



Goals and Objectives 2024 Ulster County Department of Mental Health

Katrina Williams, Deputy Commissioner
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Goal 1

Goal 1: Title Housing

Goal 1: Target Completion Date Dec 31, 2026

Goal 1: Description Create more safe and stable housing opportunities for residents with behavioral health concerns.

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

Goal 1: Need Addressed 1 Housing

Goal 1: Need Addressed 2

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Increase respite and transitional housing opportunities for youth.

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

Goal 1, Objective 1, Description

Goal 1, Objective 2: Title Increase emergency housing availability.

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

Goal 1, Objective 2, Description

Goal 1, Objective 3: Title Increase long-term, supported housing opportunities for people with a background of criminal justice involvement.

Goal 1, Objective 3, Target Completion Date Dec 31, 2026

Goal 1, Objective 3, Description Increase transitional, supported housing opportunities for individuals with Substance Use Disorder.

Goal 1, Objective 4: Title Provide more clinical support for residents of supported housing programs.

Goal 1, Objective 4, Target Completion Date Dec 31, 2025

Goal 1, Objective 4, Description

Goal 1, Objective 5: Title Conduct a landscape analysis of housing programs for the ID/DD population.

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

Goal 1, Objective 5, Description

Goal 2

Goal 2: Title Workforce

Goal 2: Target Completion Date Dec 31, 2026

Goal 2: Description Improve community provider ability to recruit and retain adequate staff.

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

Goal 2: Need Addressed 1 Workforce

Goal 2: Need Addressed 2

Goal 2: Need Addressed 3

Goal 2, Objective 1: Title Provide support to community-based organizations around providing quality supervision.

Goal 2, Objective 1, Target Completion Date Dec 31, 2025

Goal 2, Objective 1, Description

Goal 2, Objective 2: Title Establish mechanisms for mentoring across those practicing community social work in our County.

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

Goal 2, Objective 2, Description

Goal 2, Objective 3: Title Roll out Integrated Ulster Workforce Development Program.

Goal 2, Objective 3, Target Completion Date Dec 31, 2025

Goal 2, Objective 3, Description

Goal 2, Objective 4: Title Create a plan for engaging graduate programs and active interns working in community organizations.

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

Goal 2, Objective 4, Description

Goal 2, Objective 5: Title Explore how local agencies are using interns and identify ways to optimize their use (e.g., MMHT using interns for street outreach)

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

Goal 2, Objective 5, Description

Goal 3

Goal 3: Title Bilingual Workforce

Goal 3: Target Completion Date Dec 31, 2026

Goal 3: Description Improve community access to bilingual behavioral health providers.

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 The DMH will create an Integrated Ulster workgroup to focus on the issue of language barriers in our local behavioral health care system.

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

Goal 3, Objective 1, Description

Goal 3, Objective 2: Title The CSB will direct advocacy to the state to address the language barriers in our behavioral health care system.

Goal 3, Objective 2, Target Completion Date Dec 31, 2026

Goal 3, Objective 2, Description

Goal 3, Objective 3: Title The DMH will work with the County Executive's Office and members of the SPEAK coalition to offer gatekeeper mental health trainings in Spanish.

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

Goal 3, Objective 3, Description

Goal 3, Objective 4: Title The DMH will explore avenues for advocacy regarding the ASWB exam for social work only being offered in English.

Goal 3, Objective 4, Target Completion Date Dec 31, 2026

Goal 3, Objective 4, Description

Goal 3, Objective 5: Title The DMH will work with the County Executive's Office on potential pathways to incentivize bilingual training.

Goal 3, Objective 5, Target Completion Date Dec 31, 2026

Goal 3, Objective 5, Description

Goal 4

Goal 4: Title Prevention

Goal 4: Target Completion Date Dec 31, 2026

Goal 4: Description Enhance existing prevention programming to build resiliency and reduce behavioral health problems.

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

Goal 4: Need Addressed 1 Prevention

Goal 4: Need Addressed 2

Goal 4: Need Addressed 3

Goal 5

Goal 5: Title Inpatient Treatment

Goal 5: Target Completion Date Dec 31, 2026

Goal 5: Description Establish psychiatric and Substance Use Disorder inpatient services in Ulster County.

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

Goal 5: Need Addressed 1 Inpatient Treatment

Goal 5: Need Addressed 2

Goal 5: Need Addressed 3

Goal 5, Objective 1: Title Support the roll out of the returning 20 psychiatric inpatient beds at HealthAlliance Hospital.

