



## Goals and Objectives 2024-2027 Seneca County Community Services Board

Margaret Morse, Director of Community Services  
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### Goal 1

Goal 1: Title Increase Access to Psychiatric Services

Goal 1: Target Completion Date Mar 31, 2024

Goal 1: Description Currently, we have a waiting list for adult psychiatry services and a wait time of 2-3 months for child psychiatry. It is very challenging for rural counties, including Seneca County, to find psychiatric providers willing to work at our sites. We are often unable to pay rates equal to those in urban areas and compete with high paying hospital systems and larger community-based organizations for psychiatric prescriber time.

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

Goal 1: Need Addressed 1

Goal 1: Need Addressed 2 Outpatient treatment

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Hire full-time NPP and a full-time Psychiatrist to work in our outpatient clinic.

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

Goal 1, Objective 1, Description We have created a full-time NPP and Psychiatrist position. We are working with our Board to increase starting salaries and other benefits to increase recruiting efforts.

Goal 1, Objective 2: Title Explore cost of telepsychiatry service

Goal 1, Objective 2, Target Completion Date Dec 31, 2023

Goal 1, Objective 2, Description While recruiting for full-time psychiatry staff, we will explore the cost of engaging a telehealth service provider for psychiatry services.

### Goal 2

Goal 2: Title Increase transitional housing opportunities for Seneca County residents with mental health and/or co-occurring disorders experiencing homelessness.

Goal 2: Target Completion Date Jan 01, 2024

Goal 2: Description Levels of homelessness are increasing in our community which is having a disproportionate impact on individuals living with mental health and/or co-occurring disorders. Housing stock in Seneca County is limited. We are working with the County Planning Department to explore partnerships with local not-for-profit organizations and our land bank agency to develop transitional housing in the community. Additionally, we are looking to use Opioid Settlement funds to support development of transitional apartments in our community in collaboration with Lakeview Health Services and FLACRA.

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

Goal 2: Need Addressed 1 Housing

Goal 2: Need Addressed 2 Housing

Goal 2: Need Addressed 3

Goal 2, Objective 1: Title Work with Lakeview Health Services to expand their contract to support 2 additional transitional apartments for individuals with co-occurring disorder in Seneca County

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

Goal 2, Objective 1, Description Lakeview Health Services currently manages 4 transitional apartments for Seneca County. We intend to utilize Opioid Settlement funding provided directly to the LGU to support 2 additional apartments.

Goal 2, Objective 2: Title Contract with FLACRA for oversight and management of 2 transitional apartments for individuals with SUD or Co-Occurring disorders in Seneca County.

Goal 2, Objective 2, Target Completion Date Jun 01, 2024

Goal 2, Objective 2, Description FLACRA has expressed interest in partnering with Seneca County to develop 2 transitional apartments for individuals with SUD and/or co-occurring disorders in Seneca County. FLACRA has expertise in this area and operates OASAS licensed housing in our county at this time.

Goal 2, Objective 3: Title Identify an appropriate landbank property to be developed into transitional housing for Seneca County residents living with MH, SUD and/or co-occurring disorders.

Goal 2, Objective 3, Target Completion Date Jan 01, 2025

Goal 2, Objective 3, Description The Seneca County Landbank has entered into an MOU with FLACRA, Lakeview Health Services and the Community Services Board for development of transitional housing for persons living with MH, SUD and/or co-occurring disorders in Seneca County. We will continue to work with the County Planning Department on this initiative. Appropriate property needs to be identified and then options for purchase by Lakeview Health Services and/or FLACRA would be the next steps. Our goal is to identify appropriate property or properties by January 1 of 2025.

Goal 2, Objective 4: Title Lakeview Health Services and FLACRA will purchase and develop landbank properties into transitional housing for persons with MH, SUD and or co-occurring disorders in Seneca County.

Goal 2, Objective 4, Target Completion Date Jan 01, 2027

Goal 2, Objective 4, Description We hope to have 4 new transitional apartments in place by January of 2027.

