



Goals and Objectives 2024-2027 Chautauqua County Department of Mental Hygiene Services

Trish McClennan, Deputy Director
(mcclennp@chqgov.com)

Goal 1

Goal 1: Title Workforce Development - recruitment, retention, wellness

Goal 1: Target Completion Date Dec 31, 2027

Goal 1: Description A stable and qualified workforce is critical to the provision of mental health and substance use disorders, as well as intellectual/developmental disabilities. The LGU will collaborate under a new partnership with Chautauqua County Social Services to strengthen the workforce and establish a continuous pipeline of qualified, culturally and linguistically competent, trauma-informed, and resilient staff to meet the staffing needs within mental health, substance use, and intellectual/developmental services.

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

Goal 1: Need Addressed 1 Workforce

Goal 1: Need Addressed 2 Cross System Services

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Staff Wellness and Resilience

Goal 1, Objective 1, Target Completion Date May 31, 2024

Goal 1, Objective 1, Description LGU will develop a wellness plan to increase resilience among healthcare staff:

- Research best practices and innovative methods to provide staff with wellness opportunities.
- Engage with County Social Services Department as part of newly formed integration.
- More creative innovations with County Human Resources to advertise open positions, training reimbursement and loan forgiveness.

Goal 1, Objective 2: Title Partnerships to Promote Employment Opportunities and Retention

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

Goal 1, Objective 2, Description Partner with local providers, colleges/universities, school districts to increase awareness of local employment opportunities.

LGU will coordinate with key stakeholders to identify options for tuition reimbursement, loan forgiveness, and no-cost or cost-sharing trainings.

Goal 1, Objective 3: Title Budget & Fiscal Planning

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

Goal 1, Objective 3, Description Seek opportunities to increase and standardize billing for services provided through the CCBHC by Certified Peers and Case Managers/Counselor Assistants.

Goal 1, Objective 4: Title Culturally & Linguistically Competent; Trauma-Informed; Qualified; Evidence-Base Practices

Goal 1, Objective 4, Target Completion Date Apr 30, 2025

Goal 1, Objective 4, Description LGU will continue plan to recruit and train clinical staff who are able to address the identified needs within the CCBHC and other outpatient behavioral health providers. On-going training and support will occur with staff, offered to all County Behavioral Health Providers.

Goal 2

Goal 2: Title Housing (Emergency, Shelter, Respite, Recovery, Residential) opportunities for Chautauqua County residents with behavioral health needs

Goal 2: Target Completion Date Apr 30, 2027

Goal 2: Description Safe and accessible housing is necessary for those in recovery from mental health and substance use disorders. Chautauqua County residents will have increased access to emergency housing, as well as safe housing which supports long term stabilization and recovery. Housing is a necessary priority for all individuals and families; however, it is often more challenging for those individuals and families living with a mental illness and or substance use disorder.

Goal 2: OASAS? Yes Goal 2: OMH? Yes Goal 2: OPWDD? No

Goal 2: Need Addressed 1 Housing

Goal 2: Need Addressed 2 Residential Treatment Services

Goal 2: Need Addressed 3 Respite

Goal 2, Objective 1: Title Expansion of Current Adult Housing Resources and Residential Habilitation Programs

Goal 2, Objective 1, Target Completion Date Apr 30, 2024

Goal 2, Objective 1, Description LGU will advocate for the expansion of single room occupancy, supportive housing, and respite beds. When needs are identified, the LGU will support proposals to expand these opportunities.

Goal 2, Objective 2: Title Cross-Systems Collaboration to increase housing access

Goal 2, Objective 2, Target Completion Date Mar 15, 2025

Goal 2, Objective 2, Description The LGU will work with federal, state, and local partners to increase and maintain stable housing for individuals with behavioral health (mental health, substance use) needs. This will occur through active engagement with SPOA, County Housing Coalition, County Long Term Care Council (LTCC), statewide housing meetings, and other venues as needed. Work with County social Services to target population of those residents with both behavioral health and social services (individuals and families).

Goal 2, Objective 3: Title Funding Resources for SUD Housing

Goal 2, Objective 3, Target Completion Date Mar 08, 2024

Goal 2, Objective 3, Description LGU will seek funding resources through OASAS to be utilized and accessed to support increasing housing needs for the SUD population.

