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

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Goal 1

Goal 1: Title Timely Access to Care

Goal 1: Target Completion Date Dec 31, 2027

Goal 1: Description Niagara County's high risk / high need individuals will have timely access to appropriate services to support them in the least restrictive level of care.

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

Goal 1: Need Addressed 1 Other

Goal 1: Need Addressed 3 Residential Treatment Services

Goal 1, Objective 1: Title Adult ACT Expansion

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

Goal 1, Objective 1, Description The LGU will advocate for funding to expand the number of adult Assertive Community Treatment (ACT) slots in Niagara County that will serve both Medicaid and non-Medicaid eligible individuals.

Goal 1, Objective 2: Title Transition between levels of Care

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

Goal 1, Objective 2, Description The LGU will work in collaboration with stakeholders to develop innovative processes, programming and/or models of care that will allow individuals to be admitted to and transition between levels of care in a timely manner.

Goal 1, Objective 3: Title Residential Programming

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

Goal 1, Objective 3, Description The LGU will monitor availability of and access to residential programming through available data sources and support expansion and/or new program development where need is clearly demonstrated.

Goal 1, Objective 4: Title Promote Recovery for Individuals with Co-Occurring Disorders

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

Goal 1, Objective 4, Description The LGU will support the development and implementation of strategies / programming that will enhance services available to individuals with co-occurring disorders in order to promote recovery in multiple realms.

Goal 2

Goal 2: Title Expanded Access to Treatment

Goal 2: Target Completion Date Dec 31, 2027

Goal 2: Description Niagara County residents across the lifespan will have expanded access to quality treatment at time of need.

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

Goal 2: Need Addressed 1 Inpatient Treatment

Goal 2: Need Addressed 2 Outpatient treatment

Goal 2: Need Addressed 3 Workforce

Goal 2, Objective 1: Title Expansion of Treatment Options

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

Goal 2, Objective 1, Description Utilizing available data sources, the LGU will monitor availability and access to inpatient and outpatient treatment and support expansion and/or new program development when need is clearly demonstrated.

Goal 2, Objective 2: Title Stabilization and Recovery

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

Goal 2, Objective 2, Description The LGU will support the development and implementation of strategies and/or program expansions that promote the stabilization and recovery of individuals with co-occurring disorders when need is clearly demonstrated.

Goal 3

Goal 3: Title Increase Access to Housing

Goal 3: Target Completion Date Dec 31, 2027

Goal 3: Description Niagara County residents will have increased access to and retention in safe and affordable housing that supports long term stabilization and recovery.

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

Goal 3: Need Addressed 1 Housing

Goal 3: Need Addressed 2

Goal 3: Need Addressed 3

Goal 3, Objective 1: Title SRO / Supportive Housing Expansion

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

Goal 3, Objective 1, Description The LGU will advocate for the expansion of single room occupancy and supportive housing opportunities and support proposals that expand these affordable housing opportunities where need is clearly demonstrated.

Goal 3, Objective 2: Title Landlord and Community Education

Goal 3, Objective 2, Target Completion Date Dec 31, 2024

Goal 3, Objective 2, Description The LGU will work in collaboration with stakeholders to provide education to local landlords and the general community about mental illness, substance use disorders, I/DD and available resources to support individuals with these disabilities in order to increase housing opportunities and the retention of individuals in housing.

Goal 4

Goal 4: Title Crisis Services Continuum of Care

Goal 4: Target Completion Date Dec 31, 2027

Goal 4: Description Niagara County residents experiencing a mental health and/or substance use related crisis will have expanded access to a coordinated crisis response system and continuum of care that addresses an individual's immediate safety and needs.

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

Goal 4: Need Addressed 1 Crisis Services

Goal 4: Need Addressed 2 Cross System Services

Goal 4: Need Addressed 3 Respite

Goal 4, Objective 1: Title Community Resources Awareness and Utilization

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

Goal 4, Objective 1, Description The LGU, in collaboration with stakeholders, will provide community education through various mediums to increase the community's awareness and use of available resources.

Goal 4, Objective 2: Title Community Education and Training

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

Goal 4, Objective 2, Description The LGU, in collaboration with stakeholders, will facilitate and/or coordinate education and training opportunities that equip both providers and the general public with the knowledge and skill sets to recognize and appropriately respond to individuals in crisis.

Goal 4, Objective 3: Title Expand Options Within The Crisis Continuum of Care

Goal 4, Objective 3, Target Completion Date Dec 31, 2024

Goal 4, Objective 3, Description The LGU will support proposals that expand options and/or enhance services within the crisis continuum of care where need is clearly demonstrated in order to serve individuals in the least restrictive setting.

Goal 4, Objective 4: Title Cross System Planning and Intervention

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

Goal 4, Objective 4, Description The LGU will work in collaboration with cross-system providers to identify and implement strategies that support a coordinated response to effectively intervene with and guide high risk / need individuals, and their families, in crisis.

Goal 4, Objective 5: Title HBCI or Like Services for Children / Adolescents

Goal 4, Objective 5, Target Completion Date Dec 31, 2024

Goal 4, Objective 5, Description The LGU will work in collaboration with cross-system providers to identify and implement strategies that support a coordinated response to effectively intervene with and guide high risk / need individuals, and their families, in crisis.

Goal 4, Objective 6: Title Access to Respite

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

Goal 4, Objective 6, Description The LGU will support the expansion of respite opportunities that address the unmet needs of individuals, and their caregivers, where need is clearly demonstrated.

Goal 5

Goal 5: Title Cross-System Services

Goal 5: Target Completion Date Dec 31, 2027

Goal 5: Description Increase accessibility to integrated, coordinated care and services across the lifespan for individuals with co-occurring needs through innovative multifaceted cross-systems collaborative approaches.

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

Goal 5: Need Addressed 1 Cross System Services

Goal 5: Need Addressed 2

Goal 5: Need Addressed 3

Goal 5, Objective 1: Title Systems of Care

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

Goal 5, Objective 1, Description The LGU will lead the Niagara County Systems of Care (Community Network of Care – CNOC- for Children & Families in Niagara County) to engage cross-system providers in strategic planning, implementation activities, and continuous quality improvement efforts to effectively respond to identified system needs and service gaps.