### **Goal 3**

Goal 3: Title Ensure sustainability of county operated Crisis Response Program

Goal 3: Target Completion Date Jan 01, 2025

Goal 3: Description Seneca County developed county operated 24/7 Crisis Response/Mobile Crisis Services in order to meet unmet and growing needs in the community. The Program is supported by a SAMHSA Community Mental Health Center Grant. The grant ends September 20, 2023. Rural crisis response/mobile crisis programs are not sustainable through insurance billing. OMH and OASAS need to explore this issue if they hope to have these vital programs survive in rural communities. We have also considered utilizing Opioid Settlement funds to support the county operated Crisis Response Program expanding services to individuals experiencing an addictions crisis.

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

Goal 3: Need Addressed 1 Crisis Services

Goal 3: Need Addressed 2 Crisis Services

Goal 3: Need Addressed 3 Crisis Services

Goal 3, Objective 1: Title Acquire a SAMHSA no-cost extension to support completion of project goals and close out activities in 2023

Goal 3, Objective 1, Target Completion Date Aug 01, 2023

Goal 3, Objective 1, Description The SAMHSA CMHC Grant ends September 30, 2023. Seneca County will request a no-cost extension to allow for roll over of unused funding to support completion of project goals and close out activities in 2023.

Goal 3, Objective 2: Title Acquire a SAMHSA CCBHC Grant

Goal 3, Objective 2, Target Completion Date Oct 01, 2024

Goal 3, Objective 2, Description Seneca County has applied for a SAMHSA CCBHC PDI Grant. We hope to support county operated Crisis Response Program fiscal viability in year two of the CCBHC grant.

Goal 3, Objective 3: Title Obtain alternative funding to support county operated Crisis Response Services

Goal 3, Objective 3, Target Completion Date Oct 01, 2024

Goal 3, Objective 3, Description Seneca County will need to explore alternative funding options in 2023 and 2024 as a plan B in case the other funding options are not successful. These alternative funding options include grants, state aid and county dollars.

### **Goal 4**

Goal 4: Title Reduce opioid and stimulant abuse among Seneca County youth and adults.

Goal 4: Target Completion Date Jan 01, 2027

Goal 4: Description Seneca County continues to be challenged by the opioid epidemic and a growing stimulant abuse epidemic. While death rates due to opioid overdose remain low in Seneca County, rates of hospitalization due to opioid use in Seneca County are higher than the state average. Additionally, our jail, county operated clinic and community-based providers report increased rates of stimulant abuse including methamphetamines. Amphetamine abuse appears to be resulting in increased levels of psychotic and violent presentations in these settings.

Goal 4: OASAS? Yes Goal 4: OMH? Yes Goal 4: OPWDD? No

Goal 4: Need Addressed 1 Cross System Services

Goal 4: Need Addressed 2 Cross System Services

Goal 4: Need Addressed 3

Goal 4, Objective 1: Title Increase access to recovery support services, including peer services in Seneca County.

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

Goal 4, Objective 1, Description Increasing rates of hospitalization and emergency room visits due to opioid use are a growing concern in Seneca County. Additionally, we continue to see growing rates of amphetamine abuse associated with higher acuity, psychotic and violent presentation in various community settings. The LGU will work with local providers to expand our recovery support service availability utilizing existing resources including Opioid Settlement Funds.

Goal 4, Objective 2: Title Increase access to psychiatry for Seneca County residents impacted by substance use disorder by hiring a full-time NPP and a full-time psychiatrist..

Goal 4, Objective 2, Target Completion Date Jan 01, 2023

Goal 4, Objective 2, Description The majority of individuals being treated for substance use disorder in Seneca County have a co-occurring mental health disorder. Co-occurring integrated care is essential to success.

### Goal 5

Goal 5: Title Increase access to Case Management services for Seneca County residents impacted by Substance Use and Mental Health Disorders.

Goal 5: Target Completion Date Jan 01, 2025

Goal 5: Description Seneca County residents are experiencing increased social determinant of health needs, having a significant impact on both mental health and substance abuse acuity. Homelessness is on the rise with over 100 families and individuals on the COC housing wait list. The Crisis Response Team is finding they need to spend a significant amount of time doing case management in order to assist with stabilization efforts. Additionally, HHUNY has a waiting list for Seneca County. We plan to utilize grant funds and opioid settlement funds to support case management services for our community members impacted by SUD and Mental Health Disorders.