Goal 5, Objective 1, Target Completion Date Dec 31, 2025

Goal 5, Objective 1, Description

Goal 5, Objective 2: Title **Collect data on where Ulster residents go to for inpatient SUD treatment to establish the need and current trends.**

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

Goal 5, Objective 2, Description

Goal 5, Objective 3: Title **Continue to advocate for the return of SUD inpatient beds at HealthAlliance Hospital.**

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

Goal 5, Objective 3, Description

Goal 5, Objective 4: Title **Collect information on the barriers to getting insurance to pay for adequate inpatient SUD treatment.**

Goal 5, Objective 4, Target Completion Date Dec 31, 2025

Goal 5, Objective 4, Description

Goal 6

Goal 6: Title **Outpatient Treatment**

Goal 6: Target Completion Date Dec 31, 2026

Goal 6: Description **Improve access to quality, co-occurring, outpatient behavioral health treatment.**

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

Goal 6: Need Addressed 1 **Outpatient treatment**

Goal 6: Need Addressed 2

Goal 6: Need Addressed 3

Goal 6, Objective 1: Title **Include OASAS licensed programs to the DMH Clinics meeting to improve system integration.**

Goal 6, Objective 1, Target Completion Date Jul 31, 2024

Goal 6, Objective 1, Description

Goal 6, Objective 2: Title **Explore current and potential holders of the integrated license.**

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

Goal 6, Objective 2, Description

Goal 6, Objective 3: Title **Create an action plan with outpatient providers for implementing co-occurring care.**

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

Goal 6, Objective 3, Description

Goal 6, Objective 4: Title **Increase access to Community Psychiatric Supportive Treatment (CPST) and Children and Family Treatment and Support Services (CFTSS).**

Goal 6, Objective 4, Target Completion Date Dec 31, 2024

Goal 6, Objective 4, Description

Goal 7

Goal 7: Title **Crisis Services**

Goal 7: Target Completion Date Dec 31, 2026

Goal 7: Description **Enhance our crisis continuum of care to reduce unnecessary law enforcement involvement, divert from unneeded hospitalization, and improve connection to needed supports.**

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

Goal 7: Need Addressed 1 **Crisis Services**

Goal 7: Need Addressed 2

Goal 7: Need Addressed 3

Goal 7, Objective 1: Title **Formalize process between Dutchess County Help Line (988 operator) and Emergency Services to divert unnecessary law enforcement interaction.**

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

Goal 7, Objective 1, Description

Goal 7, Objective 2: Title **Support the roll out of the Ulster County Crisis Support (Intensive Stabilization) Center.**

Goal 7, Objective 2, Target Completion Date Dec 31, 2025

Goal 7, Objective 2, Description

Goal 7, Objective 3: Title **Support the roll out of a Crisis Residence program.**

Goal 7, Objective 3, Target Completion Date Dec 31, 2025

Goal 7, Objective 3, Description

Goal 7, Objective 4: Title **Provide training on ID/DD to Crisis Residence staff.**

Goal 7, Objective 4, Target Completion Date Dec 31, 2026

Goal 7, Objective 4, Description

Goal 8

Goal 8: Title **Cross-System Services**

Goal 8: Target Completion Date **Dec 31, 2026**

Goal 8: Description **Improve the integration of our system of care to optimize our ability to meet our residents' needs.**

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

Goal 8: Need Addressed 1 **Cross System Services**

Goal 8: Need Addressed 2

Goal 8: Need Addressed 3

Goal 8, Objective 1: Title **Meet with UCAT to explore how to add additional stops/routes to support residents who receive behavioral health care.**

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

Goal 8, Objective 1, Description

Goal 8, Objective 2: Title **Explore expanding Gateway's contract to provide transportation to more providers.**

Goal 8, Objective 2, Target Completion Date **Dec 31, 2024**

Goal 8, Objective 2, Description

Goal 8, Objective 3: Title **Continue to work of Integrated Ulster.**

Goal 8, Objective 3, Target Completion Date **Dec 31, 2026**

Goal 8, Objective 3, Description

Goal 8, Objective 4: Title **Provide ID/DD training opportunities.**

Goal 8, Objective 4, Target Completion Date **Dec 31, 2025**

Goal 8, Objective 4, Description

Goal 9

Goal 9: Title **Case Management / Care Coordination**

Goal 9: Target Completion Date **Dec 31, 2026**

Goal 9: Description **Increase linkage to case management, care coordination and other supportive services.**

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

Goal 9: Need Addressed 1 **Case Management/Care Coordination**

Goal 9: Need Addressed 2

Goal 9: Need Addressed 3

Goal 9, Objective 1: Title **Ensure that all residents in ESSHI housing who want it have additional case management support.**