Goal 5, Objective 2: Title Resources to Support Collaborations

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

Goal 5, Objective 2, Description The LGU will identify additional resources and funding opportunities that can support sustainable cross-system engagement and collaborations in areas where need exists.

Goal 5, Objective 3: Title Service System Navigation and Improved Access to Care

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

Goal 5, Objective 3, Description The LGU will work in partnership with cross-system providers to devise a pilot project that will assist youth, families and adults in effectively navigate the service system and improve access to care.

Goal 6

Goal 6: Title Workforce Recruitment and Retention

Goal 6: Target Completion Date Dec 31, 2027

Goal 6: Description The Niagara County Mental Hygiene service system will strengthen the workforce and establish a continuous pipeline of qualified staff to meet the demand for services in a timely manner.

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

Goal 6: Need Addressed 1 Workforce

Goal 6: Need Addressed 2 Employment/volunteer (client)

Goal 6: Need Addressed 3 Non-Clinical supports

Goal 6, Objective 1: Title Culturally Competent and Diverse Workforce

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

Goal 6, Objective 1, Description The LGU will evaluate available data sources, best practices and innovative strategies to engage in workforce development initiatives that recruit and retain culturally competent and diverse personnel that are responsive to the needs of the populations served.

Goal 6, Objective 2: Title Integrating Emerging Paraprofessionals / Professionals in the Workforce

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

Goal 6, Objective 2, Description The LGU will work in collaboration with local providers to identify and implement strategies that will increase the integration of emerging paraprofessionals and qualified health professionals in the workforce through innovative means.

Goal 6, Objective 3: Title Options to Support Recruitment and Retention of Personnel

Goal 6, Objective 3, Target Completion Date Dec 31, 2024

Goal 6, Objective 3, Description The LGU will coordinate with stakeholders to identify options for tuition reimbursement, loan forgiveness, no-cost or cost-sharing trainings, and funding to support recruitment and retention of agency personnel.

Goal 6, Objective 4: Title Improve Timely Access to Community Based Support Services

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

Goal 6, Objective 4, Description The LGU will evaluate available data and engage in targeted activities that will help improve timely access to HH+, HARP, HCBS, CORE and CFTS services for eligible individuals and prevent / reduce unnecessary utilization of higher cost / level of services.

Goal 6, Objective 5: Title Engage in Cross-system Collaborations to Increase Workforce Development and Job Placements

Goal 6, Objective 5, Target Completion Date Dec 31, 2024

Goal 6, Objective 5, Description The LGU will engage in cross-system collaborations to identify resources and link people

with opportunities that promote skill development, marketability, and increase job placements.

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

Goal 6, Objective 6, Description The LGU will work in collaboration with local providers to identify and implement strategies that will increase the number and retention of credentialed peers in the workforce to meet people "where they are at" when needed.

Goal 6, Objective 7: Title Integration of I/DD Individuals in the Workforce

Goal 6, Objective 7, Target Completion Date Dec 31, 2024

Goal 6, Objective 7, Description The LGU, in collaboration with stakeholders, will promote community education efforts related to employment skills training for I/DD individuals to increase opportunities for integration into the general workforce.

Goal 7

Goal 7: Title Expand Prevention Activities

Goal 7: Target Completion Date Dec 31, 2027

Goal 7: Description Expand prevention activities across the lifespan, with an emphasis on high-risk, historically marginalized and underserved populations, to protect, promote and maintain the health and well-being of Niagara County residents.

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

Goal 7: Need Addressed 1 Prevention

Goal 7: Need Addressed 2 Cross System Services

Goal 7: Need Addressed 3

Goal 7, Objective 1: Title Suicide Prevention Coalition

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

Goal 7, Objective 1, Description The LGU will work in partnership with stakeholders to facilitate an active and responsive Niagara County Suicide Prevention Coalition with a diverse membership.

Goal 7, Objective 2: Title Commitment to Zero Suicide Model

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

Goal 7, Objective 2, Description The LGU will work in partnership with stakeholders to make a formal commit to, and establish benchmarks for, the adoption of the Zero Suicide Model.

Goal 7, Objective 3: Title Promotion of Healthy Living

Goal 7, Objective 3, Target Completion Date Dec 31, 2024

Goal 7, Objective 3, Description To promote healthy living, the LGU will work in partnership with the public health and prevention providers to implement evidence-supported / based approaches to prevent and/or reduce alcohol and substance use and related consequences as well as mental, social-emotional, intellectual/developmental and behavioral disabilities.

Goal 7, Objective 4: Title Expand Early Intervention Activities

Goal 7, Objective 4, Target Completion Date Dec 31, 2024

Goal 7, Objective 4, Description The LGU will work with cross systems providers to expand early intervention activities where need is clearly demonstrated to prevent the development of long-term negative health outcomes.

Goal 8

Goal 8: Title Tackle the Opioid / Drug Epidemic

Goal 8: Target Completion Date Dec 31, 2027

Goal 8: Description Increase the availability of, access to, and awareness of harm reduction options in a manner that demonstrates humility and compassion towards people who use drugs (and their loved ones) to reduce overdoses and other negative health outcomes.

Goal 8: OASAS? Yes Goal 8: OMH? Yes Goal 8: OPWDD? No

Goal 8: Need Addressed 1 Other

Goal 8: Need Addressed 2 Non-Clinical supports

Goal 8: Need Addressed 3

Goal 8, Objective 1: Title Public Awareness / Engagement Opportunities

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

Goal 8, Objective 1, Description The LGU will work in partnership with stakeholders to analyze data and other reliable resources to inform public awareness/engagement activities that will reduce stigma and barriers to care while increasing awareness of and linkage to community resources.

Goal 8, Objective 2: Title Expand Harm Reduction Options

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

Goal 8, Objective 2, Description The LGU will support the expansion of harm-reduction programs, activities, supports and services that focus on meeting the basic needs of persons who use drugs, creating a safe space and

developing/establishing trust as an entry point to care.

Goal 8, Objective 3: Title Education and Training Opportunities

Goal 8, Objective 3, Target Completion Date Dec 31, 2024
Goal 8, Objective 3, Description The LGU, in partnership with stakeholders, will identify and facilitate access to education and training opportunities that equip the public with life-saving skills and harm reduction resources.