Goal 5: OASAS? Yes Goal 5: OMH? Yes Goal 5: OPWDD? No

Goal 5: Need Addressed 1 Case Management/Care Coordination

Goal 5: Need Addressed 2 Case Management/Care Coordination

Goal 5: Need Addressed 3 Case Management/Care Coordination

Goal 5, Objective 1: Title Identify funding source to support adding two case managers to the county operated clinic and in support of the Crisis Response Program.

Goal 5, Objective 1, Target Completion Date Jan 01, 2024

Goal 5, Objective 1, Description We will explore ways to financially support the addition of two full-time case managers embedded in county operated clinic and crisis programs.

### Goal 6

Goal 6: Title Reduce rates of Suicide in Seneca County

Goal 6: Target Completion Date Jan 01, 2027

Goal 6: Description Seneca County is experiencing increasing rates of suicide. Currently the county suicide rate significantly exceeds the state average. The county has had four, possibly five suicides reported in 2023.

Goal 6: OASAS? No Goal 6: OMH? Yes Goal 6: OPWDD? No

Goal 6: Need Addressed 1

Goal 6: Need Addressed 2 Prevention

Goal 6: Need Addressed 3

Goal 6, Objective 1: Title Seneca County will engage with community providers of physical health care and behavioral healthcare for implementation of Zero Suicide initiative

Goal 6, Objective 1, Target Completion Date Jan 01, 2024

Goal 6, Objective 1, Description The LGU will engage with OMH, Racker Centers, United Way, Seneca County Substance Abuse and Suicide Prevention Coalitions, Finger Lakes Health and other community providers to implement Zero Suicide Initiative. Some work has begun, including implementation of the Columbia Suicide Severity Screen in Finger Lakes Health's EHR. We still need to develop procedures for universal screening.

Goal 6, Objective 2: Title Implement universal suicide screening in health care settings in Seneca County

Goal 6, Objective 2, Target Completion Date Jan 01, 2025

Goal 6, Objective 2, Description Seneca County has already engaged with Finger Lakes Health, the primary provider of healthcare in the county, for implementation of universal suicide screening in their outpatient settings. We will continue this work into 2024 and 2025.

### Goal 7

Goal 7: Title Increase SUD community prevention efforts in Seneca County

Goal 7: Target Completion Date Jan 01, 2025

Goal 7: Description Seneca County has a robust school based OASAS licensed prevention program in place. The Council on Alcohol and Addictions, United Way, Seneca County Substance Abuse Coalition and Seneca County operated prevention services all work closely together to implement the county's prevention plan. The county would benefit from increased prevention work in the community with both adults and children, expanding upon the historical school-based prevention services. Additionally, we hope to utilize Opioid Settlement funds to support expansion of access to Narcan.

Goal 7: OASAS? Yes Goal 7: OMH? No Goal 7: OPWDD? No

Goal 7: Need Addressed 1 Prevention

Goal 7: Need Addressed 2

Goal 7: Need Addressed 3

Goal 7, Objective 1: Title Expand access to Triple P program in collaboration with The Council on Alcohol and Addiction of the Finger Lakes

Goal 7, Objective 1, Target Completion Date Jan 01, 2024

Goal 7, Objective 1, Description The CAAFL has implemented Triple P in Seneca County in a variety of setting. We hope to support the Council in expansion of this evidence-based program into the county operated clinic and other community

settings.

Goal 7, Objective 2: Title Development of pro-social activities for youth on the south end of Seneca County

Goal 7, Objective 2, Target Completion Date Jan 01, 2025

Goal 7, Objective 2, Description The south end of Seneca County has limited pro-social activities for youth. We hope to utilize Opioid Settlement funding to support the development of pro-social activities in coordination with existing programs on the south end of the county.