Goal 9, Objective 1, Target Completion Date **Dec 31, 2026**

Goal 9, Objective 1, Description

Goal 9, Objective 2: Title **Increase access to Community Oriented Recovery and Empowerment (CORE) services.**

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

Goal 9, Objective 2, Description

Goal 9, Objective 3: Title **Advocate for LGU discretion for HARP eligibility.**

Goal 9, Objective 3, Target Completion Date **Dec 31, 2026**

Goal 9, Objective 3, Description

Goal 9, Objective 4: Title **Identify ways to engage families and caregivers.**

Goal 9, Objective 4, Target Completion Date **Dec 31, 2026**

Goal 9, Objective 4, Description

Goal 9, Objective 5: Title **Advocate for parity for individuals enrolled in Medicare and third party insurance to be eligible for CORE services.**

Goal 9, Objective 5, Target Completion Date **Dec 31, 2026**

Goal 9, Objective 5, Description

Goal 9, Objective 6: Title **Integrate OPWDD Front Door and other services on the County website and other community resource directories.**

Goal 9, Objective 6, Target Completion Date **Dec 31, 2024**

Goal 9, Objective 6, Description

2023 Ulster County Local Services Plan

Priority Area #1: Housing			
Goal #1: Create more transitional housing for residents with Substance Use Disorder.			
Action Step(s)	Who	When	Metric(s)
Put out a request for proposals for transitional housing for individuals with SUD and make an award.	Katrina Williams	By February 2023	An RFP will be released, and a proposal will be awarded.
Goal #2: Explore ways to increase the number of family and domestic violence supported housing slots in Ulster County.			
Action Step(s)	Who	When	Metric(s)
Map the current landscape of family and domestic violence supported housing in Ulster County and collect data on current needs.	Margaret Shlasko & Stephanie Richers	By October 2023	The mapping and data collection will occur and a report will be generated.
Goal #3: Increase support to our senior residents around mental health and other behavioral health concerns.			
Action Step(s)	Who	When	Metric(s)
Connect to senior housing communities throughout the County to advise them of DMH	Katrina Williams	By November 2023	

services and available community supports.			Information will be provided to at least 5 senior housing residences.
Goal #4: Advocate for more clinical support (e.g., supervision and direct service) to OMH housing programs.			
Action Step(s)	Who	When	Metric(s)
Interview representatives from OMH and housing providers to analyze current needs and gaps.	Sophie Halpern	By December 2023	Interviews will occur and a report will be generated with recommended future action steps.
Goal #5: Better understand the forensic housing system to support individuals who are the most challenges to house through Residential SPOA.			
Action Step(s)	Who	When	Metric(s)
Undergo fact finding mission to better understand the sex offender system and its impact on finding and maintaining stable housing.	Allison Burch & Jodi Cordray	By June 2023	Allison and Jodi will report out to the team on what she learned and next steps will be established.
Create a plan with Prime Care to coordinate the initiation of services prior to release from jail (i.e.,: reactivating Medicaid, setting up appointments for care, etc.	Kezia Pierce & Sophie Halpern	By September 2023	A plan will be created and agreed upon with Prime Care Medical.

Goal #5: Create a Crisis Respite program in Ulster County.			
Action Step(s)	Who	When	Metric(s)
Issue a request for proposals to create a Crisis Respite program.	Katrina Williams	By June 2023	An RFP will be released, and a proposal will be awarded.

Priority Area #2: Workforce			
Goal #1: Improve recruitment and retention among agencies who serve those with mental health, substance use and intellectual/developmental disabilities.			
Action Step(s)	Who	When	Metric(s)
Hold informational / outreach sessions with local graduate and undergraduate programs to promote employment opportunities in the community.	Sophie Halpern	By May 2023	Info/outreach sessions will be conducted with at least 3 programs.
Create an action plan to improve PWDD workforce including: salary, mentoring, transportation, etc.	Sophie Halpern / PWDD Committee	By June 2023	Plan will be completed and submitted to DMH/CSB.

Undergo fact finding mission to learn more about SUNY Empire's direct care immersion course to support PWDD workforce.	Sophie Halpern	By October 2023	Information will be collected and provided to PWDD CSB Committee.
Identify funding opportunities to provide current provider staff with financial incentives to continue their education and/or pursue licensure.	Katrina Williams	By November 2023	Funding opportunities will be identified and shared with the network.
Create a plan to advocate for higher reimbursement rates in Ulster County.	Tara McDonald / BH Task Force	By November 2023	An action plan will be completed and ready for implementation.