Goal 8, Objective 4: Title Expand Access to trained Peers / Family Peers

Goal 8, Objective 4, Target Completion Date Dec 31, 2024

Goal 8, Objective 4, Description The LGU will work in collaboration with stakeholders to expand the reach of trained peer and family peer specialists/advocates to areas that will "meet people where they are at" and engage them "when they are ready".

Update to 2024-2027 Goals and Objectives Niagara County Department of Mental Health

Myrla Gibbons Doxey, Deputy Director Myrla.Doxey@niagaracounty.com

Goal 1			
Title	Timely Access to Care		
Update	Progress on Goal: ACT in collaboration with SPOA minimized their waitlist in 2023 and began enrolling new referrals without delay. ACT worked diligently w LGU and local Health Home Plus providers to transition individuals on the ACT caseload to a lower level of care. The number of Assisted Treatment program clients on the ACT caseload decreased from 79% in January 2023 to 56% in April 2024. The LGU also advocated wit requesting at least 12 ACT slots be added in Niagara County. (Objectives 1, 2) An OASAS Article 820 Residential Reintegration Program, Newfane House of Hope, opened in May 2023, making 12 treatment beds ava men receiving substance use treatment and transitioning to the community. (Objective 3) The LGU also hosted a planning session on the service system related to individuals who have co-occurring mental health and substance		
<u> </u>	disorders, with 24 providers from local agencies attending. The LGU and providers examined barriers for people with co-occurring MH/SUD and what gaps exist in the housing continuum of care for individuals with co-occurring MH/SUD. (Objective 4)		
OBJECTIVES			
Adult ACT Expansion Ongoing		Ongoing	
Transition between levels of Care Ongoing		Ongoing	
Residential Programming Ongoing		Ongoing	
Promote Recovery for Individuals with Co-Occurring Disorders		Ongoing	
OBJECTIVE UPDATES			
Objective 1: Adult ACT Expansion - Target Date: 12/31/2025 - The LGU will advocate for funding to expand the number of adult Assertive Community Treatment (ACT) slots in Niagara County that will serve both Medicaid and non-Medicaid eligible individuals.			
Objective 2: Transition Between Levels of Care - Target Date: 12/31/2025 - The LGU will work in collaboration with stakeholders to develop innovative processes, programming and/or models of care that will allow individuals to be admitted to and transition between levels of care in a timely manner.			
Objective 3: Residential Programming - Target Date: 12/31/2025 - The LGU will monitor availability of and access to residential programming through available data sources and support expansion and/or new program development where need is clearly demonstrated.			
Objective 4: Promote Recovery for Individuals with Co-Occurring Disorders - Target Date: 12/31/2025 - The LGU will support the development and implementation of strategies / programming that will enhance services available to individuals with co-occurring disorders in order to promote recovery in multiple realms.			
Objective 5: Improve Timely Access to Community Based Support Services - Target Date: 12/31/2025 - The LGU will evaluate available data and engage in targeted activities that will help improve timely access to HH+, HARP, HCBS, CORE and CFTS services for eligible individuals and prevent / reduce unnecessary utilization of higher cost / level of services			

Goal 2		
Title	Expanded Access to Treatment	
Update	Progress on Goal: The LGU continues work on plans related to integrated co-occurring mental health and substance use treatment methods for inpatient, outpatient, and residential treatment. The LGU is in the early phases of discussing a comprehensive evidence-based orientation program for all new-hires in behavioral health programs.	
OBJECTIVES		
Expansion of Tre	Expansion of Treatment Options Ongoing	
Stabilization and Recovery Ongoing		Ongoing
OBJECTIVE UPDATES		

Objective 1: Expansion of Treatment Options - Target Date: 12/31/2025 - Utilizing available data sources, the LGU will monitor availability and access to inpatient and outpatient treatment and support expansion and/or new program development when need is clearly demonstrated.

Objective 2: Stabilization and Recovery - Target Date: 12/31/2025 - The LGU will support the development and implementation of strategies and/or program expansions that promote the stabilization and recovery of individuals with co-occurring disorders when need is clearly demonstrated.

Objective 3: Building on the Workforce - Target Date: 12/31/2026 - The LGU will work in collaboration with local providers to improve accessibility to mental health, substance use, and intellectual and developmental disability trainings through the development of a training network and evidence-based curriculum to ensure baseline competencies in behavioral health programming.

Goal 3		
Title	Increase Access to Housing	
	Progress on Goal: In October 2023, Governor Kathy Hochul announced, Community Services for Every1, Inc., received \$4.5 million to develop 18 units and 26 beds permanent supportive housing in Niagara Falls for families and individuals. This is part of a larger project, The Nest, that will feature the new construction of a six-story mixed use building with a total of 73 units, a community room, on-site rental office, laundry facilities, tenant parking, an greenspace with a playground. The commercial space will be utilized by Community Services for Every1 to provide job readiness and workforce development for local residents. (Objective 1)	
Update	Cazenovia Recovery Systems reported OASAS awarded the agency 20 HUD beds between Erie and Niagara, which will include an additional position. (Objective 1) The LGU hosted Landlord Education workshops in 2023, but engagement from landlords was difficult. These workshops were facilitated by Ho Opportunities Made Equal (HOME), the LGU, and Niagara Orleans Regional Land Improvement Corporation (NORLIC). HOME provided a discussion on Fair Housing and its implications as an owner and manager of real estate property. NORLIC provided an overview of the NORLI Land Bank. The LGU provided education on mental health and substance use and distributed a comprehensive guide to resources in Niagara County. (Objective 2)	
OBJECTIVES	OBJECTIVES	
SRO / Supportive Housing Expansion Ongoing		Ongoing
Landlord and Community Education Ongoi		Ongoing
OBJECTIVE UPDATES		
Objective 1: SRO / Supportive Housing Expansion - Target Date: 12/31/2025 - The LGU will advocate for the expansion of single room occupancy and supportive housing opportunities and support proposals that expand these affordable housing opportunities where need is clearly demonstrated.		
Objective 2: Landlord and Community Education - Target Date: 12/31/2025 - The LGU will work in collaboration with stakeholders to provide education to local landlords and the general community about mental illness, substance use disorders, I/DD and available resources to support individuals with these disabilities in order to increase housing opportunities and the retention of individuals in housing.		