Goal 7, Objective 3: Title Increase community access to Narcan

Goal 7, Objective 3, Target Completion Date Jan 01, 2024

Goal 7, Objective 3, Description The County will utilize Opioid Settlement dollars to implement Narcan break the glass boxes throughout the community, including the County Office Building, Libraries, Schools and downtown businesses.



# Update to 2024-2027 Goals and Objectives Seneca County Community Services Board

Margaret Morse, Director of Community Services  
mmorse@co.seneca.ny.us

<b>Goal 1</b>	
<b>Title</b>	Increase Access to Psychiatric Services
<b>Update</b>	We have hired a full-time NPP and 20 hours of contract NPP hours and increased our psychiatrist contract hours by 4 hours a week. We may need to add an addition 20 hours a week to meet demand. We still have a full-time psychiatrist vacancy but have filled it with contract hours for the time being. We will continue to seek hours to meet increasing demand for psychiatric services.
<b>OBJECTIVES</b>	
Hire full-time NPP and a full-time Psychiatrist to work in our outpatient clinic.	Ongoing
Explore cost of telepsychiatry service	Ongoing
<b>OBJECTIVE UPDATES</b>	

<b>Goal 2</b>	
<b>Title</b>	Increase transitional housing opportunities for Seneca County residents with mental health and/or co-occurring disorders experiencing homelessness.
<b>Update</b>	We added two additional transitional apartments in our community. We still require additional transitional housing opportunities and will continue to work with our County Planning Department. We plan to use opioid settlement dollars to support additional transitional housing in our community.
<b>OBJECTIVES</b>	
Work with Lakeview Health Services to expand their contract to support 2 additional transitional apartments for individuals with co-occurring disorder in Seneca County	Complete
Contract with FLACRA for oversight and management of 2 transitional apartments for individuals with SUD or Co-Occurring disorders in Seneca County.	Ongoing
Identify an appropriate landbank property to be developed into transitional housing for Seneca County residents living with MH, SUD and/or co-occurring disorders.	Ongoing
Lakeview Health Services and FLACRA will purchase and develop landbank properties into transitional housing for persons with MH, SUD and or co-occurring disorders in Seneca County.	Ongoing
<b>OBJECTIVE UPDATES</b>	

<b>Goal 3</b>	
<b>Title</b>	Ensure sustainability of county operated Crisis Response Program
<b>Update</b>	We received a no cost extension from SAMHSA to support an additional year of our 24/7 crisis program. The grant funding ends September 30, 2024. We did receive a CCBHC expansion grant but did not fund the crisis program from this grant in year 1 or 2. We will begin billing for services at that time. Unfortunately, reimbursement rates will not sustain the program. We will continue to seek grant funding and possible use of opioid settlement dollars to fund any program funding deficits. Additionally, we may choose to fund program deficits in year three of our expansion grant.
<b>OBJECTIVES</b>	
Acquire a SAMHSA no-cost extension to support completion of project goals and close out activities in 2023	Complete
Acquire a SAMHSA CCBHC Grant	Complete
Obtain alternative funding to support county operated Crisis Response Services	Ongoing
<b>OBJECTIVE UPDATES</b>	

<b>Goal 4</b>	
<b>Title</b>	Reduce opioid and stimulant abuse among Seneca County youth and adults.
<b>Update</b>	We added a part-time contract peer to our current peer workforce in 2024. Additionally, we are in the process of creating and filling a part-time county Peer Advocate position to be filled by August 2024. Additionally, we utilized opioid settlement funds to support an education and stigma reduction campaign via Truth Pharm. That campaign continues throughout 2024.
<b>OBJECTIVES</b>	
Increase access to recovery support services, including peer services in Seneca County.	Ongoing
Increase access to psychiatry for Seneca County residents impacted by substance use disorder by hiring a full-time NPP and a full-time psychiatrist..	Ongoing
<b>OBJECTIVE UPDATES</b>	

