



## Goals and Objectives 2024 Monroe County Office of Mental Health

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### Goal 1

Goal 1: Title Maximize opportunities for safe and stable housing for individuals and their families.

Goal 1: Target Completion Date Jun 01, 2027

Goal 1: Description Insufficient inventory of affordable housing continues to be a significant challenge for individuals with mental health, IDD, and SUD needs in Monroe County. Escalations in evictions compound the scarcity of affordable housing and increase in rent. Housing has been one of the most significant challenges to serving individuals across systems of care within mental hygiene and finding housing for those transitioning from jail and hospitals. Insufficient availability of housing is impacting the communities most vulnerable people, including families, those who have been underserved (i.e., people in poverty, Black people, Hispanic/Latinx people, LGBTQ+ people, youth, etc.) as well as those with mental health disorders, substance use disorders, and intellectual and developmental disabilities.

Through surveys conducted by the Monroe County Office of Mental Health in 2023, housing was identified as the primary priority from the provider and family/consumer perspective.

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

Goal 1: Need Addressed 1 Housing

Goal 1: Need Addressed 2 Case Management/Care Coordination

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Increase the community's affordable and supportive housing inventory need for more affordable housing to receive individuals transitioning from a system of care.

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

Goal 1, Objective 1, Description Identify Transitional Housing procurement opportunities, collaborate, and coordinate opportunities among community partners.

Goal 1, Objective 2: Title Collaborate with providers to explore the continued movement of individuals through levels of care and explore independent living transition options for people currently in housing services supported by the OMH, OPWDD, and OASAS systems.

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

Goal 1, Objective 2, Description Using a collaborative approach, utilize standing community meetings such as SPOA and high-risk/utilization meetings to identify individuals' housing needs and available options.

Goal 1, Objective 3: Title Collaborate with OPWDD, OASAS, and OMH providers to identify procurement opportunities.

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

Goal 1, Objective 3, Description Identify and share procurement availability across systems and assist with identifying potential housing opportunities.

Goal 1, Objective 4: Title Collaborate with housing and treatment providers to ensure individuals are linked with the available services such as health homes, peer support, critical time intervention, etc.

Goal 1, Objective 4, Target Completion Date Jun 01, 2025

Goal 1, Objective 4, Description Collaborate and assist providers and individuals in establishing resources designed to support those un-housed, at risk of being un-housed or those with unstable housing.

### Goal 2

Goal 2: Title Ensure individuals are able to access services and supports.

Goal 2: Target Completion Date Dec 31, 2026

Goal 2: Description Transportation was cited as a barrier by individuals receiving services and by providers via surveys conducted by MCOMH in 2023. Historical reimbursement infrastructures only fund transportation services provided via ambulance to an emergency department. Transportation eligibility varies from person to person, making it inequitable across the spectrum (impacting the BIPOC and rural populations at disparate rates). RTS redesign is relatively new and confusing to the community, impacting those whose primary mode of transportation is the bus.

Additionally, focus groups have cited public transportation as one of the highest needs for our I/DD population. Weather in Rochester creates transportation challenges for those with typical means and disproportionately impacts those using the bus system.

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

Goal 2: Need Addressed 1 Transportation

Goal 2: Need Addressed 2 Cross System Services

Goal 2: Need Addressed 3

Goal 2, Objective 1: Title Host listening sessions to identify common transportation barriers.

Goal 2, Objective 1, Target Completion Date Jan 01, 2025

Goal 2, Objective 1, Description Transportation Meeting Synergy (community partners and stakeholders) will meet at a minimum twice a year to address transportation challenges.

Goal 2, Objective 2: Title Increase the number of destinations ambulances, alternative transportation, and medical transportation to utilize.

Goal 2, Objective 2, Target Completion Date Dec 31, 2026

Goal 2, Objective 2, Description Utilize current standing cross-disciplinary meetings to assist with finding solutions that meet the needs of Individuals with limited access to transportation. There is a pilot where ambulances can transport clients to 1 urgent care site. The community is demanding an increase in initiatives such as this to meet the needs of individuals across the spectrum.