Objective 3: Support Housing Stability - Target Date: 12/31/2026 - The LGU will promote community education efforts related to homeownership opportunities and the

Goal 4	
Title	Crisis Services Continuum of Care
Update	Progress on Goal: Objectives 1, 2, 4 The Well Niagara app launched in October 2023, providing Niagara County residents with immediate access to information on local resources at their fingers. At this time the app has been downloaded over 600 times. The Well Niagara App corresponding webpage was also published shortly after the App's release further expanding residents' access to information. Niagara County Crisis Services (NCCS) became 988 affiliated in September 2022. In 2023, NCCS averaged 237 988 answered calls per month, which accounted for about 10% of NCCS calls in 2023. The LGU provided 30 community trainings on mental health, substance use, LGU services, crisis services, trauma-informed-care, crisis deescalation, and other similar topics in 2023. The LGU collaborated with Orleans and Niagara Career and Technical Centers' Graphic Communications program students to design unique Crisis Services tear away flyers and updated bus bench signage with Niagara County Crisis Services and 988 information for benches across Niagara Falls, NY. The updated bus bench signage was installed in 2023 and in October 2023 the flyers were distributed to every private and public middle and high school in Niagara County. The LGU, in partnership with stakeholders, continues to distribute the flyers community wide. The LGU receives ongoing positive feedback from school personnel and community members alike about the use of these flyers. Niagara County Suicide Prevention Coalition (NCSPC) resumed activities in September 2023, with 24 local services providers present. NCSPC currently has 58 members, with 41 different organizations represented. In 2023 and early 2024, NCDMH representatives participated in several regional suicide prevention efforts and trainings.

resources available to remain housed.

Implementation of Trauma, Illness and Grief in Schools (TIG) began in April 2024. TIG is a comprehensive training and crisis response network for K-12 education and beyond. The innovative TIG program model trains networks of school-based professionals to meet the holistic needs of students and equips them with evidence-based crisis response skills, resources, and ongoing technical support to help students cope with trauma, violence, illness, death, and grief in the school setting. The goal of TIG is to strengthen and grow an organization's internal capacity to prepare to have appropriate support for students and staff in place to help minimize risk for crisis, respond more effectively and efficiently, and recover quickly by promoting health recovery strategies in the event of a traumatic incident. The goal is for 120 - 150 school personnel and Niagara County Crisis Services response staff to be trained in TIG before school begins in fall 2024. The LGU, in partnership with local school districts, is coordinating this initiative

OBJECTIVES

Community Resources Awareness and Utilization	Ongoing
Community Education and Training	Ongoing
Expand Options Within The Crisis Continuum of Care	Ongoing
Cross System Planning and Intervention	Ongoing
HBCI or Like Services for Children / Adolescents	Ongoing
Access to Respite	Ongoing

OBJECTIVE UPDATES

Objective 1: Community Resources Awareness and Utilization - Target Date: 12/31/2025 - The LGU, in collaboration with stakeholders, will provide community education through various mediums to increase the community's awareness and use of available resources.

Objective 2: Community Education and Training - Target Date: 12/31/2025 - The LGU, in collaboration with stakeholders, will facilitate and/or coordinate education and training opportunities that equip both providers and the general public with the knowledge and skill sets to recognize and appropriately respond to individuals in crisis.

Objective 3: Expand Options within the Crisis Continuum of Care - Target Date: 12/31/2025 - The LGU will support proposals that expand options and/or enhance services within the crisis continuum of care where need is clearly demonstrated in order to serve individuals in the least restrictive setting.

Objective 4: Cross System Planning and Intervention - Target Date: 12/31/2025 - The LGU will work in collaboration with cross-system providers to identify and implement strategies that support a coordinated response to effectively intervene with and guide high risk / need individuals, and their families, in crisis.

Objective 5: HBCI or Like Services for Children/Adolescents - Target Date: 12/31/2025 - The LGU will evaluate the need for Home Based Crisis Intervention (HCBI) or like services (children's hospital diversion services) and support proposals for implementation when need is clearly demonstrated.

Objective 6: Access to Respite - Target Date: 12/31/2025 - The LGU will support the expansion of respite opportunities that address the unmet needs of individuals, and their caregivers, where need is clearly demonstrated.

Objective 7: Crisis Intervention in Schools - Target Date: 12/31/2026 - The LGU, in collaboration with local school districts, will facilitate the training of school personnel and equip them with the knowledge and skills to recognize and appropriately respond to students experiencing a mental health and/or substance use related crisis.

Goal 5		
Title	Cross-System Services	
	Progress on Goal: The LGU continues to facilitate the Community Network of Care for Children and Families in Council, Niagara County OASIS (Opioid) Task Force Public Awareness/Involvement Subcon Coalition (NCSPC). (Objective 1)	
Update	The Community Network of Care Coalition (CNOC) organized CNOC University, on May 15, 2023, with the goal of taking a deeper dive into learning more about the various supports, services and treatment options available to children, youth and their families in Niagara County and to provide the opportunity for cross-systems networking. The event was a success as 54 cross-system providers engaged in strategic planning, implementation activities, and continuous quality improvement efforts to effectively respond to identified system needs and service gaps. A common thread amongst attendees was the request to organize another CNOC University, this time with an emphasis on early childhood intervention. (Objective 3)	
CNOC developed and held the second CNOC University: Niagara County Early Childhood Symposiul learning and discussing the current state of our youngest children (0-5 years) and their families in Nia attention on how we can improve and enhance services and programming for these children and their cross-system providers engaged in strategic planning and discussing quality improvement efforts to early service gaps. (Objective 3)		es in Niagara County and to develop goals/focus and their families. The event was a success as 57
OBJECTIVES		
Systems of Care Ongoing		Ongoing
Resources to Support Collaborations Ongoing		Ongoing
Service System Navigation and Improved Access to Care Ongoing		Ongoing
OBJECTIVE UPDATES		

Objective 1: Systems of Care - Target Date: 12/31/2025 - The LGU will lead the Niagara County Systems of Care (Community Network of Care - CNOC- for Children & Families in Niagara County) to engage cross-system providers in strategic planning, implementation activities, and continuous quality improvement efforts to effectively respond to identified system needs and service gaps.

