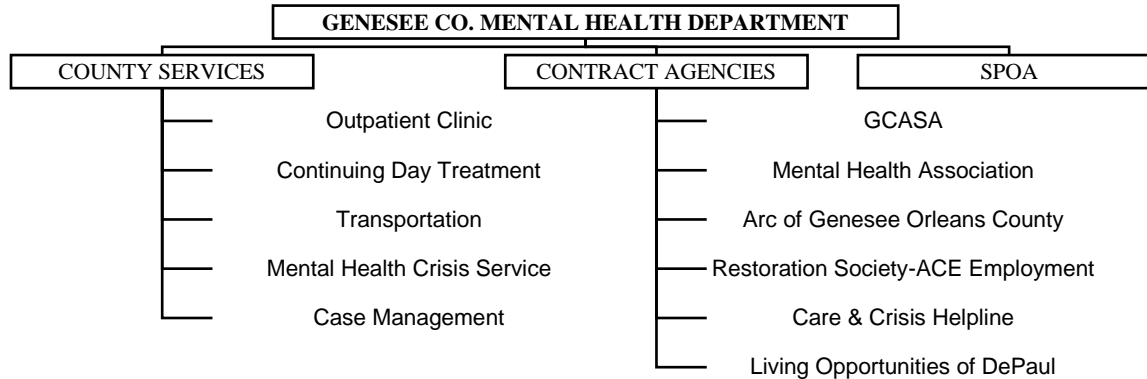


# MENTAL HEALTH

## ORGANIZATIONAL CHART



### DEPARTMENT DESCRIPTION

Under New York State Mental Hygiene Law, Genesee County Mental Health Department is responsible for services and programs in the areas of mental illness, mental retardation, "intellectual" disabilities, alcoholism and substance abuse. This is accomplished through a combination of county-operated services and contracted services with private not-for-profit corporations.

County-operated services include Outpatient Clinics for adults and children, a Continuing Day Treatment program for adults and Case Management for adults and children. A Public School Outreach Program to all local schools providing on-site consultation and early intervention is operated through our children's clinic. Genesee County Mental Health also provides coordinated community mental health services through its Single Point of Access (SPOA) program.

The contracted services are the Genesee Council on Alcohol and Substance Abuse clinic and prevention programs, Mental Health Association of Genesee & Orleans Counties (Social Club), Arc of Genesee Orleans, the Restoration Society's ACE Employment Service, Care + Crisis Helpline, and Living Opportunities of DePaul.

## **DEPARTMENT: MENTAL HEALTH - COUNTY SERVICES**

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### **STRATEGIC FRAMEWORK**

#### **Mission – Community Mental Health Services Board**

"It shall be the Mission of the Community Mental Health Services Board to promote the development and insure the delivery of quality, cost effective mental hygiene programs of prevention, education, treatment, rehabilitation, and community support for individuals and families in Genesee County coping with mental illness, developmental disabilities, and alcohol and substance abuse."

#### **Mission – County Clinical Services**

"Our Mission is to assist county residents with symptoms of mental illness & substance abuse in achieving and maintaining their highest level of functioning."

#### **To accomplish this Mission we will:**

Respect the dignity and worth of all individuals. Provide quality services in a caring, non-judgmental manner. Encourage the development of full potential and individual responsibility in the areas of living, learning, working, parenting, and socializing. Work cooperatively with other community resources. Promote a positive working environment for all staff. Maintain compliance with NYS Mental Hygiene Laws and Office of Mental Health Regulations.

**COUNTY CLINICAL PROGRAMS:**  
**Outpatient Clinic, Day Treatment, Case Management,**  
**Crisis Services, SPOA & Transportation**

### **Key 2019 Accomplishments**

1. Helped grow and strengthen the Created the Inter-Municipal Independent Provider Association (IPA) to further the financial and clinical goals of the association.
2. Aligned clinical service goals in preparation for Value Based Payment (VBP) Network readiness.
3. Enhanced SAME DAY ACCESS in the clinic
4. Achieved new multiple program targets as a member of the federal Delivery System Reinvestment Incentive Plan (DSRIP).
5. Introduced high-level evidence-based suicide prevention modalities.
6. Increased same day collection rates for co-pays and self-pay services through the ongoing credit card machines.
7. Successfully entered into an agreement for a new Electronic Medical Record (EMR) to replace the current two-vendor system that we are using.
8. Began the process of providing Tele-psychiatry (online therapy appointments) to allow for increased Prescriber times.

