



## Goals and Objectives 2024-2027 Cattaraugus County Community Services Department

Mary O'Leary, Director  
(MHOLeary@CattCo.org)

### Goal 1

Goal 1: Title Establish a Crisis Team

Goal 1: Target Completion Date Jan 01, 2028

Goal 1: Description Create a Crisis Response Team that includes a Therapist and a Peer to respond to crises in the County. An on-call provider would assist in complex needs in all service arenas, for individuals with mental health, developmental disabilities, or substance abuse concerns.

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

Goal 1: Need Addressed 1 Crisis Services

Goal 1: Need Addressed 2

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Identify Existing Crisis Supports in the County

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

Goal 1, Objective 1, Description Identify the crisis supports that already exist in the County at each of the service agencies, i.e., Community Services Counseling Centers for mental health, CASA-Trinity for addictions support, and Intandem or SASi (Suburban Adult Services, Inc.) for developmental disabilities services. Obtain each agency's protocols for responding to crises - who takes the calls, who responds, what is the response/treatment, and who follows up to crisis calls?

Goal 1, Objective 2: Title Crisis Cross-Systems Training

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

Goal 1, Objective 2, Description Identify ways the various agencies in Cattaraugus County can collaborate regarding crisis services, to appropriately refer individuals to treatment options across multiple systems, and begin to identify the treatment needs and regulations across the multiple service arenas. Identify the resources and referral processes for individuals in crisis who are not currently enrolled in any agency; resources might include SPOA, ACT Team, and Youth ACT.

Goal 1, Objective 3: Title Budget and Fiscal Planning

Goal 1, Objective 3, Target Completion Date Jan 01, 2026

Goal 1, Objective 3, Description Define the staffing and budget needs, and identify an oversight agency or contractor to maintain and monitor a crisis team. Options might include an RFP or MOUs among agencies to share crisis team responsibility. Further objectives would be determined by fiscal and agency responsibility as education and cross system collaboration continues to ensure any individual with any treatment need would receive immediate crisis response in the county, regardless of prior agency/service affiliation.

### Goal 2

Goal 2: Title Establish Integrated Clinic

Goal 2: Target Completion Date Jun 30, 2026

Goal 2: Description Cattaraugus County is ranked 61st out of 62 healthy counties (next to last) in New York State. The leading causes of death in the county are cancer, heart disease, and accidents, with a high rate of tobacco use (36.9% of adults smoke cigarettes v. 20.4% average for the rest of the state). Cattaraugus County has only 1 mental health provider / 590 individuals, where the state average is 1 provider / 340 individuals. Recognizing the need for more diverse service options, Department of Community Services is pursuing more integrated clinic options to serve individuals in the county.

Cattaraugus County Dept. of Community Services obtained SAMHSA grant to integrate Substance Use Disorder treatment into the Mental Health Counseling Center in 2023. The Counseling Center hired CASAC and CRPA staff and obtained OASAS license to integrate dual diagnosis treatment modalities in the currently OMH-licensed clinic setting. CASA-Trinity is the only other licensed OASAS program in the county, so this integration offers individuals in the county another provider option. Integrating clinic services also consolidates workforce needs, where peers and professionals can work with dually diagnosed populations in a single clinic setting.

The Counseling Center is applying for additional grants and funding to become a fully integrated clinic to offer physical health treatment, in addition to mental health and substance use disorder services. Objectives toward this Goal will be established in coming months, after grants are awarded.

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

Goal 2: Need Addressed 1 Outpatient treatment  
Goal 2: Need Addressed 2 Cross System Services  
Goal 2: Need Addressed 3 Workforce

**Goal 3**

Goal 3: Title Expand Systems of Care in Community

Goal 3: Target Completion Date Jul 30, 2026

Goal 3: Description OMH funds provided Cattaraugus County the opportunity to form the Family Voice Advocacy (FVA), overseen by SPOA Coordinator with collaboration from multiple service providers in community, including mental health, substance use, developmental disabilities providers, as well as schools, community supports, peer agency supports, faith-based community, and many other agencies. The goal of the Family Voice Advocacy is to include youth and family/caregivers at meetings to discuss communication needs and ways to close barriers in treatment and service options. The FVA meets monthly to share service information and positive insights about services available in community, breaking down the "us vs. them" mentality while helping to reduce stigma about recovery.