Objective 2: Resources to Support Collaborations - Target Date: 12/31/2025 - The LGU will identify additional resources and funding opportunities that can support sustainable cross-system engagement and collaborations in areas where need is demonstrated.

Objective 3: Service System Navigation and Education on Community Resources - Target Date: 12/31/2025 - The LGU will work in partnership with cross-system providers to increase awareness of existing system platforms, which connect youth, families and adults to community resources that improve and sustain mental, emotional, behavioral, and physical wellness.

Goal 6		
Title Workforce Recruitment and Retention		
Progress on Goal: Objectives 1, 2, 4, 5 Service providers noted success with the following methods: Attending local job fairs Strengthening relationships with local universities Digital media campaigns to spread awareness about jobs Reviewing job descriptions to reassess what qualification are recommended opposed to what qualifications NYS mandates Revising language used in job descriptions, to not deter individuals from applying Changing job titles and reclassifying roles Bringing in interns, who then secure a job placement following their graduation/licensure Objectives 1, 3, 4, 5 Service providers noted success with the following methods: Development of leadership programs Adjusting staff to telehealth/virtual when appropriate Restructuring orientation process to minimize time behind a desk/in virtual trainings Providing 'big picture' operations for new hires Greater emphasis on supervision and consistent scheduling of supervision for staff OBJECTIVES Culturally Competent and Diverse Workforce Integrating Emerging Paraprofessionals / Professionals in the Workforce Ongoing		hat qualifications NYS mandates
		Ongoing
		Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

N/A

OBJECTIVE UPDATES

Increase Number of Peers in the Workforce

Integration of I/DD Individuals in the Workforce

Options to Support Recruitment and Retention of Personnel

Improve Timely Access to Community Based Support Services

Engage in Cross-system Collaborations to Increase Workforce Development and Job Placements

Objective 1: Culturally Competent and Diverse Workforce - Target Date: 12/31/2025 - The LGU will evaluate available data sources, best practices and innovative strategies to engage in workforce development initiatives that recruit and retain culturally competent and diverse personnel that are responsive to the needs of the populations served.

Objective 2: Integrating Emerging Paraprofessionals/Professionals in the Workforce - Target Date: 12/31/2025 - The LGU will work in collaboration with local providers to identify and implement strategies that will increase the integration of emerging paraprofessionals and qualified health professionals in the workforce through innovative means.

Objective 3: Engage in Cross-System Collaborations to Increase Workforce Development and Job Placements - Target Date: 12/31/2025 - The LGU will engage in cross-system collaborations to identify resources and link people with opportunities that promote cultural competency, skill development, marketability, and increase job placements.

Objective 4: Increase Number of Peers in the Workforce - Target Date: 12/31/2025 - The LGU will work in collaboration with local providers to identify and implement strategies that will increase the number and retention of credentialed peers in the workforce to meet people "where they are at" when needed.

Objective 5: Integration of Individuals with IDD in the Workforce - Target Date: 12/31/2025 - The LGU, in collaboration with stakeholders, will promote community education efforts related to employment skills training for individuals with I/DD to increase opportunities for integration into the general workforce.

Objective 6: Development of Standardized Training Practices - Target Date 12/31/2026 - The LGU will work in partnership with stakeholders to develop an evidence-based orientation training curriculum, to support the recruitment and retention of paraprofessionals and behavioral health personnel.

Goal 7	
Title	Expand Prevention Activities

Progress on Goal:

Objectives 1, 2, 3

The Niagara County Suicide Prevention Coalition (NCSPC) resumed meetings after a brief hiatus in early 2023. NCSPC currently has 58 members, with 41 different organizations represented.

In 2023 and early 2024, NCDMH representatives participated in several regional suicide prevention efforts and trainings, such as specialized education for the faith based, indigenous, LGTBQ, veteran, and youth communities.

An NCDMH representative was trained to be a trainer for the Firearm Safety and Suicide Prevention which partners a suicide prevention expert with a firearms expert to share information with families and caregivers about how to safely and respectfully address the presence and potential use of a firearm.

Objectives 2, 3

The Well Niagara app and its corresponding webpage launched, increasing awareness of and connection to over 393 different resources across WNY.

Well Niagara provides quick access to:

Niagara County Crisis Services hotline and Crisis Text Line

Information on Narcan and harm reduction tools

Guidance to navigate the different service systems

Local trainings and events

The LGU presented to 16 different audiences, on topics such as suicide prevention, helping students at risk, crisis intervention and de-escalation, and local community resources.

The LGU tabled 13 different events, interfacing with students, parents, school staff, mental health professionals, and individuals in MH/SUD treatment, sharing information about harm reduction, NCDMH services, mental health, and overall wellbeing.

The Niagara County PATH-3D (Presenting Alternatives for Treatment and Healing - Deflect, Destigmatize, attend to Diversity, Equity and Inclusion) program and Addict2Addict Niagara distributed 374 Narcan kits, at the Niagara County Fair in 2023, three times the number distributed at the fair in 2022. Both entities are scheduled to conduct training and distribute Narcan at the 2024 Niagara County Fair.

Objective 3

The LGU held CNOC University: Niagara County Early Childhood Symposium on October 24, 2023, with the goal of learning and discussing the current state of our youngest children (0-5 years) and their families in Niagara County and to develop goals/focus attention on how we can improve & enhance services and programming for these children and their families.

OBJECTIVES

Update

Suicide Prevention Coalition	Ongoing
Commitment to Zero Suicide Model	Ongoing
Promotion of Healthy Living	Ongoing
Expand Early Intervention Activities	Ongoing

OBJECTIVE UPDATES

Objective 1: Commitment to Zero Suicide Model - Target Date: 12/31/2025 - The LGU will work in partnership with the Suicide Prevention Coalition and stakeholders to make a formal commitment to, and establish benchmarks for, the adoption of the Zero Suicide Model.