Goal 2, Objective 4: Title Track/Monitor/Analyze Housing Utilization and Needs

Goal 2, Objective 4, Target Completion Date Aug 30, 2024

Goal 2, Objective 4, Description Coordinate with OMH, OASAS, and local agencies to maintain utilization data.

Goal 2, Objective 5: Title Emergency, Shelter, Transition Housing for At-Risk of Homelessness

Goal 2, Objective 5, Target Completion Date Jun 30, 2025

Goal 2, Objective 5, Description LGU in partnership with Social Services will research/evaluate best practices and emerging practices to expand supportive housing for individuals/families most at risk of homelessness.

Goal 3

Goal 3: Title Youth Continuum of Care

Goal 3: Target Completion Date Jan 31, 2025

Goal 3: Description LGU will increase the knowledge of all Chautauqua County providers working with youth to understand the unique mental health needs. Along with increasing knowledge, Chautauqua County will partner with local and state agencies to further develop a complete continuum of care for youth services.

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

Goal 3: Need Addressed 1 Cross System Services

Goal 3: Need Addressed 2 Prevention

Goal 3: Need Addressed 3

Goal 3, Objective 1: Title Coordination and Promotion of Current Youth Behavioral Health Services

Goal 3, Objective 1, Target Completion Date Nov 22, 2024

Goal 3, Objective 1, Description LGU will continue to promote and provide access to the current prevention, treatment, and crisis services. Under the Chautauqua County Tapestry grant, marketing will work with Tapestry leadership to connect resources with pediatricians, schools, social services, child protective services, and local behavioral health providers of youth services.

Goal 3, Objective 2: Title School-based Satellites

Goal 3, Objective 2, Target Completion Date Sep 13, 2024

Goal 3, Objective 2, Description LGU will continue to partner with the 17 Chautauqua County School Districts, assess behavioral needs within the schools, and collaborate with local resources to match needs for prevention, education and treatment. Services may include mental health awareness, substance use education, crisis services, family/parent supports/education.

Goal 3, Objective 3: Title Youth ACT, Mobile Crisis, Peer

Goal 3, Objective 3, Target Completion Date Apr 30, 2025

Goal 3, Objective 3, Description LGU will research and share available state & federal funding sources to create and make viable Youth ACT, Youth Mobile Crisis Team, and Certified Youth Peers. Support and encourage stakeholders to submit proposals when funding opportunities arise.

Goal 3, Objective 4: Title SS/CPS

Goal 3, Objective 4, Target Completion Date Apr 25, 2025

Goal 3, Objective 4, Description

Goal 3, Objective 5: Title HCBS Expansion

Goal 3, Objective 5, Target Completion Date Nov 15, 2024

Goal 3, Objective 5, Description Review community needs as well as funding opportunities to increase current HCBS.



Update to 2024-2027 Goals and Objectives Chautauqua County Department of Mental Hygiene Services

Trish McClennan, Deputy Director
mcclennp@chqgov.com

Goal 1		
Title	Workforce Development - recruitment, retention, wellness	
Update		
OBJECTIVES		
Staff Wellness and Resilience		Ongoing
Partnerships to Promote Employment Opportunities and Retention		Ongoing
Budget & Fiscal Planning		Complete
Culturally & Linguistically Competent; Trauma-Informed; Qualified; Evidence-Base Practices		Ongoing
OBJECTIVE UPDATES		

Goal 2		
Title	Housing (Emergency, Shelter, Respite, Recovery, Residential) opportunities for Chautauqua County residents with behavioral health needs	
Update	Needs Addressed (4): Crisis	
OBJECTIVES		
Expansion of Current Adult Housing Resources and Residential Habilitation Programs		Ongoing
Cross-Systems Collaboration to increase housing access		Ongoing
Funding Resources for SUD Housing		Ongoing
Track/Monitor/Analyze Housing Utilization and Needs		Ongoing
Emergency, Shelter, Transition Housing for At-Risk of Homelessness		Ongoing
OBJECTIVE UPDATES		

Goal 3		
Title	Youth Continuum of Care	
Update	Need Addressed (3): Crisis Services	
OBJECTIVES		
Coordination and Promotion of Current Youth Behavioral Health Services		Ongoing
School-based Satellites		Ongoing

Youth ACT, Mobile Crisis, Peer	Ongoing
SS/CPS	Complete
HCBS Expansion	Complete
OBJECTIVE UPDATES	



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

2026 Update to 2024-2027 Goals and Objectives Chautauqua County Department of Mental Hygiene Services

Trish McClennan, Deputy to Director of Community Services
(mcclennp@chqgov.com)

Goal 1

Goal 1, 2026 Status Update: Ongoing

Goal 1, 2026 Status Update Description: Hosting multiple (bachelor and masters student) internships, attending and co-hosting job fairs, providing college course presentations, BH Leader group, Psychology Program development planning. Open positions are provided to interdepartmental audience with social services as integrated department. Outpatient behavioral health director group meets at least quarterly and topics include workforce, training and collaboration.

