



Goals and Objectives 2024-2027 Erie County Department of Mental Health

Amy Rockwood, Director of Planning and Evaluation
(amy.rockwood@erie.gov)

Goal 1

Goal 1: Title OMH Housing

Goal 1: Target Completion Date Dec 31, 2027

Goal 1: Description Maximize access to housing through facilitation and coordination with agencies to effectively utilize existing resources and support timely implementation of any additional housing resources.

Goal 1: OASAS? No Goal 1: OMH? Yes Goal 1: OPWDD? No

Goal 1: Need Addressed 1 Housing

Goal 1: Need Addressed 2

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Coordination of Housing resources to assist in the OMH Housing Transition of Care

Goal 1, Objective 1, Target Completion Date Dec 31, 2027

Goal 1, Objective 1, Description a) ECDMH Housing Single Point of Access (SPOA) will facilitate weekly meetings with housing agencies, Buffalo Psychiatric Center, ECDMH, and provider agencies;

b) This group will develop a transition of care plan for residents dependent on their current level of housing and community needs;

c) This group will review (Case Conference) and revise these plans as necessary based on resident's need; and

d) Use data to identify issues, facilitate discussions and find solutions in order to maximize use of available capacity.

Goal 1, Objective 2: Title Work collaboratively with the provider community to improve targeted outcomes in supportive housing

Goal 1, Objective 2, Target Completion Date Dec 31, 2027

Goal 1, Objective 2, Description a. 75% of clients will be housed within 60 days of contact with the provider;

b. The provider will spend at least to the targeted 96% but not more than 100% of their budget;

c. Occupancy will remain higher than 95%; and

d. Providers will increase their clients that have earned income by 5%.

Goal 2

Goal 2: Title SUD Housing

Goal 2: Target Completion Date Dec 31, 2027

Goal 2: Description Increase access to housing that supports recovery for individuals with SUD to include the following populations: transitional services for mothers and their children, transition from 820 residential services, those in recovery who would benefit from CD CTI supportive services, returning citizens, and those coming out of treatment and struggling with sobriety because of their housing situation.

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

Goal 2: Need Addressed 1 Housing

Goal 2: Need Addressed 2

Goal 2: Need Addressed 3

Goal 2, Objective 1: Title Transitional Services

Goal 2, Objective 1, Target Completion Date Dec 31, 2026

Goal 2, Objective 1, Description Evaluate the impact of the new transitional services that have been implemented.

Goal 2, Objective 2: Title Housing Inventory

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

Goal 2, Objective 2, Description Continue to monitor and expand the housing inventory list.

Goal 2, Objective 3: Title Additional SUD Housing Resources

Goal 2, Objective 3, Target Completion Date Dec 31, 2027

Goal 2, Objective 3, Description Continue to work to identify additional housing resources for individuals with SUD.

Goal 3

Goal 3: Title OPWDD Housing

Goal 3: Target Completion Date Dec 31, 2027

Goal 3: Description Increase access and availability of housing for OPWDD recipients and the supports and services required.

Goal 3: OASAS? No Goal 3: OMH? No Goal 3: OPWDD? Yes

Goal 3: Need Addressed 1 Housing

Goal 3: Need Addressed 2

Goal 3: Need Addressed 3

Goal 3, Objective 1: Title Support and Advocate

Goal 3, Objective 1, Target Completion Date Dec 31, 2027

Goal 3, Objective 1, Description Support and advocate for implementation of housing related proposals by community providers, to the extent possible.

Goal 3, Objective 2: Title Collaboration with OPWDD

Goal 3, Objective 2, Target Completion Date Dec 31, 2027

Goal 3, Objective 2, Description Convey findings and recommendations to OPWDD regarding the needs and next steps.

Goal 4

Goal 4: Title Workforce

Goal 4: Target Completion Date Dec 31, 2027

Goal 4: Description The ECDMH will support provider agencies in achieving and maintaining sufficient staffing to serve the Systems of Care in Erie County.

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 New Opportunities and Strategies

Goal 4, Objective 1, Target Completion Date Dec 31, 2027

Goal 4, Objective 1, Description The ECDMH will work with community providers to identify new opportunities in which the ECDMH can support recruitment and retention efforts throughout the Systems of Care.

Goal 4, Objective 2: Title Career Fair

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

Goal 4, Objective 2, Description The ECDMH will assess the effectiveness of the 2023 Behavior Health and Human Services Career Fair to determine next steps

Goal 4, Objective 3: Title Workforce Survey

Goal 4, Objective 3, Target Completion Date Dec 31, 2027

Goal 4, Objective 3, Description The ECDMH will conduct a follow up Workforce Survey in 2024 to assess the impact of interventions and whether or not there are fewer vacancies in the system of care with the goal of reducing vacancies for direct care positions by 10% annually.

Goal 4, Objective 4: Title Training Series

Goal 4, Objective 4, Target Completion Date Dec 31, 2027

Goal 4, Objective 4, Description The ECDMH will continue to facilitate the Erie County Training Collaborative to provide monthly training sessions to individuals who work in the Erie County Systems of Care with the goal of increasing participation by 10% annually.

Goal 4, Objective 5: Title Advocacy for Salaries

Goal 4, Objective 5, Target Completion Date Dec 31, 2027

Goal 4, Objective 5, Description The ECDMH will continue to advocate for more funding to support salaries for existing positions in the Systems of Care.

Goal 5

Goal 5: Title Diversion

Goal 5: Target Completion Date Dec 31, 2027

Goal 5: Description Establish and evaluate diversion services in Erie County in order to improve outcomes for clients and reduce avoidable visits to CPEP.