Cattaraugus County Departments of Community Services and Social Services share a Preventative Care Manager position to link homeless individuals in community with appropriate mental health or other services and to provide care management services to children/youth who are not eligible for Health Home Care Management due to insurance or other eligibility barriers.

State Oversight Agencies continue to focus on Peer Service options in communities, and Cattaraugus County seeks to identify the expanded role peers play in helping people to navigate Systems of Care in the county. For example, individuals linked with Health Homes or other Care Coordination services do not receive traditional intensive case management, for which peers might assist in closing gaps in care. Peer Staff from Community Services Counseling Center currently provide peer services at the County Jail, in lieu of professional therapy, to encourage linkages and refer individuals to appropriate service options and assist with discharge planning.

Expansion of Cross Systems in the county would also include transportation or housing linkages, as needed.

As the FVA continues to identify and expand on its mission in the county, they will assist in the expansion of Systems of Care for all individuals, in addition to youth and families.

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

Goal 3: Need Addressed 1 Cross System Services

Goal 3: Need Addressed 2

Goal 3: Need Addressed 3

## Update to 2024-2027 Goals and Objectives Cattaraugus County Community Services Department

Mary O'Leary, Director  
MHOLEary@CattCo.org

<b>Goal 1</b>	
<b>Title</b>	Establish a Crisis Team
<b>Update</b>	Cattaraugus County has identified existing crisis supports. Office of Mental Health awarded funds to the county to establish a Crisis Response Team in 2023. The LGU has been meeting regularly with OMH to review the program proposal, budget, and staffing guidelines. The LGU is reviewing staffing needs to create 2 Teams, including a Therapist and a Peer on each Team. Staffing may be one of the most restrictive barriers to setting up the Team, as all mental health agencies in the county continue to struggle with workforce recruitment and retention. County Government oversight of Community Services prevents the provision of recruitment or retention bonuses, which have become a "norm" in other workforce environments. Additionally, Community Services previously recruited new interns and prospective professional candidates from St. Bonaventure University, but the college no longer provides in-person education for its social work program. With a virtual platform, the university students no longer reside in the County and there is no immediate draw for candidates to complete internships. The LGU continues to meet with OMH to discuss other workforce options to get the Team up and running as soon as possible. Once established, the Team will begin to train for cross-systems crisis response (i.e., response to developmental disabilities or addictions crisis). The budget and fiscal planning will also be finalized when workforce standards are firmly established in accordance with updated guidance from OMH.
<b>OBJECTIVES</b>	
Identify Existing Crisis Supports in the County	Complete
Crisis Cross-Systems Training	Ongoing
Budget and Fiscal Planning	Ongoing
<b>OBJECTIVE UPDATES</b>	

<b>Goal 2</b>	
<b>Title</b>	Establish Integrated Clinic
<b>Update</b>	Cattaraugus County Dept. of Community Services did not receive grant funding for a fully integrated SUD/OMH clinic. The Counseling Center continues to provide SUD services and is contracting with medical professionals from Jamestown Psychiatric to further Medication Assisted Treatment (MAT) in the counseling centers. We will be applying for an integrated license in the next year, as we have completed our first OASAS audit and can move forward.
<b>OBJECTIVES</b>	
<b>OBJECTIVE UPDATES</b>	

<b>Goal 3</b>	
<b>Title</b>	Expand Systems of Care in Community
<b>Update</b>	The Cattaraugus County Family Voice Advocacy continues to meet monthly, bridging systems of care for both youth/families and now including adults. The FVA recently applied for Anti-Stigma Grant through Office of Mental Health, to address stigma as a barrier to treatment among all age groups. OMH has not yet announced the grant awards, but FVA hopes to utilize funding to further knowledge of mental wellness and the services available across all systems of care in the county. The FVA also continues to work on a mental wellness toolkit that would be available to individuals. The toolkit would include self-advocacy information, providers linkage information, and general health and wellness linkages for all ages.  Additionally, there is now a Professional in the Jail, who assists the Peers and Jail Discharge Planner to ensure appropriate services, linkages, and appointments are scheduled upon release.
<b>OBJECTIVES</b>	



## 2024 Needs Assessment Form Cattaraugus County Community Services Department

### **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? No

Need description (Optional): The LGU will aspire to become more involved in housing opportunities within the county, as the LGU has the perspective of individual needs in community. In the last year, Cattaraugus County Department of Community Services identified one Preventative Care Manager (PCM) to work with the Homeless Unit in Department of Social Services, to connect homeless individuals with mental health resources, if needed. The same PCM also works as a Children's Care Manager for individuals who do not have Medicaid or who are not eligible for Health Home Care Management.