CCDMH is an approved provider of Continuing Education Credits for LMSW and LCSW. Will complete request to become an approved provider of Continuing Education Credits for LMHC.

Goal 1 Objective 1, 2026 Status Update: Ongoing

Goal 1 Objective 1, 2026 Status Update Description: Researched best practices and innovative methods to provide staff with wellness opportunities. Continue to work with behavioral health and social services providers/partners to ensure sharing of opportunities such as trainings and supports.

Department has engaged with County Social Services Department to maximize impact of staff wellness planning through integrated department. Strategies have included: Increased transparency with position postings, planful job shadowing and highlighting staff roles and expectations.

Working closely with County Human Resources to develop more creative ways to advertise open positions, training reimbursement and loan forgiveness.

Goal 1 Objective 2, 2026 Status Update: Ongoing

Goal 1 Objective 2, 2026 Status Update Description: The LGU and several local providers maintain active partnerships with local colleges and universities to facilitate student internship experiences and promote workforce development in the behavioral health field. These collaborations help connect students with potential employment opportunities within the local service system. In addition, several local providers are engaged with state-level organizations that offer tuition reimbursement programs, further supporting staff recruitment and retention.

The LGU also ensures timely communication with local providers regarding new opportunities for training, tuition assistance, and loan forgiveness programs as they become available, promoting access to resources that strengthen the local behavioral health workforce.

Outpatient behavioral health director group meets at least quarterly and topics include workforce, training and collaboration.

Working with Behavioral Health group to establish Psychology Program

Goal 1 Objective 3, 2026 Status Update: Complete

Goal 1 Objective 3, 2026 Status Update Description: The LGU continues to monitor opportunities to expand and standardize billing practices for services delivered by Certified Peers and Case Managers/Counselor Assistants within the CCBHC framework.

The LGU is looking to OMH and OASAS for opportunities regarding billing eligibility for bachelor's level staff providing services in outpatient clinic settings.

Additionally, efforts are underway to expand partnerships with local colleges and universities to add new internship sites, supporting workforce development and strengthening the pipeline for future behavioral health professionals.

Goal 1 Objective 4, 2026 Status Update: Complete

Goal 1 Objective 4, 2026 Status Update Description: The LGU continues active efforts to recruit and retain qualified clinical staff to meet service needs across the CCBHC and other outpatient behavioral health programs. Recruitment efforts are supported through partnerships with local colleges and universities to develop internship opportunities and promote employment within the local service system.

Ongoing professional development and training opportunities are offered to all County Behavioral Health Providers, with recent initiatives focused on communication, trauma-informed care, and clinical best practices.

The LGU remains committed to supporting a skilled and sustainable behavioral health workforce through continuous training, supervision, and collaboration with community partners.

Goal 2

Goal 2, 2026 Status Update: Ongoing

Goal 2, 2026 Status Update Description: Working with community partners to address housing. CCBHC provides clinic care coordination and DMHSS initiated outreach team for homeless families to facilitate housing linkages.

Hispanic Outreach will track housing (all licensed BH providers) in 2026.

LGU (DCS) sits on Chautauqua County Homeless Coalition board.

Goal 2 Objective 1, 2026 Status Update: Complete

Goal 2 Objective 1, 2026 Status Update Description: Continue to monitor and support applications that address these programs.

Goal 2 Objective 2, 2026 Status Update: Ongoing

Goal 2 Objective 2, 2026 Status Update Description: Will continue to monitor and participate.