Objective 2: Promotion of Healthy Living - Target Date: 12/31/2025 - To promote healthy living, the LGU will work in partnership with the public health and prevention providers to implement evidence-supported / based approaches to prevent and/or reduce alcohol and substance use and related consequences as well as mental, social-emotional, intellectual/developmental and behavioral disabilities.

Objective 3: Expand Early Intervention Activities - Target Date: 12/31/2025 - The LGU will work with cross systems providers to expand early intervention activities where need is clearly demonstrated to prevent the development of long-term negative health outcomes.

Objective 4: Expansion of Trauma Response in Schools - Target Date: 12/31/2026 - The LGU will collaborate with local school districts to develop a comprehensive training and crisis response network for grades K - 12 education and beyond.

Title Tackle the Opioid / Drug Epidemic Progress on Goal: Community-based agencies, in an initiative supported by the LGU, installed 130 wall mounts, 15 Narcan stands, and 2 Narcan vending machines across Niagara County. These harm reduction resources are strategically placed in a wide range of locations, including golf courses in North Tonawanda, barbershops in Niagara Falls, local gas stations in the city of Lockport, and in residential apartments across Niagara County. The PATH-3D program works with the local HIDA (High Intensity Drug Trafficking Areas) Officer to identify "hot spots" where overdoses are more prevalent and then increase access to Narcan and other harm reduction tools. These mounts and stands include information fentanyl test strips, Narcan, contact information for the PATH-3D program, and more. (Objectives 1, 2) The PATH-3D program continues to follow up with individuals post-overdose, offering support and referrals as appropriate. The program provided Narcan trainings to several agencies across multiple disciplines in 2023. The program continues to engage in community canvasing to increase visibility in the community and provide preventative interventions. The program continues to struggle to identify, thus be able to reach out to,

individuals who experienced an overdose event and did not seek first responder assistance, as there is no current method to track these individuals.

OBJECTIVES

Public Awareness / Engagement Opportunities

Expand Harm Reduction Options

Ongoing

Education and Training Opportunities

Ongoing

Expand Access to trained Peers / Family Peers

Ongoing

OBJECTIVE UPDATES

Objective 1: Public Awareness/Engagement Opportunities - Target Date: 12/31/2025 - The LGU will work in partnership with stakeholders to analyze data and other reliable resources to inform public awareness/engagement activities that will reduce stigma and barriers to care while increasing awareness of and linkage to community resources.

Objective 2: Expand Harm Reduction Options - Target Date: 12/31/2025 - The LGU will support the expansion of harm-reduction programs, activities, supports and services that focus on meeting the basic needs of persons who use drugs, creating a safe space and developing/establishing trust as an entry point to care.

Objective 3: Education and Training Opportunities - Target Date: 12/31/2025 - The LGU, in partnership with stakeholders, will identify and facilitate access to education and training opportunities that equip the public with life-saving skills and harm reduction resources.

Objective 4: Expand Access to Trained Peers / Family Peers - Target Date: 12/31/2025 - The LGU will work in collaboration with stakeholders to expand the reach of trained recovery peer advocates and family peer specialists/advocates to areas that will "meet people where they are at" and engage them "when they are ready".

2024 Needs Assessment Form Niagara 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):

Employment/volunteer (client) Yes

Applies to OASAS? No Applies to OMH? No 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):

Non-Clinical Supports 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):

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):

Residential Treatment 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):

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):

Adult Assertive Community Treatment (ACT) Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Adults Only

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

Need description (Optional):

Harm Reduction Yes

Applies to OASAS? Yes Applies to OMH? No

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: Myrla Gibbons Doxey

Submitted for: Niagara County Department of Mental Health

2025 Needs Assessment Form Niagara 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):

Employment/volunteer (client) Yes

Applies to OASAS? No Applies to OMH? No 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):

Non-Clinical Supports 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):

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):

Residential Treatment 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):

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):

(0)

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):

Adult Assertive Community Treatment (ACT) Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Adults Only

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

Need description (Optional):

Harm Reduction Yes

Applies to OASAS? Yes

Applies to OMH? No

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: Myrla Gibbons Doxey

Submitted for: Niagara County Department of Mental Health

Agency Name	Program Name	Program Type Name
BestSelf Behavioral Health, Inc.	MHOTRS - Bloneva Bond Primary School	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
BestSelf Behavioral Health, Inc.	MHOTRS - Charles Upson Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
BestSelf Behavioral Health, Inc.	MHOTRS - Emmet Belknap Intermediate	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
BestSelf Behavioral Health, Inc.	MHOTRS - Drake Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
BestSelf Behavioral Health, Inc.	MHOTRS - North Tonawanda Middle School	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
BestSelf Behavioral Health, Inc.	MHOTRS - North Tonawanda High School	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
BestSelf Behavioral Health, Inc.	MHOTRS - Royhart High School	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
BestSelf Behavioral Health, Inc.	MHOTRS - Wheatfield Pediatrics	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
BestSelf Behavioral Health, Inc.	BestSelf Behavioral Health, Inc. SMH CMA (AOT)	Specialty Mental Health Care Management
Buffalo Psychiatric Center	Gasport Family Care	Family Care
Buffalo Psychiatric Center	MHOTRS - North Tonawanda Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Catholic Charities	MHOTRS - Lockport Children's Outpatient Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Catholic Charities	MHOTRS - Niagara Falls Children's Outpatient Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)