### **Key 2020 Goals**

1. Continue to move service goals towards Value Based Payment initiatives.
2. Strengthen the IPA presence as we seek new funding opportunities and clinical initiatives.
3. Fully switch over to the new EMR and begin to use its built in efficiencies to make valuable business decisions
4. Increase the usage of Tele-Psychiatry hours to allow for greater client flexibility.
5. Increase revenue collection rates and limit insurance provider denials to maximize overall agency revenues

**BUDGET SUMMARY**  
**COUNTY SERVICES**

<b><u>Appropriation</u></b> <b><u>By Object</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Adopted</u></b> <b><u>2019</u></b>	<b><u>Amended</u></b> <b><u>2019</u></b>	<b><u>Adopted</u></b> <b><u>2020</u></b>
Salary/Fringe	3,742,605	3,927,923	4,206,802	4,191,802	4,115,112
Equipment	17,238	7,086	7,295	7,295	6,375
Contractual	<u>1,244,557</u>	<u>1,172,160</u>	<u>1,454,735</u>	<u>1,469,735</u>	<u>1,486,535</u>
Total Appropriation	5,004,400	5,107,169	5,668,832	5,668,832	5,608,022
Revenue	<u>3,731,781</u>	<u>4,420,297</u>	<u>4,696,020</u>	<u>4,696,020</u>	<u>4,686,837</u>
Net County Support	1,272,619	686,872	972,812	972,812	921,185
FTE's	60	62	63	63	62.5

**BUDGET HIGHLIGHTS**

Salary/Fringe – Several staffing adjustments have been made throughout the last year. Through proper filling of those positions and elimination of positions to align with the work and goals that were set forth, costs have now been stabilized. The current budget reflects a new full time director while budgeting a lower salary and fringe cost than what was budgeted for the 2019 year.

**STAFFING REQUESTS:**

1. Deleting (1) Program Coordinator – MH
2. Deleting (1) Part-time RPN-Temp
3. Deleting (1) Telephone Operator
4. Deleting (1) Licensed Practical Nurse-Temp
5. Deleting (1) Part-time File Room Attendant

**INDICATORS**

	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Estimated</u></b> <b><u>2019</u></b>	<b><u>Adopted</u></b> <b><u>2020</u></b>
Clinic Intakes/on the rolls	1,954 / 1,414	1,975 / 1,450	2,000/1,475
Clinic Visits	18,088	18,250	18,300
DOC Visits	7,568	7,550	7,675
Case Mgmt. Visits	1,065	1,065	1,075
Crisis Hours	27	29	32
Number of individuals served	1,535	1,575	1,600

## DESCRIPTION

*The Mental Health Association of Genesee & Orleans Counties' mission is to promote mental wellness, instill hope and improve quality of life through peer support, advocacy, and education. We offer peer-driven supports that promote mental wellness and teach the skills needed for healthy living. Our strength is a caring and experienced team dedicated to person-centered planning. We advocate for self-determination and community integration as alternatives to facility-based service.* Our services include the following:

