



## Goals and Objectives 2024 Orange County Department of Mental Health

Lacey Trimble, Deputy Commissioner  
(ltrimble@orangecountygov.com)

### Goal 1

Goal 1: Title Workforce Recruitment and Retention

Goal 1: Target Completion Date Jun 15, 2025

Goal 1: Description Orange County's behavioral health provider system will have an adequate number of co-occurring capable, qualified, culturally and linguistically competent, trauma informed staff to meet the needs of residents.

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

Goal 1: Need Addressed 1 Workforce

Goal 1: Need Addressed 2 Case Management/Care Coordination

Goal 1: Need Addressed 3 Outpatient treatment

Goal 1, Objective 1: Title Workforce Recruitment and Retention Meetings with Providers

Goal 1, Objective 1, Target Completion Date Jun 30, 2024

Goal 1, Objective 1, Description Across all three service areas workforce shortages are impacting programs and the individuals those programs serve. The LGU will facilitate workforce recruitment, retention, and development discussions with the provider system during the bimonthly WELCOME Orange Provider Meetings to identify workforce recruitment and retention needs across the three service areas, opportunities for collaborative action, and areas for advocacy with State Offices. Identified training needs will be brought to the WELCOME Orange Training Institute to ensure system-wide access to training opportunities.

Goal 1, Objective 2: Title Workforce Advocacy

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

Goal 1, Objective 2, Description The LGU will advocate for improved rates commensurate with the cost of providing services and supports as well as for flexibility in the use of state/federal funds to address workforce shortages and for workforce development.

### Goal 2

Goal 2: Title Behavioral Health Crisis Services

Goal 2: Target Completion Date Dec 31, 2026

Goal 2: Description The behavioral health crisis service system will meet the needs of Orange County residents efficiently and effectively and will be flexible enough to adapt to meet future needs.

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

Goal 2: Need Addressed 1 Crisis Services

Goal 2: Need Addressed 2 Respite

Goal 2: Need Addressed 3 Inpatient Treatment

Goal 2, Objective 1: Title Weekly Behavioral Health Crisis Services Meetings

Goal 2, Objective 1, Target Completion Date Aug 15, 2024

Goal 2, Objective 1, Description The LGU will meet with the agencies providing behavioral health crisis services in Orange County (Crisis Call Center, Mobile Response Team, and Peer Teams) weekly to review data, celebrate successes, identify gaps and barriers, and plan for future adjustments/expansions of the crisis services continuum. The LGU will also assist the Crisis Services continuum in adopting and implementing evidenced-based tools, in accordance with 988 standards, to improve outcomes for the individuals being served.

Goal 2, Objective 2: Title Crisis Respite and Stabilization Services

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

Goal 2, Objective 2, Description There is a significant need for crisis respite and stabilization services across all three service areas for both children and adults. Available crisis respite and stabilization opportunities are limited and are often not flexible enough to address crisis needs. Crisis respite and stabilization would be particularly beneficial to youth as an alternative to utilization of hospital emergency departments or inpatient hospitalization. The LGU will advocate for flexible crisis respite and stabilization opportunities to be added to the Orange County System of Care that can be accessed regardless of system the individual is connected to (EX: OMH, OPWDD, OCFS).

### Goal 3

Goal 3: Title Housing Availability and Stability

Goal 3: Target Completion Date Jan 01, 2025

Goal 3: Description Orange County will have an increase in the availability of appropriate affordable housing options for individuals with behavioral health needs.

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

Goal 3: Need Addressed 1 Housing

Goal 3: Need Addressed 2 Crisis Services

Goal 3: Need Addressed 3 Cross System Services

Goal 3, Objective 1: Title Request for Proposal (RFP) for SUD/Co-Occurring Housing Opportunities

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

Goal 3, Objective 1, Description The LGU has issued and Request for Proposal (RFP) for SUD/Co-Occurring Housing Opportunities. In 2023, The LGU will score proposals received, in 2023-2024 the LGU will support the implementation of any SUD/Co-Occurring Housing opportunities awarded funds and monitor the funded program(s) for the duration of their contract.

Goal 3, Objective 2: Title Collaborate with Federal, State and Local Partners to Increase access to affordable housing

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

Goal 3, Objective 2, Description The LGU will work collaboratively with federal, state, and local partners to increase and maintain stable housing for individuals with mental illness, substance use disorders, and/or developmental disabilities as evidenced by active participation in Coordinated Entry meetings, SPOA meetings, state-wide housing meetings, and other venues as needed. This will include advocacy for increased Supported Housing rates commensurate with fair market value rents. This will also include establishing and expanding partnerships that help individuals maintain stable housing, such as the enhanced WELCOME Orange Geriatric Initiative (WOGI), which is a cross system partnership with the goal of supporting older adults so they may age successfully in the community and setting of their choice.