Priority Area #3: Care Management / Coordination

Goal #1: Improve care/case management/navigation service delivery in Ulster County.

Action Step(s)	Who	When	Metric(s)
Create a database report that measures how many SPOA applicants are connected to a service and of those, who many are admitted.	Amaury Gonzalez	By January 2023	A report will be created that DMH can begin tracking regularly.
Obtain information from the HAH OTP on the barriers to methodone treatment caused	Katrina Williams	By March 2023	A report will be obtained and follow up action steps will be identified.

by lack of transportation.			
Complete mapping of system of care specific to PWDD and identify ways to improve access.	Sophie Halpern / PWDD Committee	By September 2023	Mapping will take place and report of findings will be generated.
Complete a gap analysis of transportation issue specific to recipients of PWDD services.	Sophie Halpern / PWDD Committee	By October 2023	Analysis will take place and report of findings will be generated.
Get OMH to approve the addition of a second Intensive Case Manager in Ulster County.	Sophie Halpern	By December 2023	There will be a second intensive case manager operating in Ulster holding a full caseload per regulations.
Goal #2: Create mechanisms to facilitate better coordination and communication between providers.			
Action Step(s)	Who	When	Metric(s)
Put out a request for proposals for an integrated, systemwide database for the coordination of care management, co-occurring treatment and other services and make an award.	Katrina Williams	By February 2023	An RFP will be released, and a proposal will be awarded.

Priority Area #4: Crisis Services

Goal #1: Increase access to crisis support services for Ulster County residents.

Action Step(s)	Who	When	Metric(s)
Implement the pilot Mobile Mental Health / EMT Team through City of Kingston.	Kezia Pierce	By February 2023	Contract will be executed, and the program will be staffed and up and running at Kingston Fire.
Re-instate a harm reduction street outreach program.	Juanita Hotchkiss	By March 2023	A project will be awarded and a program will be operational.
Find out why Ulster County does not have access to a Mobile Intervention Team (MIT) through Rockland Psychiatric Center.	Kezia Pierce	By April 2023	Kezia will receive information from OMH on why we do not have access to a MIT team (and if that can be changed) and report to the team.
Obtain data on number of Ulster residents receiving medically managed detox services outside the county.	Juanita Hotchkiss	By May 2023	Report will be completed and presented to the CSB and SUD committee.
Provide training for supporting people with intellectual and/or developmental disabilities when in crisis.	Sophie Halpern	By June 2023	Training will be held.
Open the Ulster County Crisis Support Center.	Tara McDonald	By December 2023	The Intensive Crisis Stabilization Center will be open to the public.

Priority Area #5: Outpatient Treatment

Goal #1: Improve access to outpatient behavioral health care (clinic).			
Action Step(s)	Who	When	Metric(s)
Assist in transitioning ASFL's Article 31 from an urgent care model to a full-fledged clinic with open access.	Tara McDonald	By April 2023	The clinic at 368 Broadway will accommodate full caseloads and provide the full menu of services as an Article 31.
Goal #2: Reduce barriers to outpatient behavioral health care (clinic) for people with co-occurring disorders.			
Action Step(s)	Who	When	Metric(s)
Ascertain what OMH & OASAS is doing to support this work across the state.	Katrina Williams	By March 2023	Information from OMH and OASAS will be obtained.
Assist OMH & OASAS licensed clinics with creating an action plan for co-occurring capability.	Katrina Williams	By December 2023	Each licensed program will have a plan and share with DMH.
Goal #3: Improve coordination with the criminal justice system.			
Action Step(s)	Who	When	Metric(s)
Hold a meeting with the District Attorney's Office to create agreed upon workflow.	Sophie Halpern	By May 2023	Meeting will take place and plan will be written.
Create a mechanism for tracking individuals on CPL	Sophie Halpern	By September 2023	

status and those psychiatrically hospitalized while incarcerated.			Tracking tools will be created and in place.
Goal #4: Expand access to methadone.			
Action Step(s)	Who	When	Metric(s)
Assist Lexington Center in siting OTP satellite.	Katrina Williams	By October 2023	OTP satellite location will be confirmed and open.
Work with HealthAlliance to expand capacity in their existing OTP.	Katrina Williams	By December 2023	Receive quarterly updates from WMC on status of relocating OTP to larger space.



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

2024 Needs Assessment Form Ulster County Department 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: 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? Yes

Need description (Optional):

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):

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: Katrina Williams

Submitted for: Ulster County Department of Mental Health