation, and challenges associated with maintaining personal vehicles, can also be significant barriers to participating in services. The lack of engagement in services and connections to resources and supports interferes with symptom management, skill development, learning, working, socializing, housing stability, and overall health status.

- Places identified as needing transportation to/from are Pharmacy, Dr.'s/Dentist Appt., Dr./Specialist, Grocery Store/Food Pantry, Mental Health Provider, Respite, Urgent Care/hospital, Programs/Services, Youth/School/Community and family activities, Support Group Meeting, Shelter, CPEP, Hospital, Home from Hospital, courts, probation.
- Supports needed when traveling include assistance getting into and out of vehicle, escort to accompany you, door to door service, wheelchair lift/ramp, space for a fold-up wheelchair/walker.
- Characteristics of transportation service identified by riders as important include guaranteed a ride home, clear fare structure, same day scheduling, easy to arrange, flexibility, on-demand, very few stops, able to bring children, wheelchair accessible.

Workforce Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

LGU Representative: Nicole Kolmsee

Submitted for: Oswego County Division of Mental Hygiene



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

2025 Needs Assessment Form Oswego County Division of Mental Hygiene

Adverse Childhood Experiences Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

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

Need description (Optional):

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):

Housing Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Inpatient Treatment Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? 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):

Outpatient Treatment Yes

Applies to OASAS? No
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? No
Need Applies to: Both Youth and Adults
Do any of the Goals on the Goals and Objectives Form address this need? Yes
Need description (Optional):

Residential Treatment Services Yes

Applies to OASAS? No
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):

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? Yes
Need description (Optional):

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? Yes
Need description (Optional):

Workforce Yes

Applies to OASAS? Yes
Applies to OMH? Yes
Applies to OPWDD? Yes
Need Applies to: Both Youth and Adults
Do any of the Goals on the Goals and Objectives Form address this need? Yes
Need description (Optional):

LGU Representative: Nicole Kolmsee

Submitted for: Oswego County Division of Mental Hygiene



**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

**2026 Needs Assessment Form
Oswego County Division of Mental Hygiene**

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):

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):

Outpatient Treatment Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? 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): Additional crisis respite capacity is needed, both locally and in adjacent counties, to increase the likelihood of bed availability when an individual needs a respite stay.

Given the current utilization rates for both youth and adult respite programs, there is only a 50% chance of accessing a crisis respite bed at the time of need.

Oswego lacks crisis respite specifically designed for adults with SUD who are contemplating or waiting for admission to an inpatient treatment facility.

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): While there have been significant improvements to public transportation options in Oswego County, there remains an area of high unmet need. An option for on-demand 24/7 transportation to access specific crisis services, and same-day walk-in access for outpatient mental health and SUD treatment. This would provide the opportunity for individuals to access the right service at the right time and eliminate the need for individuals to call 911 and utilize EMS and Law Enforcement unnecessarily for transportation purposes. The need for crisis services is growing and placing an increased demand on first responders. Educating the community on the availability of crisis services other than the ER only goes so far if they cannot physically access those services.

Workforce Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

LGU Representative: Nicole Kolmsee

Submitted for: Oswego County Division of Mental Hygiene

Agency Name	Program Name	Program Type
Contact Community Services, Inc.	988 CRISIS HOTLINE CENTER	988 Crisis Hotline Center
Liberty Resources, Inc.	Liberty Resources Regional Mobile Crisis	Mobile Crisis Intervention
Helio Health, Inc.	Helio Health, Inc. Intensive Crisis Stabilization Center	Intensive Crisis Stabilization Center
St. Joseph's Hospital Health Center	St. Joseph's CPEP	CPEP Crisis Intervention
Elmcrest Children's Center	Children's Crisis Repite	Children's Respite Services
Hutchings Psychiatric Center	Children's Crisis Residence	Children's Crisis Residence
Hutchings Psychiatric Center	Emergency Housing And Respite Services (EHRS)	Crisis/Respite Beds
Liberty Resources, Inc.	Oswego Crisis Respite	Adult BH HCBS Short-term Crisis Respite
Liberty Resources, Inc.	Short-Term Crisis Respite	Adult BH HCBS Short-term Crisis Respite
Liberty Resources, Inc.	Short-Term Crisis Respite-Cayuga County	Crisis/Respite Beds
Liberty Resources, Inc.	Evo/Cayuga Supportive Crisis Respite Program	Residential Crisis Support
Oswego County Opportunities, Inc.	Mental Health Crisis Residential Service	Crisis/Respite Beds
Auburn Community Hospital	Behavioral Health Unit at Auburn Community Hospital	Inpatient Psychiatric Unit of a General Hospital
Hutchings Psychiatric Center	Psychiatric Inpatient Unit	State Psychiatric Center Inpatient
Oswego Hospital, Inc.	Oswego Hospital Mental Health Center Division Psych IP Unit	Inpatient Psychiatric Unit of a General Hospital
St. Joseph's Hospital Health Center	St. Joseph's Inpatient Psychiatric Services	Inpatient Psychiatric Unit of a General Hospital
SUNY Health Science Center-University Hospita	SUNY Health Science Center Psychiatric Inpatient Unit	Inpatient Psychiatric Unit of a General Hospital
SUNY Health Science Center-University Hospita	Upstate University Hospital at Community General IP Unit	Inpatient Psychiatric Unit of a General Hospital
Helio Health, Inc.	Helio Health PROS	Comprehensive PROS with Clinical Treatment
Helio Health, Inc.	Insights of Helio Mental Health Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Helio Health, Inc.	Meadows Outpatient Services	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Hillside Children's Center	Stepping Stones Day Treatment	Children's Day Treatment
Hutchings Psychiatric Center	CYS Outpatient Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Hutchings Psychiatric Center	Madison Street Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)