### Goal 4

Goal 4: Title Improved Transportation Options

Goal 4: Target Completion Date Jun 30, 2026

Goal 4: Description Individuals with behavioral health needs will have access to safe, reliable transportation resources to support treatment, recovery, and overall wellbeing.

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

Goal 4: Need Addressed 1 Transportation

Goal 4: Need Addressed 2 Outpatient treatment

Goal 4: Need Addressed 3 Crisis Services

Goal 4, Objective 1: Title Advocate for Improved Transportation Options

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

Goal 4, Objective 1, Description In 2024, the LGU will advocate for improved transportation options for individuals with behavioral health needs through venues such as the Orange County Think Differently Committee, Orange County Department of Planning, State Offices, and Social Determinants of Health Networks if the 1115 waiver is approved.

Goal 4, Objective 2: Title Transportation Planning Meetings

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

Goal 4, Objective 2, Description The LGU will actively participate in the development of the County's 5 -Year Transportation Planning process as evidenced by OCDMH attendance at the Planning Department's 2024 Transportation Meetings.

### Goal 5

Goal 5: Title Increase Prevention Resources

Goal 5: Target Completion Date Dec 31, 2024

Goal 5: Description Through partnership with the Orange County Department of Health, Community Coalitions, the Orange County Resilience Project, and other partners, Orange County will increase evidence-based co-occurring prevention (Mental Health, Substance Use Disorder, Developmental Disability, Suicide Prevention, ACEs, etc.) programming and therefore health and wellness for residents.

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

Goal 5: Need Addressed 1 Prevention

Goal 5: Need Addressed 2 Adverse Childhood Experiences

Goal 5: Need Addressed 3 Other

Goal 5, Objective 1: Title Co-Occurring Prevention Programs

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

Goal 5, Objective 1, Description The LGU has issued and Request for Proposal (RFP) for SUD/Co-Occurring Prevention program(s). In 2023, the LGU will score proposals received. In 2023-2024 the LGU will support the implementation of any SUD/Co-Occurring Prevention Programs awarded funds and will monitor the program(s) for the duration of the contract(s).

In 2024, the LGU will explore further prevention funding opportunities in collaboration with Orange County Department of Health, Community Coalitions, the Orange County Resilience Project, and other partners to encourage implementation of co-occurring evidence-based prevention strategies across the County.

Goal 5, Objective 2: Title School-based Satellites

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

Goal 5, Objective 2, Description Recognizing that early intervention and treatment can greatly reduce long term mental health needs, OCDMH will continue to expand access to care through implementation of OMH approved school-based satellites. OCDMH will apply for approval to implement at least 2 new satellite programs in 2024. OCDMH will also continue to actively participate in the Orange County Infant and Early Childhood Mental Health Committee to address the needs of our 0-5 population and have a renewed focus on services and supports for transition age youth.

Goal 5, Objective 3: Title

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

Goal 5, Objective 3, Description

## Goal 6

Goal 6: Title Inpatient Hospital Admission and Discharge Process

Goal 6: Target Completion Date Jun 01, 2026

Goal 6: Description Orange County residents in need of behavioral health services and behavioral health providers will consistently report access to the level of care needed as well as quality screening, diversion, treatment, and discharge processes at local 9.39 hospitals. This will foster positive collaborative relationships between hospitals, community providers, crisis service provider, community members, and law enforcement and will produce better outcomes for the individuals being served. The appropriate level of care to meet the individuals' assessed needs, regardless of the "primary" system the individuals in connected to will be available, thus preventing individuals from extended stays in emergency departments or discharges to levels of care that cannot provide the supports they need.

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

Goal 6: Need Addressed 1 Inpatient Treatment

Goal 6: Need Addressed 2 Crisis Services

Goal 6: Need Addressed 3 Cross System Services

Goal 6, Objective 1: Title Improved Inpatient Behavioral Health Admission Process

Goal 6, Objective 1, Target Completion Date Dec 31, 2025

Goal 6, Objective 1, Description The LGU will advocate for the use of standardized evidenced-based tools to determine if an individual meets criteria for inpatient behavioral health admission. Clear, consistent criteria will help ensure that individuals' needs are met; and families, providers and law enforcement will have a better understanding of the decisions being made, leading to better collaboration. Advocacy will occur during quarterly LGU meetings with local 9.39 hospitals, the WELCOME Orange Combined Provider Meeting, Complexity Support Planning Meetings, the Orange County Crisis Services Continuum meetings, and during meetings with the State Offices. The LGU will also advocate for access to the right level of care at the time that individuals need it.