The LGU remains actively engaged in countywide housing initiatives to support individuals with behavioral health needs. Participation continues in the SPOA process, County Housing Coalition, and LTCC to identify housing gaps and coordinate resources. The LGU also collaborates with County Social Services to identify and prioritize individuals and families with co-occurring behavioral health and social service needs. Through these partnerships, the LGU promotes access to safe, affordable, and stable housing options, including supportive housing and care coordination services. Ongoing participation in statewide advocacy ensures awareness of new funding opportunities and best practices to strengthen the local housing continuum for individuals with behavioral health challenges.

Goal 2 Objective 3, 2026 Status Update: Ongoing

Goal 2 Objective 3, 2026 Status Update Description: Reset Target Completion Date to December 2026.

Working with established providers of SUD housing for potential residential, and supportive housing.

Funding allocated for a low-barrier/low threshold Welcome Center to assist individuals with SUD increase readiness for long-term treatment and housing.

Goal 2 Objective 4, 2026 Status Update: Complete

Goal 2 Objective 4, 2026 Status Update Description: Partner with housing providers and social services team to monitor.

Goal 2 Objective 5, 2026 Status Update: Complete

Goal 2 Objective 5, 2026 Status Update Description: Partner with housing providers and social services team to monitor.

Funding allocated for a low-barrier/low threshold Welcome Center to assist individuals with SUD increase readiness for long-term treatment and housing.

Goal 3

Goal 3, 2026 Status Update: Ongoing

Goal 3, 2026 Status Update Description: LGU will research and share available state & federal funding sources to create and make viable Youth ACT, Youth Mobile Crisis Team, and Certified Youth Peers. Support and encourage stakeholders to submit proposals when funding opportunities arise.

Goal 3 Objective 1, 2026 Status Update: Complete

Goal 3 Objective 1, 2026 Status Update Description: The LGU continues to support and promote access to a comprehensive array of prevention, treatment, and crisis services across the county. Through the Chautauqua County Tapestry grant, marketing and outreach activities have strengthened coordination among pediatricians, schools, social services, child protective services, and youth-serving behavioral health providers. Efforts include dissemination of educational materials, participation in community events, and regular collaboration with Tapestry leadership to align messaging and referral pathways. These initiatives have increased awareness of available behavioral health resources and improved linkage to services for youth and families in need of support.

Goal 3 Objective 2, 2026 Status Update: Ongoing

Goal 3 Objective 2, 2026 Status Update Description: The LGU maintains strong partnerships with all 17 Chautauqua County School Districts to support student mental health and well-being. Regular collaboration occurs through school-based meetings and community coalitions to assess behavioral health needs and coordinate appropriate prevention and intervention services. The LGU continues to connect schools with local providers for mental health awareness programming, substance use prevention education, crisis response support, and family engagement initiatives. In addition, the LGU is

actively participating in a Quality Improvement (QI) initiative with OMH focused on enhancing school-based mental health counseling services. These coordinated efforts have strengthened early identification, service delivery, and access to behavioral health supports for youth within school settings.

Goal 3 Objective 3, 2026 Status Update: Complete

Goal 3 Objective 3, 2026 Status Update Description: The LGU continues to monitor state and federal funding announcements to identify opportunities that support the development and sustainability of youth-focused behavioral health services. Chautauqua County now has Youth ACT services in place, along with Home and Community-Based Services (HCBS) and High-Fidelity Wraparound (HCBI), enhancing the local continuum of care for youth and families. Information on available funding opportunities continues to be shared with local providers and stakeholders, and the LGU provides support in the development of proposals aligned with identified community needs. OMH is currently developing a dual-designation (youth and adult) Mobile Crisis Team model, which the LGU intends to pursue once available. These coordinated efforts aim to expand access and strengthen crisis and community-based supports for youth across the county.

Goal 3 Objective 4, 2026 Status Update: Ongoing

Goal 3 Objective 4, 2026 Status Update Description: LGU will participate in cross-system teams and will ensure knowledge about cross-system opportunities and facilitate partner connections as needed. Partnering with SCN providers and DSS/CPS to address identified social drivers of health.

Goal 3 Objective 5, 2026 Status Update: Ongoing

Goal 3 Objective 5, 2026 Status Update Description: County HCBS program has added staff to provide individualized, flexible services to youth and families in Chautauqua County. There are few providers at this time and it is important to continue to develop services to ensure children and youth who are a risk of needing higher levels of care are supported in their homes and communities. HCBS works closely with all Care Coordination providers and has provided training on enrollment and service coordination.