Liberty Resources, Inc.	Integrated Health Care	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Oswego Hospital, Inc.	Oswego Hospital ACT Program	Assertive Community Treatment (ACT)
Oswego Hospital, Inc.	Oswego Hospital Outpatient Treatment Program	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
St. Joseph's Hospital Health Center	St. Joseph's Hospital Health Center PROS	Comprehensive PROS with Clinical Treatment
St. Joseph's Hospital Health Center	St. Joseph's Child and Family Outpatient Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
SUNY Health Science Center-University Hospital	Outpatient Psychiatry Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Unity House of Cayuga County, Inc.	The PROSperity Program of Cayuga County	Comprehensive PROS without Clinical Treatment
Hillside Children's Center	Hillside Finger Lakes Campus, RTF	Residential Treatment Facility - Children And Youth
Toomey Residential and Community Services	The Children's Community Residence	Children And Youth Community Residence
DePaul Community Services, Inc.	Lock 7 Apartments SMI - ESSHI	Supportive Single Room Occupancy (SP-SRO)
Oswego County Opportunities, Inc.	Oswego County Opportunities Apartment Program	Apartment/Treatment
Oswego County Opportunities, Inc.	Oswego County Opportunities - Transitional Living Residence	Congregate/Treatment
Oswego County Opportunities, Inc.	OCO Supportive Housing/Oswego SH -Comm Svcs	Supportive Housing
Oswego County Opportunities, Inc.	Selkirk Landing ESSHI Program	Supportive Single Room Occupancy (SP-SRO)
AIDS Community Resources, Inc.	ACR Health SMH CMA	Specialty Mental Health Care Management
Cath Char/RC Diocese Syracuse, Inc., Oswego	Get Set Parent-Child Development	Advocacy/Support Services
Cath Char/RC Diocese Syracuse, Inc., Oswego	Catholic Charities Syracuse - HH CM - Oswego Co.	Health Home Care Management
Cath Char/RC Diocese Syracuse, Inc., Oswego	Specialty Mental Health Care Management	Specialty Mental Health Care Management
Cath Char/RC Diocese Syracuse, Inc., Oswego	Mental Hygiene Transportation	Transportation
Clear Path for Veterans, Inc.	Joseph Dwyer - Oswego County Peer Support	Outreach
Northern Oswego County Health Services, Inc. dba ConnexCare	Healthy Steps - ConnexCare	Advocacy/Support Services

Elmcrest Children's Center	Community Psychiatric Support and Treatment	CFTSS: Community Psychiatric Support and Treatment (CPST)
Elmcrest Children's Center	Other Licensed Practitioner	CFTSS: Other Licensed Practitioner (OLP)
Elmcrest Children's Center	Psychosocial Rehabilitation	CFTSS: Psychosocial Rehabilitation (PSR)
Farnham Inc., DBA Farnham Family Services	Assisted Competitive Employment	Assisted Competitive Employment
Farnham Inc., DBA Farnham Family Services	MH Extended Supported Employment	Ongoing Integrated Supported Employment Services
HCR Care Management, LLC	HCR Care Management SMH CMA	Specialty Mental Health Care Management
Helio Health, Inc.	Helio Health CCBHC	Certified Community Behavioral Health Clinic (CCBHC)
Helio Health, Inc.	Helio Health SMH CMA	Specialty Mental Health Care Management
Hillside Children's Center	Hillside SMH CMA - Central Oswego	Specialty Mental Health Care Management
Hutchings Psychiatric Center	Hutchings Psychiatric Center	OnTrackNY Coordinated Specialty Care First Episode Psychosis Program
Liberty Resources, Inc.	Liberty Resources SMH CMA	Specialty Mental Health Care Management
Oswego County Opportunities, Inc.	Oswego County Opportunities, Inc SMH CMA	Specialty Mental Health Care Management
Oswego Hospital, Inc.	Health Home Care Management	Health Home Care Management
Oswego Hospital, Inc.	Non- Medicaid Care Management - Oswego Co.	Health Home Non-Medicaid Care Management
Oswego Hospital, Inc.	Transition Support Services - TSS Short Term Care Management	Non-Medicaid Care Coordination
Oswego Hospital, Inc.	Oswego Health SMH CMA	Specialty Mental Health Care Management
St. Joseph's Hospital Health Center	St. Joseph's Care Coordination Network SMH CMA	Specialty Mental Health Care Management