Some willing stakeholders are hopeful to see effective and innovative changes in this area, including hospital systems, directors of emergency services, providers, and community advocates.

### Goal 3

Goal 3: Title Explore, develop solutions, and take action to mitigate workforce concerns within the provider community, focusing on diversity, equity, and inclusion.

Goal 3: Target Completion Date Jan 01, 2027

Goal 3: Description Roughly 57% of providers who completed surveys conducted by MCOMH in 2023 identified the workforce as an unmet need. Throughout meetings convened by MCOMH, there is one consistent concern amongst families, clients, and providers: workforce challenges have impacted the delivery and quality of services. The County continues to fill vacancies across the three disability areas.

In 2018 data indicates that Monroe County OASAS providers experience, on average, 12.5 weeks to fill vacancies. According to the National Council of Wellbeing research, 94% of workers reported experiencing at least slight burnout. Covid-19 and health inequities have exposed a greater need for more complex comprehensive care, negatively impacting the workforce. Vicarious trauma and increased workload have resulted in clinicians leaving for employment in other industries.

Over the last few years of the MCOMH Workforce Champions workgroup convening, workplace wellbeing remains an area of need and concern.

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

Goal 3: Need Addressed 1 Workforce

Goal 3: Need Addressed 2

Goal 3: Need Addressed 3

Goal 3, Objective 1: Title Meet with a cross-section of providers to develop successful onboarding and retention recommendations to disseminate to the provider community.

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

Goal 3, Objective 1, Description

MCOMH will continue to convene the established Workforce Champions workgroup at least ten times yearly, a workgroup of committed behavioral health providers interested in exploring opportunities to improve recruitment and retention.

Goal 3, Objective 2: Title Host two MCOMH-led Behavioral Health Career Fairs yearly.

Goal 3, Objective 2, Target Completion Date Dec 31, 2024

Goal 3, Objective 2, Description MCOMH will host sessions where providers can meet potential candidates to diversify their workforce. Candidates will learn about our behavioral health public system. MCOMH's outreach team and social media will be used as a community health and promotion strategy to help address our providers' workforce needs.

Goal 3, Objective 3: Title Gather data about workforce diversity and organizational leadership in the provider community, provide reporting and support to agencies to increase diversity (which also includes language access).

Goal 3, Objective 3, Target Completion Date Dec 31, 2025

Goal 3, Objective 3, Description Utilize reporting structures like Clearpoint, etc. to gather baseline information regarding leadership, staff, and Board diversity. MCOMH will host one inclusion training on increasing diversity in the organization.

#### Goal 4

Goal 4: Title Opioids: Decrease the number of fatal and non-fatal overdoses in Monroe County.

Goal 4: Target Completion Date Dec 31, 2027

Goal 4: Description In 2021, Monroe County lost over 300 individuals to fatal overdoses, with over 95% of those related to Fentanyl. In 2021, 45% of overdose deaths were among Black or Hispanic individuals, exceeding their population percentage by 20%. Thus far, in 2023, Monroe County has experienced 1,645 overdoses, with 154 fatal (according to the Monroe County Overdose Dashboard).

Both Cocaine and street pill supply have a significant percentage containing Fentanyl. Opioid Settlement Funds have been released to States and Counties, and discussion on how to spend funding will continue during this plan. There continues to be a need for an improved overdose response within our emergency medical systems.

Narcotics distribution continues to be vital to our community plan; however, harm-reduction best practices remain challenging. We have seen an increase of significant number of petty thefts and sales to pawn shops by individuals suffering from opioid use disorder.

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

Goal 4: Need Addressed 1 Other

Goal 4: Need Addressed 2 Prevention

Goal 4: Need Addressed 3 Cross System Services

Goal 4, Objective 1: Title Work with the Monroe County Sheriff's Office to implement a direct-to-treatment program before arrest.

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

Goal 4, Objective 1, Description MCOMH will support the Sheriff's office in developing this program and convene appropriate partners. A bulk of this work will flow through the Monroe County Opioid Command Center

Goal 4, Objective 2: Title Partner with emergency services, including ambulances, ED, law enforcement, Monroe County Impact team, etc., to ensure rapid access to Narcotics and Medication for Opioid Use Disorder.