### **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? No

Need description (Optional): Cattaraugus County needs more inpatient beds for adults and inpatient treatment beds for children at the local hospital (Olean General Hospital). The LGU continues to meet with hospital leaders regarding local needs and to collaborate for children's inpatient beds.

### **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? No

Need description (Optional): As seen across New York State, Cattaraugus County faces professional workforce shortages and most agencies struggle to staff clinical positions. Cattaraugus County Dept. of Community Services counseling centers started a new wait list for patient intakes. The counseling centers accept new patients in crisis or on referral from hospital or jail/prison, only. Remote Therapist positions are routinely posted by other agencies on Indeed.com with starting wages of up to \$70/hour, which is not feasible for local in-person clinic budgets. New clinicians at Dept. of Community Services are contracted through Connecting Communities in Action with salaries starting at \$24.02/hour full-time, in-person. Clinics in the County are exploring options to offer flexibility for remote work, but Legislative actions require all county staff who are paid hourly to work in-person without the remote option.

### **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 and Objectives Form address this need? No

Need description (Optional): This may be a potential problem, depending on actions of the Federal Government, and could be an additional burden on local treatment programs. Cattaraugus County Legislature passed resolution to not accept immigrants/refugees because we do not have enough beds to manage our own homeless population.

### **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? No

Need description (Optional): The only adult respite is in neighboring Chautauqua County's Eagles Nest. Although that service is available to Cattaraugus County individuals, the respite agency is not always able to provide transportation and seldom collaborates with the individual's Cattaraugus County providers. Cattaraugus County Counseling Center is now an integrated clinic to serve individuals with addictions and mental health diagnoses, but those individuals often struggle with co-occurring diagnoses. The Eagles Nest Respite Home primarily serves the mentally ill, not dual diagnosis. The only youth respite available in Cattaraugus County is for children over the age of 12.

### **Transition Age 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): One of the Care Coordination Agencies (Prime Care) in Cattaraugus County is unable to work with individuals who do not have a phone. As a result, families who have no or limited phone access (especially in rural areas) can only work with Person Centered Services (the only other Care Coordination program in Cattaraugus County). This limits the choice of services and agency available to 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? No

Need description (Optional): The County does not maintain transportation services, which are funded and maintained by other entities with limited resources. Additionally, one of the transport agencies recently closed, which leaves burden on other cab companies.

**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? No

Need description (Optional): State mandates for additional services affect an already strained labor market in Cattaraugus County. Since COVID, more professionals want to work from home or remotely, but that is not always feasible, especially with Legislative restrictions on County-employed staff. The LGU and local provider agencies are researching options to increase and maintain workforce in more creative ways.

**LGU Representative:** Mary O'Leary

**Submitted for:** Cattaraugus County Community Services Department

## 2025 Needs Assessment Form Cattaraugus County Community Services Department

### **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? No

Need description (Optional): The LGU will need to become more involved in housing opportunities within the county, as opportunities are declining significantly. The LGU has the perspective of individual and community needs in respect to housing. For the last year, Cattaraugus County Department of Community Services employed one Preventative Care Manager (PCM) to work with the Homeless Unit in Department of Social Services, to connect homeless individuals with mental health resources, if needed.

### **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? No

Need description (Optional): Cattaraugus County needs more inpatient beds for adults and inpatient treatment beds for children at the local hospital (Olean General Hospital). The LGU continues to meet with hospital leaders regarding local needs and to collaborate for children's inpatient beds. The LGU also continues to collaborate with Olean General Hospital regarding crisis services, as the hospital recently was awarded funding to establish a CPEP unit locally.

### **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? No

Need description (Optional): As seen across New York State, Cattaraugus County faces professional workforce shortages and most agencies struggle to staff clinical positions. Remote Therapist positions are routinely posted by other agencies on Indeed.com with starting wages of up to \$70/hour, which is not feasible for local in-person clinic budgets. New clinicians at Dept. of Community Services are

contracted through Connecting Communities in Action with salaries starting at \$24.02/hour full-time, in-person. Professional staff at Intandem, serving the OMH and/or OPWDD population start at \$30/hour full-time, in-person. Clinics in the County are exploring options to offer flexibility for remote work, but Legislative actions require all county staff who are paid hourly to work in-person without the remote option. The contracted therapists, care coordinators, support staff, and medical staff do not have these restrictions.

