



MENTAL WELLNESS
STRATEGIC PLAN
2023 UPDATES



Ratified November 9th, 2022

WELCOME



Awareness of, and access too, quality mental wellness and substance use prevention and treatment services are critical needs in Summit County. In recognition of this, the Summit County Council is proud to once more ratify the 2022 Updates to the Summit County Mental Wellness Strategic plan. Developed in partnership with community members, municipalities, school districts, non-profits, and clinicians throughout the County, this Strategic Plan will guide the collective community's work in addressing concerns related to behavioral health. We are confident this plan will produce solutions that support the well-being of individuals and families, particularly when most vulnerable.

- Summit County Council

ACKNOWLEDGEMENT

Special Thanks for Continued Support During COVID:

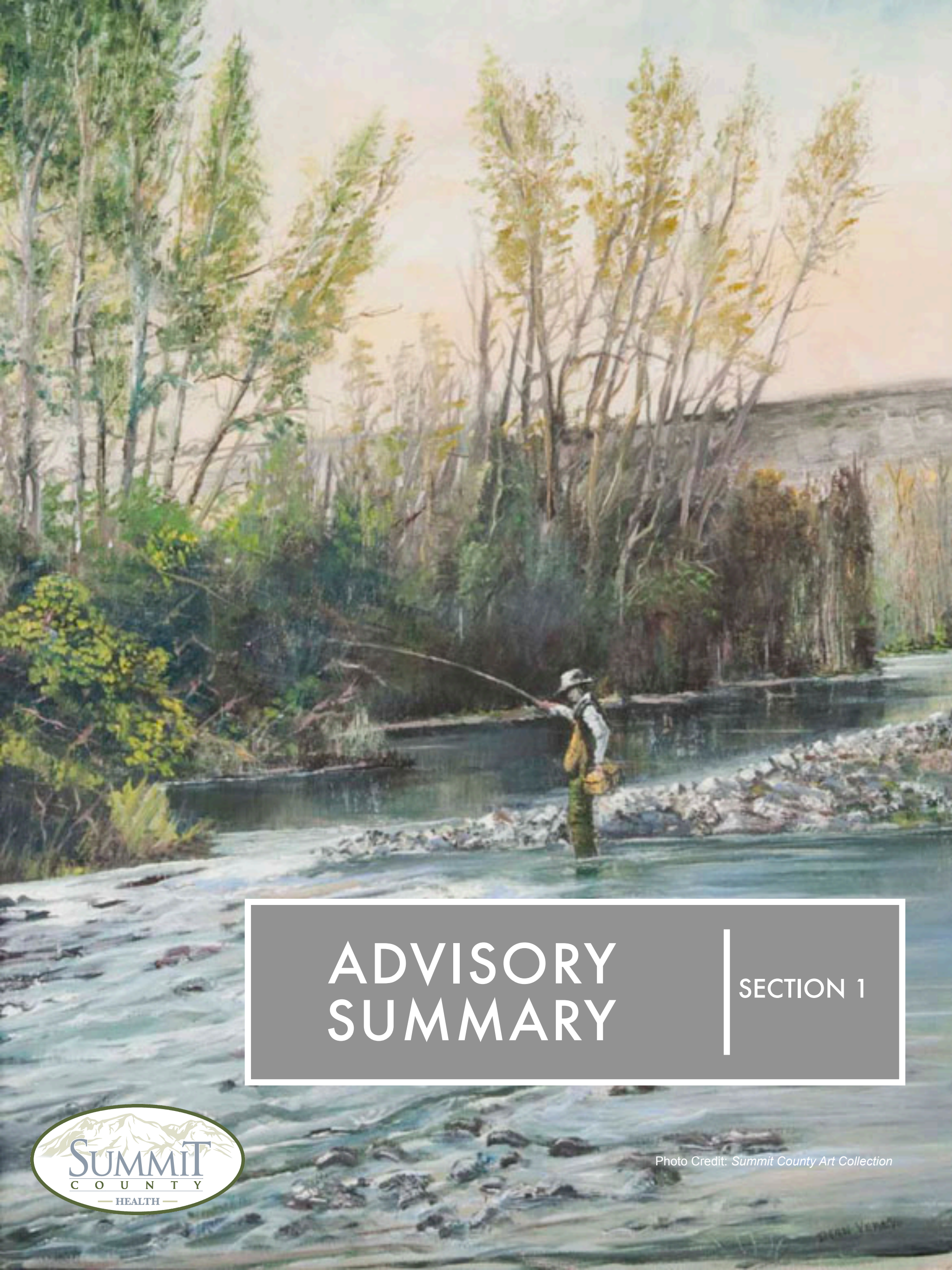
Summit County Council
Park City Council
CONNECT Summit County
Healthy U. Behavioral
Huntsman Mental Health Institute
North Summit School District
South Summit School District
Park City School District
Jewish Family Services
Holy Cross Ministries
Christin Center of Park City
Summit County Recovery Foundation
Summit County Attorney's Office
Summit County Sheriff's Department
Park City Hospital (IHC)
Park City Community Foundation
Katz Amsterdam Foundation

The Summit County Mental Wellness Strategic Plan would not have been possible without the continued efforts, dedication, and passion of the 120 members of the Summit County Mental Wellness Alliance. In presenting this updated Strategic Plan for 2023, we express our deep and continuing thanks to all community members, groups, and organizations who shared with us their ideas, hopes, and stories of living with mental health & substance use concerns. Only as a community will we be able to find sustainable solutions to improving the quality of life for Summit County.