Goal 4, Objective 2, Target Completion Date Jan 01, 2026

Goal 4, Objective 2, Description Collaborate with stakeholders to include harm-reduction experts, peers, law enforcement, emergency services, etc., to better plan for post-overdose response and access in our County.

Goal 4, Objective 3: Title Provide materials related to prevention treatment, harm reduction, and recovery services.

Goal 4, Objective 3, Target Completion Date Jun 30, 2025

Goal 4, Objective 3, Description

MCOMH Outreach Team will deliver at least 10k Crisis Cards annually. In addition to Narcotics Training, Fentanyl Test Strip distribution, and safer use materials. The Outreach team will work through trusted network of community members. Collaboration with the Monroe County Department of Public Health Impact team will be vital in this initiative.

Goal 4, Objective 4: Title Increase the number of individuals accessing harm reduction services and treatment.

Goal 4, Objective 4, Target Completion Date Jun 30, 2025

Goal 4, Objective 4, Description

MCOMH will obtain a baseline in harm reduction services and engage in SUD treatment annually. MCOMH Outreach Team, Social Media efforts, etc., will increase community awareness of harm reduction and treatment services.

#### Goal 5

Goal 5: Title Collaborate with local providers, community members, and stakeholders to coordinate and improve how crisis services meet the needs of Monroe County residents.

Goal 5: Target Completion Date Dec 31, 2027

Goal 5: Description Roughly 55% of community members who completed surveys conducted by MCOMH in 2023 identified Crisis Services as an unmet need. Monroe County has established multiple crisis services, such as the PICC team, the FIT team, the CCBHC, and open access for SUD evaluations. Despite these, it continues to be an unmet need. Through the MCOMH Outreach Team's work, they report that many community members are still unaware of the previously mentioned services (especially those disenfranchised individuals).

There continues to be a lack of urgent behavioral health care models serving youth. Much of the community crisis response is geared toward adults.

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

Goal 5: Need Addressed 1 Crisis Services

Goal 5: Need Addressed 2 Cross System Services

Goal 5: Need Addressed 3

Goal 5, Objective 1: Title Establish youth-serving crisis opportunities in Monroe County.

Goal 5, Objective 1, Target Completion Date Dec 31, 2024

Goal 5, Objective 1, Description MCOMH will work with BHACC to transition to a community crisis stabilization center and URMIC urgent child and youth crisis program. This program will be required to serve youth and operate 24/7.

Goal 5, Objective 2: Title At least quarterly, outreach to people who are trusted in the community to build awareness of local options for individuals in crisis beyond the emergency room.

Goal 5, Objective 2, Target Completion Date Dec 31, 2024

Goal 5, Objective 2, Description The outreach team will table and distribute materials in all parts of Monroe County, focusing on underserved communities, including the distribution of MCOMH Crisis Cards, Wellness Services, and the newly formed 988 materials.

Goal 5, Objective 3: Title Convene at least one listening session regarding centralizing crisis response services.

Goal 5, Objective 3, Target Completion Date Dec 31, 2024

Goal 5, Objective 3, Description MCOMH will collaborate with providers, consumers, and other stakeholders to discuss the challenges of the multiple entry points in our current crisis service. Many crisis providers and community feedback indicate a preference for seeing these centralized.

Goal 5, Objective 4: Title Support the community in developing resources for providers, community members, educators, etc., to clearly understand our local crisis services.

Goal 5, Objective 4, Target Completion Date Dec 31, 2024

Goal 5, Objective 4, Description MCOMH will utilize community provider meetings to inform our local system of accurate crisis services and what each one does; this will include the crisis providers attending meetings convened by MCOMH to share directly about their services.



Office of Addiction  
Services and Supports

Office of  
Mental Health

Office for People With  
Developmental Disabilities

## 2024 Needs Assessment Form Monroe County Office of Mental Health

### **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: Adults Only

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):

### **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: Adults Only

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

Need description (Optional):

**Opioid** 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:** Jorge Arroyo

**Submitted for:** Monroe County Office of Mental Health