Child and Family Services	CFTSS: Community Psychiatric Support and	CFTSS: Community Psychiatric Support and
Child and Family Complete	Treatment (CPST)	Treatment (CPST)
Child and Family Services	CFTSS: Other Licensed Breatitioner (OLB)	CFTSS: Family Peer Support Services (FPSS)
Child and Family Services Child and Family Services	CFTSS: Other Licensed Practitioner (OLP) Children and Youth Assertive Community	CFTSS: Other Licensed Practitioner (OLP) Youth Assertive Community Treatment (ACT)
Cilia and Family Services	Treatment	•
Community Missions Inc		Program
Community Missions, Inc.	CMI - Patient Transportation	Transportation
Community Missions, Inc.	Comm Missions Supp Housing/RCE SH Niagara	Supportive Housing
Community Mississa Inc	Cty - Comm Svcs	Children 9 Varith Campaninity Basidanas
Community Missions, Inc.	Community Missions - Aurora House	Children & Youth Community Residence
Community Missions, Inc.	Community Missions - CHOICES Apartment	Apartment/Treatment
Community Mississes Inc.	Program	Consume to Transfer and
Community Missions, Inc.	Community Missions - Canal View	Congregate/Treatment
Community Missions, Inc.	Community Missions - Hansen House Community	Congregate/Treatment
	Residence	
Community Missions, Inc.	Community Missions - Scattered Supp Housing-	Supportive Housing
	Comm.Svcs.	
Community Missions, Inc.	Community Missions SH/MRT SH Niagara Cty -	Supportive Housing
	Comm Svcs	
Community Missions, Inc.	Community Missions Supp Hsing PC Long	Supportive Housing
	Stay/Niagara-Comm Svcs	
Community Missions, Inc.	Drop In Center	Drop In Centers
Community Missions, Inc.	Niagara Visions PROS	Comprehensive PROS with Clinical Treatment
Community Missions, Inc.	On-Site Case Management	Non-Medicaid Care Coordination
Community Missions, Inc.	PROS Employment Initiative	PROS Employment Initiative
Community Missions, Inc.	Peer Crisis Respite	Advocacy/Support Services
Community Missions, Inc.	Respite	Crisis/Respite Beds
Community Missions, Inc.	SPOA Non-Medicaid Care Coordination	Non-Medicaid Care Coordination
Community Missions, Inc.	Supported Housing - High Needs - Community	Supportive Housing
	Service-Comm.Svcs	
DePaul Community Services, Inc.	Packet Boat Landing	Supportive Single Room Occupancy (SP-SRO)

Empower (formerly UCP of Niagara)	Ongoing Integrated Supported Employment	Ongoing Integrated Supported Employment Services
Endeavor Health Services, Inc.	MHOTRS - Lockport Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Endeavor Health Services, Inc.	MHOTRS - Lockport Probation	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Endeavor Health Services, Inc.	MHOTRS - Niagara Falls Probation	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Endeavor Health Services, Inc.	EHS, Inc. SMH CMA	Specialty Mental Health Care Management
Gateway Longview	MHOTRS - 79th Street Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Gateway Longview	MHOTRS - Abate Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Gateway Longview	MHOTRS - Cataract Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Gateway Longview	MHOTRS - GJ Mann Elementary* Not currently as open satellite	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Gateway Longview	MHOTRS - Hyde Park Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Gateway Longview	MHOTRS - Kalfas Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Gateway Longview	MHOTRS - Maple Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Gateway Longview	MHOTRS - Niagara Street Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite

Gateway Longview	MHOTRS - Colonial Village Elementary	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Gateway Longview	CFTSS: Community Psychiatric Support and Treatment (CPST)	CFTSS: Community Psychiatric Support and Treatment (CPST)
Gateway Longview	CFTSS: Other Licensed Practitioner (OLP)	CFTSS: Other Licensed Practitioner (OLP)
Hillside Children's Center	Hillside SMH CMA - Western Niagara	Specialty Mental Health Care Management
Horizon Health Services, Inc.	MHOTRS - Lockport Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Horizon Health Services, Inc.	MHOTRS - Niagara Falls Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Horizon Health Services, Inc.	MHOTRS - Sanborn Clinic	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Horizon Health Services, Inc.	MHOTRS - Gaskill Preparatory	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Horizon Health Services, Inc.	MHOTRS - Newfane School District	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Horizon Health Services, Inc.	MHOTRS - Niagara Wheatfield Middle and High Schools	Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS) - School Satellite
Horizon Health Services, Inc.	Horizon SMH CMA Niagara	Specialty Mental Health Care Management
Housing Options Made Easy, Inc. dba ROME	HOME Supp Housing PC Long Stay/Niagara County-Comm Svcs	Supportive Housing
Housing Options Made Easy, Inc. dba ROME	Housing Options Supported Housing-Niagara Cty- Comm Svcs	Supportive Housing
Jewish Family Service of Western New York	Jewish Family Services of Western New York SMH CMA	Specialty Mental Health Care Management
Living Opportunities of DePaul, Inc.	RCE Supportive Housing	Supportive Housing
Living Opportunities of DePaul, Inc.	LO DePaul SH/Transformation SH Niagara Cty - Comm Svcs	Supportive Housing
Lockport School District	Lockport School District SBMH	School Mental Health Program

Mental Health Advocates of WNY	CFTSS: Family Peer Support Services (FPSS) *Not currently operating	CFTSS: Family Peer Support Services (FPSS)
Mental Health Advocates of WNY	CFTSS: Youth Peer Support Services (YPS) *Not currently operating	CFTSS: Youth Peer Support Services (YPS)
Mental Health Association in Niagara County	Children's In-Home Respite Program	Respite Services
Mental Health Association in Niagara County	Community Education and Referral	Self-Help Programs
Mental Health Association in Niagara County	Compeer Adult	Outreach
Mental Health Association in Niagara County	Compeer for Youth	Outreach
Mental Health Association in Niagara County	Peer Advocacy	Advocacy/Support Services
Spectrum Health Services	Spectrum Health and Human Services Niagara ACT Team	Assertive Community Treatment (ACT)
New Directions Youth & Family Services, Inc.	Children's Mental Health Rehabilitation	CFTSS: Children's Mental Health Rehabilitation Services
New Directions Youth & Family Services, Inc.	Children's Mobile Crisis Outreach	Crisis Intervention
New Directions Youth & Family Services, Inc.	Community Based Crisis Intervention	Crisis Intervention
New Directions Youth & Family Services, Inc.	Community Psychiatric Supports and Treatment	CFTSS: Community Psychiatric Support and Treatment (CPST)
New Directions Youth & Family Services, Inc.	Family Peer Support Services	CFTSS: Family Peer Support Services (FPSS)
New Directions Youth & Family Services, Inc.	Family Support - C&Y	Family Peer Support Services - Children & Family
New Directions Youth & Family Services, Inc.	Health Home Non Medicaid Care Management C&Y	Health Home Non-Medicaid Care Management
New Directions Youth & Family Services, Inc.	Other Licensed Practitioner	CFTSS: Other Licensed Practitioner (OLP)
New Directions Youth & Family Services, Inc.	Psychosocial Rehabilitation	CFTSS: Psychosocial Rehabilitation (PSR)