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ADVISORY SUMMARY

SECTION 1

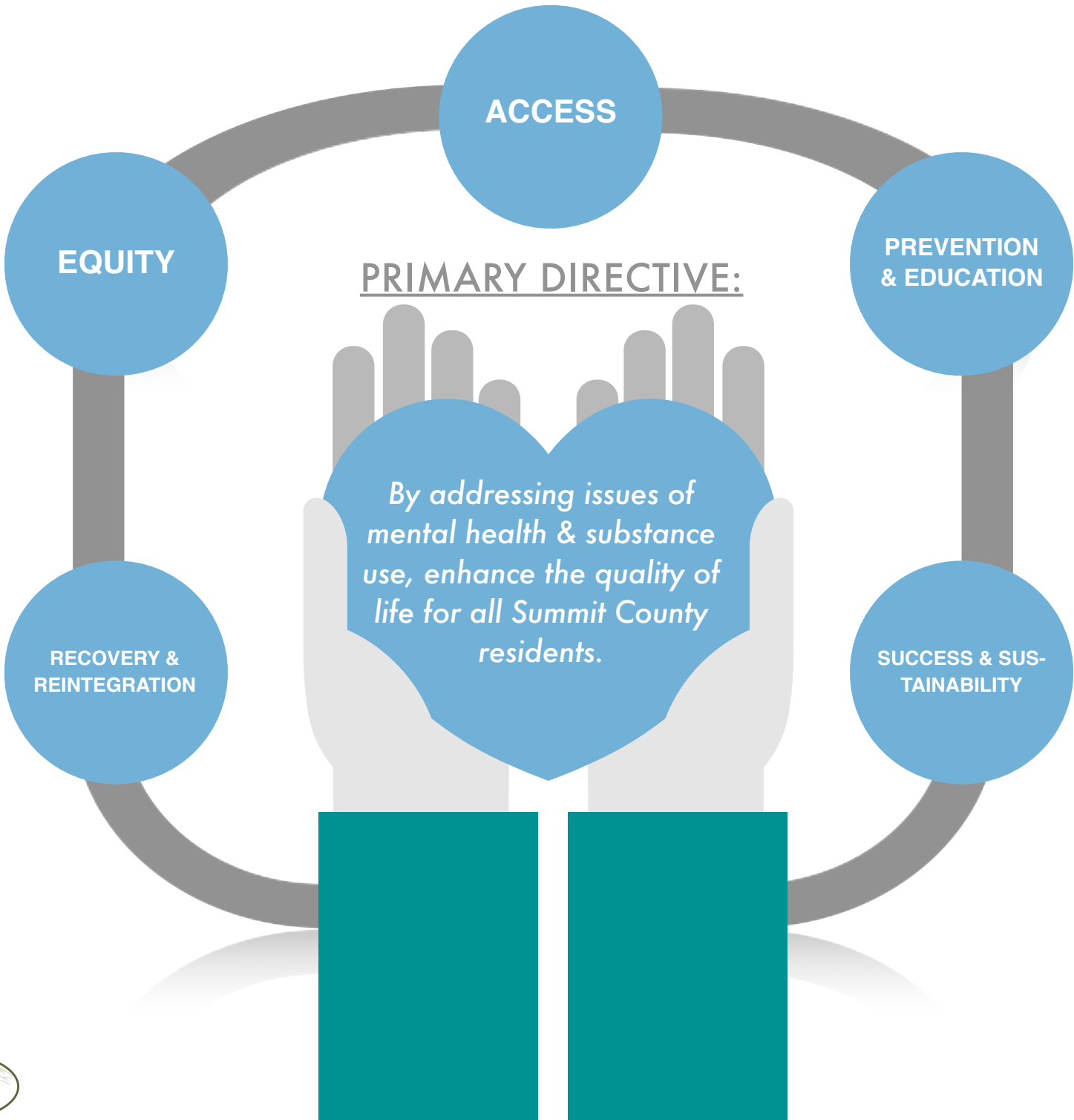


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ADVISORY SUMMARY

The 2023 Summit County Mental Wellness Strategic Plan is the continuation of the 2016 community initiative with the goal of addressing issues related to mental health & substance use in Summit County. Recognizing that as of 2022, over 16,000 residents in Summit County live with a mental health or substance use diagnosis, the continued support and commitment of the community to this plan is an example of its commitment to enhancing the quality of life for all Summit County residents, regardless of mental health or substance use concerns. The following updates are a continuation of this plan as we continue to move forward in addressing these issues.