Goal 6, Objective 2: Title Improved Hospital Discharge Process

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

Goal 6, Objective 2, Description A high quality discharge plan which includes both treatment and peer supports can improve outcomes and reduce hospital readmissions. The LGU has issued an RFP that will fund program(s) to focus on pathways to care and transitions between levels of care, such as at discharge from inpatient stays or emergency departments. The LGU will score proposals received in 2023, support the implementation of any programs awarded funds to support individuals during transitions of care in 2023 -2024, and monitor the funded program(s) for the duration of their contracts.

## Goal 7

Goal 7: Title Changing the Orange County Addiction Ecosystem

Goal 7: Target Completion Date Dec 31, 2024

Goal 7: Description The Orange County Addiction Treatment Ecosystem will demonstrate an increase in use of best practice interventions, an increase in access to treatment/treatment on demand and have sufficient capacity across the County to provide MAT/MOUD.

Goal 7: OASAS? Yes Goal 7: OMH? Yes Goal 7: OPWDD? Yes

Goal 7: Need Addressed 1 Outpatient treatment

Goal 7: Need Addressed 2 Inpatient Treatment

Goal 7: Need Addressed 3 Crisis Services

Goal 7, Objective 1: Title Increase access to Medication Assisted Treatment/Medication for Opioid Use Disorder (MAT/MOUD) and reduce the stigma associated with MAT/MOUD.

Goal 7, Objective 1, Target Completion Date Dec 31, 2024

Goal 7, Objective 1, Description The LGU, through the Changing the Orange County Addiction Treatment Ecosystem Committee, will continue to actively work to increase access to MAT/MOUD while simultaneously working to reduce the

stigma associated with MAT/MOUD. This will be accomplished through continued communications campaigns, provider training opportunities, and collaboration with the Orange County Department of Health, providers, coalitions, and the NIDA HEALING Communities Study in 2024.

Goal 7, Objective 2: Title Co-Occurring Capacity Building

Goal 7, Objective 2, Target Completion Date Dec 31, 2024

Goal 7, Objective 2, Description The LGU and the WELCOME Orange Steering Committee, in collaboration with the WELCOME Orange Training Institute, will survey providers to determine what resources are needed to increase co-occurring capacity within their programs. Trainings will then be coordinated through the WELCOME Orange Training Institute to increase the co-occurring capacity of programs across all services areas

## **Goal 8**

Goal 8: Title Increase Resilience in Orange County

Goal 8: Target Completion Date Jun 01, 2025

Goal 8: Description Orange County, understanding the impact of Adverse Childhood Experiences (ACEs), will continually work to prevent adverse childhood experiences when possible and through the Resilience Project, Orange County will foster resilience in Orange County communities, children, and families to mitigate the impact of the ACEs that are not able to be prevented.

Goal 8: OASAS? Yes Goal 8: OMH? Yes Goal 8: OPWDD? Yes

Goal 8: Need Addressed 1 Adverse Childhood Experiences

Goal 8: Need Addressed 2 Cross System Services

Goal 8: Need Addressed 3 Crisis Services

Goal 8, Objective 1: Title Handle with Care

Goal 8, Objective 1, Target Completion Date Dec 31, 2024

Goal 8, Objective 1, Description The LGU will work with Cornell Cooperative Extension, local school districts, local law enforcement, and the Orange County Crisis Call Center to implement the Handle with Care program County-wide in 2023-2024.

Goal 8, Objective 2: Title Orange County DSS/Behavioral Health Lean Project

Goal 8, Objective 2, Target Completion Date Jun 15, 2024

Goal 8, Objective 2, Description Orange County recognizes that children who are served by the Foster Care System often have exposure to multiple ACEs and that achieving permanency is in the child's best interest. The Department of Social Services (DSS)/Behavioral Health Lean Project strives to improve communication and understanding between DSS, behavioral health providers, and the Court System in order to achieve permanency faster for children in care. Therefore, in 2024 the LGU, in collaboration with DSS, will educate providers on the DSS/Behavioral Health Lean Project and encourage providers to increase the percentage of monthly reports returned to DSS on time, in turn improving the time to permanency for youth in Foster Care.

## **Goal 9**

Goal 9: Title Promote WELCOME Orange

Goal 9: Target Completion Date Dec 31, 2024

Goal 9: Description The WELCOME Orange philosophy will be infused throughout Orange County ensuring a welcoming, hopefully, co-occurring/complexity capable system of care for individuals with behavioral health needs.