- **Recovery Center** co-located at both our Batavia and Albion offices, is a peer driven program designed to assist individuals in finding their "spark of life" through the recovery support and encouragement of a trained Peer Guide. Peer Guides offer in-office, in-home, and in-community services where participants may focus on their personal strengths and interests in order to connect and/or reconnect with their goals of a fully integrated community life in ways that align with their own personalized recovery.
- **Suicide Support and Education** MHA is involved in the Genesee County Suicide Prevention Coalition, and offers a "Survivors of Suicide" (SOS) postvention support group to those who lost a loved one to a suicide, and participates in the Regional Suicide Prevention Coalition.
- **Family Support and Consultation** provides information, education and support to individuals who have loved ones with mental illness so they can learn to cope and adapt to meet their own needs as well as those of their loved ones. Family education groups as well as individual support are offered.
- **Social Club** helps individuals with mental illness to develop or re-establish a sense of self-esteem and group affiliation, to promote their recovery and reintegration into a meaningful role in community life through providing peer self-help and empowerment activities, community living, academic, vocational, and/or social time rehabilitation, training, and support services.
- **Advocacy** MHA staff provide a variety of recovery activities, daily living skill building opportunities, and education around mental health services through support groups, recovery workshops, Peer Support, and referral. These activities assist participants to promote their rights, resolve complaints, and access the services/supports of their choice. MHA staff also participate in community meetings/committees to develop relationships that will help resolve or eliminate problems on a systemic rather than individual basis. Educational trainings on various recovery and anti-stigma topics have included: Wellness Recovery Action Plan (WRAP), Hearing Voices that are Distressing, Mental Health First Aid/MHFA for Youth, and educational family support groups.
- **Home and Community-Based Services (HCBS)** MHA also offers the Medicaid Managed Care HCBS services of Psychosocial Rehabilitation, Habilitation, Empowerment/Peer Supports, and Family Supports on referral from a participants' Medicaid managed care providers.
- **Warm Line** is a peer to peer, non-crisis telephone service that provides support and encouragement. It operates seven evenings per week, excluding major holidays, from 5:30-8:30pm, when other supports are typically unavailable. Volunteer Listeners receive supervision, training, and a stipend to support their participation.
- **Transportation** is provided to participants without charge to meet their needs so they are able to reduce isolation for more full and effective integration into community life.

**Mental Health Association**

	<b><u>Actual 2018</u></b>	<b><u>Amended 2019</u></b>	<b><u>Adopted 2020</u></b>
APPROPRIATIONS	465,721	466,328	467,701
REVENUE	465,721	466,328	467,701
COUNTY COST	0	0	0

**INDICATORS**

	<b><u>Actual 2018</u></b>	<b><u>Estimated 2019</u></b>	<b><u>Adopted 2020</u></b>
Total Contacts	10,000	10,000	10,000

**DESCRIPTION:**

Genesee Council on Alcoholism and Substance Abuse (GCASA) operates five behavioral health service programs in Genesee County: Outpatient Substance Use Disorder (SUD) Treatment, Opioid Treatment Program (methadone clinic), Residential Services, Prevention Services, and Employee Assistance Program (EAP).

The main Genesee County Outpatient Clinic is in Batavia, NY with a satellite office in LeRoy. GCASA offers clinical treatment services to the jail, drug court, and probation clients and specialized services to applicants and clients of the Department of Social Services. GCASA also provides specialized services for women, adolescents, individuals struggling with co-morbid psychiatric disorders, individuals struggling with addiction to opioids, tobacco, and gambling through several individual-based protocols including medication-assisted treatment, Dialectical Behavioral Therapy (DBT), Cognitive Behavioral Therapy (CBT), relapse prevention, Motivational Interviewing, and 12-step facilitation. In 2019, we anticipate providing significant training for staff in trauma-informed care, as well as launching an RV-based mobile treatment unit (supplemented by two additional vehicles) staffed by SUD counselors and Recovery Peer Advocates (Peers) that will empower substantial expansion of the number of in-community services and transportation support that can be provided to reduce barriers to treatment access.