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2024 Needs Assessment Form Chautauqua County Department of Mental Hygiene Services

Cross System Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Employment/volunteer (client) Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Forensics Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Adults Only

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

Need description (Optional):

Housing Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Residential Treatment Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

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):

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: Trish McClennan

Submitted for: Chautauqua County Department of Mental Hygiene Services



**Office of Addiction
Services and Supports**

**Office of
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**Office for People With
Developmental Disabilities**

**2026 Needs Assessment Form
Chautauqua County Department of Mental Hygiene Services**

Adverse Childhood Experiences 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):

Crisis Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Cross System Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Forensics Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Adults Only

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

Need description (Optional):

Housing Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes
Need description (Optional):

Inpatient Treatment Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

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):

LGU Representative: Trish McClennan

Submitted for: Chautauqua County Department of Mental Hygiene Services

Agency Name

BestSelf Behavioral Health, Inc.
 BestSelf Behavioral Health, Inc.
 Board of Cooperative Educational Services (BOCES)
 Buffalo Psychiatric Center, Lakeside Clinic

Buffalo Psychiatric Center, Hospital
 Chautauqua County Mental Hygiene Services
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 Chautauqua County Mental Hygiene Services
 Chautauqua County Mental Hygiene Services
 Chautauqua County Mental Hygiene Services
 Chautauqua County Social Services
 Chautauqua Opportunities, Inc.
 Crisis Services
 Evergreen Health Services (EHS), Inc.
 Family Services of the Chautauqua Region
 G.A. Family Services
 Hillside Family of Agencies
 Hillside Family of Agencies
 Housing Options Made Easy, Inc. dba ROME
 Housing Options Made Easy, Inc. dba ROME
 Intandem (aka The ReHAbilitation Center)
 Mental Health Association in Chautauqua County
 Monroe Plan
 New Directions Youth and Family Services
 NYS ARC Chautauqua County Chapter aka The Resource Center (TRC)
 NYS ARC Chautauqua County Chapter aka TRC

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 NYS ARC Chautauqua County Chapter aka TRC
 NYS ARC Chautauqua County Chapter aka TRC
 NYS ARC Chautauqua County Chapter aka TRC
 Rochester State Psychiatric Center
 Salvation Army
 Southern Tier Environments for Living (STEL), Inc.
 Southern Tier Environments for Living (STEL), Inc.
 Southern Tier Environments for Living (STEL), Inc.
 UPMC Chautauqua
 UPMC Chautauqua
 YWCA Transitional Housing
 Western NY Children's Psychiatric Center

Program Name

STRIVE & Assertive Community Treatment (ACT),
 Brave, Youth ACT
 Erie 2-Chautauqua Cattaraugus BOCES
 Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - Adult
 State Psychiatric Hospital Services - Adult
 Adult Mobile Crisis Services Team
 Care Management Child & Youth
 Care Management Adult
 Dunkirk MHOTRS Clinic
 Health Home
 Health Home Plus
 Health Home Non-Medicaid Care Management
 Home and Community Based Services (HCBS)
 Jamestown MHOTRS Clinic
 Mobile Transition Team (MTT)
 Non-Medicaid Care Management Child & Youth
 Single Point of Access Adult
 Single Point of Access Child & Youth
 Social services
 Mobile Crisis, Housing supports
 Chautauqua County Crisis Hotline
 Care Coordination - Adult
 Hispanic Outreach Program – translation services
 Care Coordination, A&R program
 Care Coordination
 GLOW Family Support - Chautauqua County
 Eagles Nest Crisis Residence Peer Advocacy and Support
 Housing Support services
 Care Coordination, Child and Family Tx Support Services
 Peer Support Services
 Medical Care Coordination
 Care Coordination, Residential Treatment Center
 Counseling & Psychiatric Services

Gateways Personalized Recovery Oriented Services (PROS) Centers for Wellness
 Passages PROS Centers for Wellness
 Care Coordination
 Community Oriented Recovery & Empowerment (CORE)
 Health And Recovery Plans (HARP)
 State Psychiatric Hospital Services - Adult
 Care Coordination, HBCI, DV Shelter
 Compeer Chautauqua Program Advocacy/Support
 STEL Supportive Housing, Treatment apartments, SROs
 STEL Supported Employment Program
 Inpatient Mental Health Unit
 MHOTRS Clinic
 Housing supports
 State Psychiatric Hospital Services – Child & Youth