Goal 9: OASAS? Yes Goal 9: OMH? Yes Goal 9: OPWDD? Yes

Goal 9: Need Addressed 1 Outpatient treatment

Goal 9: Need Addressed 2 Case Management/Care Coordination

Goal 9: Need Addressed 3 Inpatient Treatment

Goal 9, Objective 1: Title WELCOME Orange Orientation

Goal 9, Objective 1, Target Completion Date Dec 31, 2024

Goal 9, Objective 1, Description The WELCOME Orange Steering Committee will plan and facilitate at least 2 WELCOME Orange Orientations annually to promote the WELCOME Orange philosophy and practice and provide staff new to the Orange County provider system with an introduction to key concepts integral to WELCOME Orange.

Goal 9, Objective 2: Title Formalize WELCOME Orange Processes

Goal 9, Objective 2, Target Completion Date Dec 31, 2024

Goal 9, Objective 2, Description The WELCOME Orange Steering Committee will formalize a process for acknowledging WELCOME Orange Successes. The Committee will also create a formal process for identifying areas for improvement in WELCOME Orange programs in order to provide the support needed for programs to become welcoming, hopeful, and co-occurring/complexity capable. The WELCOME Orange Steering Committee will plan for additional advanced trainings and trainings specifically designed for non-clinical front desk/support staff based on the identified needs of the provider system.

## **Goal 10**

Goal 10: Title Law Enforcement Partnerships

Goal 10: Target Completion Date Dec 31, 2024

Goal 10: Description Orange County will increase the number of Police Officers and Sheriff's Deputies who have received Crisis Intervention Team (CIT) training.

Goal 10: OASAS? Yes Goal 10: OMH? Yes Goal 10: OPWDD? Yes

Goal 10: Need Addressed 1 Forensics

Goal 10: Need Addressed 2 Crisis Services

Goal 10: Need Addressed 3

Goal 10, Objective 1: Title CIT Training in the Orange County Police Academy

Goal 10, Objective 1, Target Completion Date Dec 31, 2024

Goal 10, Objective 1, Description The LGU will collaborate with the Orange County Police Academy to provide CIT training to new recruits at least two times per year.

Goal 10, Objective 2: Title CIT Training for Senior Officers/Deputies

Goal 10, Objective 2, Target Completion Date Dec 31, 2024

Goal 10, Objective 2, Description Orange County allocated ARPA funds for CIT Training in 2023. These funds will allow for the training of seasoned officers/deputies who did not receive CIT Training in the Academy in 2023 and 2024. In 2024, CIT Training will be provided to approximately 30 seasoned officers/deputies. CIT – Youth will also be offered at least two times per year.



Office of Addiction  
Services and Supports

Office of  
Mental Health

Office for People With  
Developmental Disabilities

## 2024 Needs Assessment Form Orange County Department of Mental Health

### **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):

### **Forensics** 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? No

Need description (Optional): Though there is not a specific goal in the LSP to address non-clinical supports, OCDMH recognizes the benefit of non-clinical supports particularly Peer Supports and Services. Orange County has a long history of promoting and expanding Peer Services and Supports and believes that Peer Services have had, and will continue to have, a positive impact for individuals served across all three areas. A separate goal related to Peer Services was not added as Peer Services and Supports are an integral part of many of the identified goals in the plan. For example, Peer Services are essential to Orange County's goals related to Crisis Services, Cross System Services, Forensics, Housing, Inpatient Treatment (particularly around transitions of care), Outpatient Treatment, and Transportation.

**Outpatient 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? 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):

**Refugees and Immigrants** 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): It would be beneficial if there was communication/coordination by the entity placing refugees/immigrants/unaccompanied minors so that the LGU could assist in assuring that the behavioral health needs of these individuals are being met. This is true for all populations, but particularly for unaccompanied minors.

**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? No

Need description (Optional): Orange County fully supports stabilization in the community whenever possible and believes that diversion from hospital and residential services should be a priority whenever it is safe for the individual and the community. However, we recognize that there are situations when residential services are required to maintain safety and stability. In these cases, there is often a lack of residential opportunities, a lack of flexibility in the regulations governing these programs creates barriers to access as well (ex: a child with significant mental health needs being unable to access an OMH licensed residential option because they are in foster care), and/or a complex and time-consuming process to access residential services. Access to residential services could be improved through increased funding flexibility including the ability to braid and blend funds and dual licensure of residential programs so children are able to be served in the location that will best meet their needs regardless of which system they are formally connected to.

**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: Both Youth and Adults

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

Need description (Optional): Additional housing opportunities for transition age youth would be beneficial to meeting this population's needs. Orange County has a workgroup focused on improving services for transition age youth.

**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):

**Early Childhood and Infant 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? No



Need description (Optional): Orange County has embarked on an Infant and Early Childhood Mental Health Initiative that has brought together stakeholders from a variety of systems to map our current system, identify gaps/areas for improvement, and implement improvements in the system to better meet the needs of this vulnerable population.

**LGU Representative:** Lacey Trimble

**Submitted for:** Orange County Department of Mental Health