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

Goal 5: Need Addressed 1 Other

Goal 5: Need Addressed 2

Goal 5: Need Addressed 3

Goal 5, Objective 1: Title Monitor Impact of Interventions

Goal 5, Objective 1, Target Completion Date Dec 31, 2027

Goal 5, Objective 1, Description Monitor and evaluate the effectiveness of the interventions to determine the number of diversions and outcomes of the interventions.

Goal 5, Objective 2: Title Community Collaboration

Goal 5, Objective 2, Target Completion Date Dec 31, 2027

Goal 5, Objective 2, Description ECDMH will participate in workgroups to identify successes and challenges, work collaboratively to overcome barriers and challenges, and maximize the success of each intervention.

Goal 5, Objective 3: Title Impact on CPEP Utilization

Goal 5, Objective 3, Target Completion Date Dec 31, 2027

Goal 5, Objective 3, Description ECDMH will monitor CPEP visit volume and disposition to determine changes over time and will continue to examine available data to identify other possible diversion services.

Goal 5, Objective 4: Title Solution Focused Actions

Goal 5, Objective 4, Target Completion Date Dec 31, 2026

Goal 5, Objective 4, Description CPEP/Community Engagement Workgroup, inclusive of family and those with lived experience, will implement at least three (3) solution focused actions in collaboration with ECMC and other community stakeholders.

Goal 5, Objective 5: Title Decision Tree

Goal 5, Objective 5, Target Completion Date Dec 31, 2026

Goal 5, Objective 5, Description ECDMH intends to collaborate with community stakeholders to map existing diversion services and develop an electronic decision tree to assist recipients, family members, first responders and others to choose the best right path at the right time for the right individual.

Goal 5, Objective 6: Title Community Education

Goal 5, Objective 6, Target Completion Date Dec 31, 2025

Goal 5, Objective 6, Description Conduct community education about diversionary services and options.

Goal 6

Goal 6: Title Racial Equity and Diversity

Goal 6: Target Completion Date Dec 31, 2028

Goal 6: Description The ECDMH will work with providers in the Systems of Care to identify and take action to address racial inequities that exist in the mental health, substance use, and developmental disability systems of care.

Goal 6: OASAS? Yes Goal 6: OMH? Yes Goal 6: OPWDD? Yes

Goal 6: Need Addressed 1 Other

Goal 6: Need Addressed 2

Goal 6: Need Addressed 3

Goal 6, Objective 1: Title County-wide Efforts

Goal 6, Objective 1, Target Completion Date Dec 31, 2028

Goal 6, Objective 1, Description The ECDMH will support and participate in broader county-wide efforts to address racial inequities.

Goal 6, Objective 2: Title Adult SPOA and Housing

Goal 6, Objective 2, Target Completion Date Dec 31, 2024

Goal 6, Objective 2, Description ECDMH will conduct data analysis of the A-SPOA and housing data and develop plan for next steps.

Goal 6, Objective 3: Title Data Analysis

Goal 6, Objective 3, Target Completion Date Dec 31, 2025

Goal 6, Objective 3, Description The ECDMH will analyze the available performance reports of contracted agencies, which include race and ethnicity data related to outcomes, to better understand the impact of race on outcomes, by program type, program and agency and where appropriate, conversations with contracted providers will be facilitated. By the end of 2023 will review/analyze data for Diversion Services, Housing, and Clinics

Goal 6, Objective 4: Title Access to Services

Goal 6, Objective 4, Target Completion Date Dec 31, 2025

Goal 6, Objective 4, Description In collaboration with the Institute of Community Health Promotion Center for Health and Social Research at Buffalo State College, ascertain the extent of equitable geographic access to outpatient clinic type mental health and substance use services by comparing treatment locations to the racial/ethnic and poverty level demographic data of the City of Buffalo and Erie County.

Goal 7 (added 2025)

Goal 7 (2025): Title Reduce Overdose Deaths

Goal 7 (2025): Target Completion Date Jun 30, 2028

Goal 7 (2025): Description The ECDMH will work with providers and partners to reduce the number of deaths by overdose in Erie County.

Goal 7 (2025): OASAS? Yes Goal 7 (2025): OMH? No Goal 7 (2025) OPWDD? No

Goal 7 (2025): Need Addressed 1 Outpatient treatment

Goal 7 (2025): Need Addressed 2 Workforce

Goal 7 (2025): Need Addressed 3 Cross System Services

Goal 7 (2025) Objective 1: Title Treatment Subcommittee of Erie County Overdose Prevention Task Force

Goal 7 (2025) Objective 1: Target Completion Date Jun 30, 2028

Goal 7 (2025) Objective 1: Description The Erie County Department of Mental Health will continue to convene and facilitate the Treatment Subcommittee of the Erie County Overdose Prevention Task Force. This function also supports ongoing maintenance of the SUD Housing Inventory and efforts to identify and support additional housing resources for individuals in recovery.

Goal 7 (2025) Objective 2: Title Workforce Recruitment and Retention

Goal 7 (2025) Objective 2: Target Completion Date Jun 30, 2028

Goal 7 (2025) Objective 2: Description The Department will continue to provide additional financial support using Opiate Settlement Fund dollars to ECDMH contract agencies receiving OASAS funding for the purpose of strengthening and stabilizing the workforce providing opiate abatement services. Further, the Department will begin collecting data from these agencies to evaluate the impact of these funds in recruiting and retaining staff.

Goal 7 (2025) Objective 3: Title Erie County Overdose Prevention Task Force

Goal 7 (2025) Objective 3: Target Completion Date Jun 30, 2028

Goal 7 (2025) Objective 3: Description The Department will continue to participate and support the larger efforts of the Erie County Overdose Prevention Task Force, provide consultation and input in the County's decisions related to use of the Opiate Settlement Fund dollars, and advocacy to meet the community needs that contribute to overdoses in Erie County.