<b>Goal #5</b>	
<b>Title</b>	Increase access to Case Management services for Seneca County residents impacted by Substance Use and Mental Health Disorders.
<b>Update</b>	We hired a full time Case Manager utilizing SAMHSA CCBHC funding in 2024. We will continue to fund this position in year two of the grant. We have also added the OMH recommended Social Determinants of Health screening tool and have updated our EHR to include the appropriate Z codes to reflect screening results. We will continue to seek funding to add an additional case manager to the clinic program.
<b>OBJECTIVES</b>	
Identify funding source to support adding two case managers to the county operated clinic and in support of the Crisis Response Program.	[""]
<b>OBJECTIVE UPDATES</b>	

<b>Goal #6</b>	
<b>Title</b>	Reduce rates of Suicide in Seneca County
<b>Update</b>	Seneca County experienced 12 suicides in 2024, a significant increase over 2023. We do not know if this is an anomaly or if it represents a new baseline. We are working closely with various local and state stakeholders surrounding zero suicide implementation for both adults and youth. NY Suicide Prevention Center has presented to leadership and local health system leadership. Goals for 2024 surrounding zero suicide and suicide prevention remain the same.
<b>OBJECTIVES</b>	
Seneca County will engage with community providers of physical health care and behavioral healthcare for implementation of Zero Suicide initiative	Ongoing
Implement universal suicide screening in health care settings in Seneca County	Ongoing
<b>OBJECTIVE UPDATES</b>	
Objective #3 work with OMH, OPWDD, FLACRA, Lakeview Health Services, Mozaic and Elmira Psychiatric Center to develop additional crisis respite opportunities in Seneca County	

<b>Goal #7</b>	
<b>Title</b>	Increase SUD community prevention efforts in Seneca County
<b>Update</b>	In collaboration with United Way and Council on Alcoholism and Addiction of the Finger Lakes and Seneca County Substance Abuse Coalition we have increased Triple P participation and Narcan access. We have also utilized opioid settlement funds to purchase Narcan distribution boxes to be placed throughout the County (25 boxes). Additionally, we are distributing Harm Reduction Kits to clients and community members. We will continue this Goal throughout 2025. Finally, we utilized opioid settlement funds to support Four Towns Community Center on the south end of the county. Funds were provided to support equipment upgrades, scholarships and free equipment for youth and families not able to purchase equipment on their own.
<b>OBJECTIVES</b>	
Expand access to Triple P program in collaboration with The Council on Alcohol and Addiction of the Finger Lakes	Ongoing

Development of pro-social activities for youth on the south end of Seneca County	Ongoing
Increase community access to Narcan	Ongoing
<b>OBJECTIVE UPDATES</b>	



Office of Addiction  
Services and Supports

Office of  
Mental Health

Office for People With  
Developmental Disabilities

## 2024 Needs Assessment Form Seneca County Community Services Board

### **Case Management/Care Coordination** 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):

### **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):

### **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: Youth Only

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

Need description (Optional):

### **Respite** 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):

### **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):

**Suicide Prevention** 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):

**LGU Representative:** Margaret Morse

**Submitted for:** Seneca County Community Services Board



**2025 Needs Assessment Form  
Seneca County Community Services Board**

**Case Management/Care Coordination** 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):

**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):

**Housing** 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):

**Respite** 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? No

Need description (Optional): We have had multiple case of individuals engaged with the OPWDD and OMH service systems requiring crisis respite and not having access to this level of care in our community or in the surrounding communities. This is particularly the case with youth and adults engaged in both the OMH and OPWDD systems (cross system engagement). Individuals not meeting inpatient level of care but not safe to return home without 24/7 supports have very limited options in our region. As a result, adults and youth wait in ERs or CPEPs for extended periods of time or alternatively, adults are discharged to homeless housing where they quickly decompensate and wind up back in the ER or CPEP sometimes only hours after discharge. It appears that OPWDD does not have this level of care and it should be developed.

**LGU Representative:** Margaret Morse

**Submitted for:** Seneca County Community Services Board

OMH List of Providers 2024

Aspire Hope New York

Racker

Unity Employment Services

Mozaic

FLACRA

Council on Alcoholism and Addiction of the Finger Lakes

Lakeview Health Services

Glove House

United Way of Seneca County