GCASA opened a methadone clinic licensed to serve 150 individuals with opioid use disorder (OUD) who are appropriate for MAT but are either not responding well to or not clinically appropriate for buprenorphine (Suboxone) or naltrexone (Vivitrol). A March 2017 review of research by the American Psychological Association found medication-assisted treatment (**MAT**) to be an evidenced-based practice and the most effective approach for treatment of opioid use disorder (OUD). In fact, MAT was one of the only treatments that showed *any* promise of effectiveness at all for OUD patients.<sup>1</sup> MAT involves a two-pronged approach: SUD counseling and administration of opioid replacement therapy (ORT) medications. These include methadone, buprenorphine (Suboxone), and naltrexone (Vivitrol). The addition of the methadone clinic in Batavia will ensure Genesee County residents have access to all three forms of MAT for opioid use disorder. As Genesee County is among the 10 NYS counties with the highest rates of opioid death, this is a critically important service addition for our community.

The Atwater Community Residence is comprised of 17 beds for men in need of a halfway house for 3-6 months to support their substance use disorder recovery. The Residential Services program also provides 19 Supportive Living beds in 4 different locations in Genesee County for people who need residential support lasting one year or longer.

GCASA provides a variety of Prevention services, including classroom education, environmental strategies, a Children of Alcoholics (COA) program for children who come from families where substance abuse is a problem, an alcohol and drug awareness program, alcohol server training, retail compliance checks and specialized programs to seniors, pregnant women, tobacco cessation and smoking prevention, gambling prevention and advocacy in a variety of settings and for healthy community living free of chemical abuse. GCASA also houses in Batavia and operates for New York State OASAS the Western New York Prevention Resource Center—a training and development resource provider for prevention coalitions in an eight-county region in Western New York.

GCASA's Employee Assistance Program (EAP) has contracts with over 30 organizations and companies serving more than 4,600 employees and their families in the Genesee/Orleans/Wyoming County area. EAP provides counseling and consultation for personal, family, mental health and substance abuse problems to decrease work related problems such as absenteeism, poor performance, low morale and low productivity in addition to providing other technical assistance to support healthy organizational functioning.

As part of the Governors Medicaid redesign, Performing Providers Systems were created around the state to reduce the amount of unnecessary admissions to hospitals. GCASA is a member of the Finger Lakes Performing Provider System (FLPPS) and is participating in several of the projects which involve behavioral health providers. GCASA has transitioned to a paperless medical record which integrates scheduling, billing, assessment, and treatment documentation. GCASA's electronic medical record and billing system is equipped to meet the requirements of the all current payers systems and managed care. GCASA is collaborating with FLPPS and as a network member of the Integrity Partners Behavioral Health

Care Collaborative and the Finger Lakes Independent Practice Association, as well as with other regional partners, to prepare for the transition to a value-based payment system.

<b>GCASA</b>	<b>Actual <u>2018</u></b>	<b>Amended <u>2019</u></b>	<b>Adopted <u>2020</u></b>
APPROPRIATIONS	2,027,290	1,768,867	1,776,308
REVENUE	1,988,254	1,729,831	1,737,272
DWI FUNDING	3,500	3,500	3,500
COUNTY COST	35,536	35,536	35,536
<b><u>INDICATORS</u></b>	<b>Actual <u>2018</u></b>	<b>Estimated <u>2019</u></b>	<b>Adopted <u>2020</u></b>
Consolidated visits + contacts	19,700	20,500	21,500

**DESCRIPTION:**

**Supported Housing Program Description for Genesee County (5 beds):**

Genesee County Department of Mental Health funding is utilized by DePaul for the 5 beds for supported housing program located in Genesee County. This is a non-licensed program which secures more permanent housing for adult individuals with a psychiatric disability. Living Opportunities of DePaul, Inc pays an individual's security deposit, startup supplies and furniture, and a monthly stipend to the individual's landlord. Leases are in the tenants name and program staff visit tenants a minimum of one time per month.

Living Opportunities of DePaul (LOD) will provide Supported Housing to adult individuals with Serious and Persistent Mental Illness who choose to live in Genesee County, New York. These individuals will come from either the Rochester Psychiatric Center, one of its residential programs (such as the John Romano House) , or from an Article 28 hospital such as Strong Memorial Hospital, Rochester General Hospital, St. Mary's Hospital, or Wyoming County Hospital.