Niagara County Department of Mental Health	988 Crisis Hotline Center	988 Crisis Hotline Center
Niagara County Department of Mental Health	Adult Mobile Crisis Services	Mobile Crisis Services
Niagara County Department of Mental Health	CFTSS: Mobile Crisis Intervention	CFTSS: Mobile Crisis Intervention (CI)
Niagara County Department of Mental Health	Community Outreach	Advocacy/Support Services
Niagara County Department of Mental Health	Crisis Outreach Coordination & AOT	Crisis Intervention
Niagara County Department of Mental Health	HCBS - Community Psychiatric Supoprt and Treatment	CORE Community Psychiatric Support and Treatment (CPST)
Niagara County Department of Mental Health	Hospital Diversion Engagement Team	Crisis Intervention
Niagara County Department of Mental Health	Hospital Diversion Mobile Transition	Crisis Intervention
Niagara County Department of Mental Health	Monitoring & Evaluation	Monitoring and Evaluation, CSS
Niagara County Department of Mental Health	Niagara County Counseling and Wellness Services Niagara Fa	· Mental Health Outpatient Treatment and Rehabilitative Services (MHOTRS)
Niagara County Department of Mental Health	Niagara County Dept of MH - SPOA - Adult	Single Point of Access (SPOA)
Niagara County Department of Mental Health	Niagara County Dept of MH - SPOA - C&Y	Single Point of Access (SPOA)
Niagara County Department of Mental Health	Partnership for Healthy Aging	Non-Medicaid Care Coordination
Niagara County Department of Mental Health	Transitional Case Management	Transition Management Services
Niagara County Department of Mental Health	Youth in Probation	Outreach
Niagara Falls Memorial Medical Center Niagara Falls Memorial Medical Center Niagara Falls Memorial Medical Center	Advocacy and Support Programs Emergency Room Niagara Falls CMHC Continuing Day Treatment	Advocacy/Support Services Crisis Intervention Continuing Day Treatment

Niagara Falls Memorial Medical Center Niagara Falls Care Management Agency Specialty Mental Health Care Management Niagara Falls Memorial Med Ctr Child Advoc Ctr Non-Medicaid Care Coordination Niagara Falls Memorial Medical Center Care Coord. Niagara Falls Memorial Medical Center CMHC Niagara Falls Memorial Medical Center Inpatient Psychiatric Unit of a General Hospital Inpatient Program Niagara Falls Memorial Medical Center Niagara Falls Memorial Medical Center Clinic Mental Health Outpatient Treatment and **Treatment Prog** Rehabilitative Services (MHOTRS) Non-Medicaid Care Coordination Niagara Falls Memorial Medical Center Non-Medicaid Care Coordination Niagara Falls School District Niagara Falls School District SBMH School Mental Health Program Niagara Wheatfield Central School Mitigting the Impact of Trauma in Schools School Mental Health Program Our Lady of Victory (OLV) CFTSS: Community Psychiatric Support and CFTSS: Community Psychiatric Support and Treatment (CPST) Treatment (CPST) CFTSS: Family Peer Support Services (FPSS) CFTSS: Family Peer Support Services (FPSS) Our Lady of Victory (OLV) Our Lady of Victory (OLV) CFTSS: Other Licensed Practitioner (OLP) CFTSS: Other Licensed Practitioner (OLP) Our Lady of Victory (OLV) CFTSS: Psychosocial Rehabilitation (PSR) CFTSS: Psychosocial Rehabilitation (PSR) Pinnacle Community Services, Inc Health Home Care Management C&Y Health Home Care Management Pinnacle Community Services, Inc Health Home C&Y Non Medicaid Care Health Home Non-Medicaid Care Management Management Pinnacle Community Services - HH CM Pinnacle Community Services, Inc Health Home Care Management Pinnacle Community Services, Inc Pinnacle Community Services - HH NonMed CM Health Home Non-Medicaid Care Management Pinnacle Community Services, Inc SMH CMA Specialty Mental Health Care Management Restoration Society Inc. Adult BH HCBS Family Support CORE Family Support and Training (FST) Restoration Society Inc. Adult BH HCBS Pre-Vocational Services Adult BH HCBS Pre-Vocational Services CORE Psychosocial Rehabilitation (PSR) Restoration Society Inc. Adult BH HCBS Psychosocial Rehabilitation Restoration Society Inc. Adult BH HCBS Transitional Employment Adult BH HCBS Transitional Employment **CORE Peer Support Services CORE Empowerment Services - Peer Supports** Restoration Society Inc. **PROS Center for Wellness PROS Employment Initiative** The Dale Association, Inc. Advocacy/Support Services The Dale Association, Inc. **Peer Specialists** The Dale Association, Inc. The Dale Association Counseling & Treatment Mental Health Outpatient Treatment and Center Rehabilitative Services (MHOTRS) The Dale Association, Inc. The Dale Association, Inc. PROS Comprehensive PROS with Clinical Treatment

Transitional Services, Inc.	Transitional Services, Inc. SMH CMA - Niagara	Specialty Mental Health Care Management
Transitional Services, Inc.	Supported Housing	Supportive Housing
Venture Forthe, Inc.	Venture Forthe PSR	CORE Psychosocial Rehabilitation (PSR)
Venture Forthe, Inc.	Venture Forthe, Inc.	Adult BH HCBS Education Support Services (ESS)
Venture Forthe, Inc.	Venture Forthe, Inc.	Adult BH HCBS Intensive Supported Employment (ISE)
Venture Forthe, Inc.	Venture Forthe, Inc.	Adult BH HCBS Ongoing Supported Employment (OSE)
Venture Forthe, Inc.	Venture Forthe, Inc.	Adult BH HCBS Pre-Vocational Services
Venture Forthe, Inc.	Venture Forthe, Inc.	CORE Community Psychiatric Support and Treatment (CPST)
Venture Forthe, Inc.	Venture Forthe, Inc.	CORE Family Support and Training (FST)
Venture Forthe, Inc.	Venture Forthe, Inc.	Adult BH HCBS Habilitation
Venture Forthe, Inc.	Venture Forthe, Inc.	CORE Empowerment Services - Peer Supports