**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): This may be a potential problem, depending on actions of the Federal Government, and could be an additional burden on local treatment programs. Cattaraugus County Legislature passed resolution to not accept immigrants/refugees because we do not have enough beds to manage our own homeless population.

**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? No

Need description (Optional): The only adult respite is in neighboring Chautauqua County's Eagles Nest. Although that service is available to Cattaraugus County individuals, the respite agency is not always able to provide transportation and seldom collaborates with the individual's Cattaraugus County providers. Cattaraugus County Counseling Center is now an integrated clinic to serve individuals with addictions and mental health diagnoses, but those individuals often struggle with co-occurring diagnoses. The Eagles Nest Respite Home primarily serves the mentally ill, not dual diagnosis. The only youth respite available in Cattaraugus County is for children over the age of 12.

**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): All of the Care Management Agencies in the county are typically at max capacity in 2023-2024. The C/HHUNY Health Homes continue to have wait lists for new cases. The choice of services and agencies available is limited for transition age youth. Children's SPOA can assist with transition age youth. This support can be used to explore services to help the transition age youth be successful and not fall through the cracks when entering the adult system.

**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? No

Need description (Optional): The County does not maintain transportation services, which are funded and maintained by other entities with limited resources. The County has assisted the other entities financially to continue the transportation services with a clear plan for the other entities to continue to collaborate when funding comes from the State, as promised.

**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? No

Need description (Optional): State mandates for additional services affect an already strained labor market in Cattaraugus County. Since COVID, more professionals want to work from home or remotely, but that is not always feasible, especially with Legislative restrictions on County-employed staff. The LGU and local provider agencies are researching options to increase and maintain workforce in more creative ways.

**LGU Representative:** Mary O'Leary

**Submitted for:** Cattaraugus County Community Services Department

**Cattaraugus County Dept. of Community Services  
2024 Contract Agencies**

<b>Agency</b>	<b>Contact</b>	<b>City, ST ZIP</b>	<b>Phone</b>	<b>Email</b>
Seneca Nation	Emma Timblin	Salamanca, NY 14779	716-945-5894 x3751	<a href="mailto:etimblin@senecahealth.org">etimblin@senecahealth.org</a>
Catholic Charities	Kelly Zielinski	Buffalo, NY 14209	716-218-1450 x2079	<a href="mailto:kelly.sielinski@ccwny.org">kelly.sielinski@ccwny.org</a>
Southern Tier Environments for Living (STEL)	Amber White	Dunkirk, NY 14048	716-366-7792 x220	<a href="mailto:whitea@stel.org">whitea@stel.org</a>
Directions in Independent Living	Krissy Williams-Wagner	Olean, NY 14760	716-379-8670 x8810	<a href="mailto:kwagner@oleanilc.org">kwagner@oleanilc.org</a>
Directions in Independent Living, Dwyer Project	Krissy Williams-Wagner	Olean, NY 14760	716-379-8670 x8810	<a href="mailto:kwagner@oleanilc.org">kwagner@oleanilc.org</a>
Housing Options Made Easy, Inc.	Jacqueline Emborski	Gowanda, NY 14070	716-532-5508 x1013	<a href="mailto:jacque.emborski@recoveryoptionsny.org">jacque.emborski@recoveryoptionsny.org</a>
Spectrum Health & Human Services	Nicholas Jerome	Orchard Park, NY 14127- 0631	716-539-6366	<a href="mailto:JeromeN@shswny.org">JeromeN@shswny.org</a>
CASA-Trinity **	Nicholas McManus	Olean, NY 14760	607-661-7934	<a href="mailto:nmcmanus@casa-trinity.org">nmcmanus@casa-trinity.org</a>
Cattaraugus County Rehab Center dba Intandem	Cindy Hatch	Olean, NY 14760	716-375-4747 x1541	<a href="mailto:chatch@intandem.org">chatch@intandem.org</a>
Olean General Hospital	Lisa Kreitzer	Olean, NY 14760	716-375-7571	<a href="mailto:lkreitzer@uahs.org">lkreitzer@uahs.org</a>
Cattaraugus County Jail	Cpt. Amy George	Little Valley, NY 14755	716-938-2237	<a href="mailto:aegeorge@cattco.org">aegeorge@cattco.org</a>

\*\* OASAS funding  
stream/contract;  
collaboration for clients  
with dual diagnosis (MH  
& SUD)