DePaul will provide the following supports/services to each recipient of this program; a safe, affordable apartment of their choice anywhere in Genesee County (that passes safety inspection standards), full apartment furnishings, a security deposit, a monthly rental stipend, regular staff visits to help the individual maintain his/her place in the community, the development of a Housing Support Plan, and collaboration with other service providers such as Psychiatrists, Therapists, Health Home Care Managers, peer supports and other Community based supports that are consistent with the individual's needs and choices. LOD staff will also provide some assistance with daily living skills training and on-going advocacy as needed (such as negotiating disputes or disagreements with landlords, etc). As mentioned above, all individuals enrolled in this program will be linked to a Health Home Care Manager. Ideally, the referring hospital will make the referral to Care Management but if that does not occur, LOD staff will make the referral to the Genesee County SPOA. Once Care Management is in place, LOD staff will work collaboratively with the Care Manager so that there will be a clear delineation of roles.

Referrals for this program will originate from the above mentioned hospitals and will be submitted directly to the Genesee County SPOA office/department. The SPOA will then disseminate the referrals to the LOD Intake Coordinator. Each individual will be screened (by an LOD Intake Specialist) within 3 business days of receiving the referral from the Genesee County SPOA Department. In remaining consistent with the OMH guidelines for this program, DePaul anticipates accepting at least 80% of all referrals received for placement in to this program.

<b>Living Op. of DePaul</b>	<b><u>Actual 2018</u></b>	<b><u>Amended 2019</u></b>	<b><u>Adopted 2020</u></b>
APPROPRIATIONS	43,004	44,495	44,531
REVENUE	43,004	44,495	44,531
COUNTY COST	0	0	0

<b><u>INDICATORS</u></b>	<b><u>Actual 2018</u></b>	<b><u>Estimated 2019</u></b>	<b><u>Adopted 2020</u></b>
Bed Days	1,700	1,779	1,800
Clients Served	21	19	20



**CONTRACT AGENCY: Arc of Genesee Orleans Acct. # 4322**

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**DESCRIPTION:**

Arc of Genesee Orleans provides a vast array of services for individuals with intellectual and other developmental disabilities in Genesee County. Programs include Supported Work, Transportation, Vocational Case Management, Job Readiness Skills and Job Placement, a variety of Residential options as well as Family Support Services. The Vocational Program and services provide structured, intensively supervised work training and experience. Placements in real full-time competitive work situations are the final step in the continuum for some of the workers who graduate from the supportive work settings. Through these programs many individuals are able to increase their level of independence and live successfully in a community setting with the pride of having earned income. We are presently engaged in the development of entrepreneurial businesses and micro enterprises to assist in meeting the vocational goals for people of Genesee County who also have intellectual and other developmental disabilities. Supplemental funding from the County is critical to our ability to help these individuals develop employment skills with a final goal of achieving competitive employment in our community.

<b><u>NYSARC</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Amended</u></b> <b><u>2019</u></b>	<b><u>Recommended</u></b> <b><u>2020</u></b>
APPROPRIATIONS	64,529	66,691	68,532
REVENUE	22,784	24,946	26,787
COUNTY COST	41,745	41,745	41,745

<b>INDICATORS</b>	<b>Actual</b> <b>2018</b>	<b>Estimated</b> <b>2019</b>	<b>Adopted</b> <b>2020</b>
Worker days	29,500	26,250	25,000
Number of workers	112	112	100

**DESCRIPTION:**

**The Genesee ACE Employment Program (Supported Employment)** is designed to prepare mental health consumers for employment through psychiatric rehabilitation readiness assessment, skills assessment and development, and individualized planning services. Participants are assessed prior to seeking employment for readiness to work, commitment, self- and environmental awareness and resources and support systems needed or in place. Employment Specialists work individually with participants to: clarify their employment goal, increase skill areas needing improvement (Skills Programming or Skills Teaching), to job search, continued interview preparation, cover letter and resume writing, transportation planning, mobility training and other activities as needed to support the individual. Upon attainment of employment, Employment Specialists ideally are on-site with the ACE worker 100% of their work shift minimally for the first week of employment. One of the unique features of ACE is for the Employment Specialists to blend into the work environment by wearing the same attire or uniform as the ACE worker, therefore decreasing the stigma felt with having an Employment Specialist/Job Coach. Job coaching supports are continually assessed based on worker learning, performance and employer feedback. ACE develops supported employment positions in local businesses/agencies and assists in filling the positions with the ultimate goal of increased independent functioning, satisfaction and success. Participants are individuals diagnosed with serious and persistent mental health conditions that have not been successful in utilizing other employment services, have had difficulty in maintaining independent, competitive employment, and demonstrate a desire and/or need for support in choosing, getting, and or keeping employment. Services are individualized based on the participant's needs and desires and tailored specifically to address areas to promote satisfaction and success. Benefits Advisement is an integral part of these services regarding reporting to and the monitoring of SSDI/SSI, Medicaid/Medicare, Pathstone/HUD, Department of Social Services, Veteran's Benefits and other entitlement benefits as applicable. Career Development services are also provided. This program is supported strongly by State Reinvestment Funding and involves no county tax dollars.

**The Peer Specialist Program at LeRoy Manor** is designed to provide outreach and peer support to individuals with mental health conditions in a residential setting. The Peer Specialist assists in the development of self-advocacy skills, development of peer networks, educational and life skills groups and support groups. She/he serves as a role model and advocates in the areas of empowerment and daily living activities and accompanies residents to activities in the community to promote and develop growth of natural supports and community mindedness. The Peer Specialist works with residents both individually and in group settings to identify and achieve goals that they have personally identified as well as provides support to residents for the Resident Council Meetings at the Manor.

**The Peer Bridger Program**, through collaboration with Genesee and Orleans County Mental Health systems has implemented services to assist with helping to ease the transition into community living for individuals being discharged from Rochester Psychiatric Center (RPC) and other Article 28 facilities. Peer Bridgers also work with individuals who are already residing in the community and need additional peer support to achieve a goal, ie: Organization, time management, scheduling and following through with appointments, healthy meal planning and shopping, WRAP, identification and development of natural supports, advocacy and skills teaching, community participation and for per-to-peer one-on-one emotional support. The Peer Bridgers are trained individuals with successful management of their own mental health recovery and offer candidates ready for discharge from aforementioned facilities and residing in the community an array of service menu interventions and services: **Engagement** in a uniquely personal positive supportive relationship with a peer; **Involvement** in an array of peer support meetings; **Linkage** to a broad range of community based services and natural supports; and **Teaching** community adjustment and wellness self-management skills. Typically, customers (clients) and the Peer Bridger meet prior to discharge from RPC or other hospitals or in the community or individual's home to establish a rapport and trusting relationship to develop respective goals, roles and responsibilities and identify other support needs. The Peer Bridger then works with the individual in the community or in their home to transition back into community living. Support services are individualized and can range from (6) six months to (1) one year, dependent upon individual need. Services may be provided for follow along support longer than (1) one year if needed to support the individual to remain successful residing in the community.

<b><u>ACE Employment</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Amended</u></b> <b><u>2019</u></b>	<b><u>Adopted</u></b> <b><u>2020</u></b>
<u>APPROPRIATIONS</u>	<u>336,895</u>	<u>335,121</u>	<u>319,593</u>
<u>REVENUE</u>	<u>336,895</u>	<u>335,121</u>	<u>319,593</u>
<u>COUNTY COST</u>	<u>0</u>	<u>0</u>	<u>0</u>

<b>INDICATORS</b>	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Estimated</u></b> <b><u>2019</u></b>	<b><u>Adopted</u></b> <b><u>2020</u></b>
Job Placements	13	14	14
Clients Served	92	95	95

Close collaboration with all employment agencies in the area is a part of the plan operation to maximize success and avoid duplication of service. The program also works in close collaboration with the Genesee County Department of Mental Health, residential providers and other community service entities.

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