THE FIVE STRATEGIC GOALS IDENTIFIED:



GOAL I:

Expand community **access** to mental health & substance use programs and services in Summit County.

Objectives for Achieving this Goal:

1. Identify and map essential mental health & substance use services in Summit County.
2. Establish a spectrum of essential services for mental health & substance use in Summit County.
3. Support a behavioral health resource center and directory to provide navigation of behavioral health services in Summit County.
4. Develop resources to coordinate existing federal, state, and local programs focused on recruitment and retention of clinicians in Summit County.
5. Establish a regional receiving center serving both Summit and Wasatch Counties.
6. Increase screening and identification of mental health concerns for youth within each public and charter school in Summit County.
7. Increase trainings and resources related to awareness and identification of mental health concerns for school district employees to better identify early warning signs in students.
8. Establish a housing unit for MCOT (Mobile Crisis Outreach Team) to allow for a “fire-house” model of operations to provide 24/7 operations.
9. Provide legislative and community advocacy for improved access to mental health and substance use services in Summit County.
10. Provide families who maybe or have a member in their household identifying as LGBTQ+ access to information and resources in support of the LGBTQ+ communities..
11. Ensure all objectives within this Strategic Goal include and apply to Latino and underserved residents of Summit County.

GOAL II:

Increase **prevention and education** around mental health & substance use in Summit County.

Objectives for Achieving this Goal:

1. Address gaps in mental health & substance use curriculum regarding youth programs in Summit County.
2. Increase youth and adult willingness to access behavioral health support through anti-stigma campaigns and access to resources.
3. Working with key community stakeholders, increase participation rates of the SHARP Survey conducted every other year.
4. Adopt and implement ongoing suicide prevention program focused on educating parents/guardians within each school district.
5. Establish means for youth to engage peers on issues of mental health & substance use and refer them to programs and services for help.
6. Educate parents/guardians on how to speak with their children around issues of mental health & substance use, and empower them to take action when concerned about the safety of their child.
7. Working with community partners and school districts, decrease the annual percentage of youth drug usage.
8. Enhance and support existing social and emotional (pro-social development) learning programs in the community to increase participation.
9. Adopt and implement an opioid awareness campaign in Summit County focused on seniors.
10. Adopt educational resources focused on behavioral health issues specific to seniors.
11. Ensure all objectives within this Strategic Goal include and apply to Latino and underserved residents of Summit County

GOAL III:

Ensure **success and sustainability** of mental health & substance use programs and services in Summit County.

Objectives for Achieving this Goal:

1. Establish means for teachers, staff, and their families access to services which address incidents of high stress and trauma free of charge.
2. Address issues of funding for programs listed within this Strategic Plan and develop sustainable funding sources through collaborations.
3. Develop a plan to educate current clinicians on the clinical benefits of Peer Support Services and connect them with newly certified Peer Support Specialists.
4. Establish a program designed to recruit and train new Peer Support Specialists to work in Summit County.
5. Working with the Office of Substance Use and Mental Health, Healthy U. Behavioral, and the Behavioral Health Advisory Council, develop a three year growth plan for the Behavioral Health Division.
6. Maximize awareness of and participation in the services provided by non-profits focused providing behavioral health supportive programs.
7. Ensure all objectives within this Strategic Goal include and apply to Latino and underserved residents of Summit County

GOAL IV:

Establish systems to support life during **recovery and reintegration** into the community.

Objectives for Achieving this Goal:

1. Identify barriers to reintegration within Summit County for individuals recovering from issues of mental health & substance use.
2. Working with community partners, conduct a needs assessment focused on housing for individuals living with a mental health or substance use diagnosis
3. Based on data collected in Objective 1, develop a community based housing plan focused on providing sustainable housing for individuals living with a mental health and/or substance use diagnosis.
4. Monitor the feasibility of establishing a Mental Health Court Program.
5. Establish an alcohol free and drug free program for people to interact socially in a safe environment during the evenings and on weekends
6. Expand housing opportunities for Drug Court participants transitioning from treatment to independence.
7. Identify housing opportunities for sober living facilities in Summit County.
8. Expand employment opportunities for individuals with a diagnosed mental health or substance use condition within Summit County.
9. Expand access to state Vocational Rehabilitation programs in Summit County.
10. Explore means for facilitating employment and housing for people with criminal conviction including expungement resources and employer incentives.
11. Ensure all objectives within this Strategic Goal include and apply to Latino and underserved residents of Summit County

GOAL V:

Ensure **equity** of mental health & substance use programs and services for Latino and under served community members.

Objectives for Achieving this Goal:

1. Address barriers facing Latino community members in accessing and receiving linguistically competent mental health & substance use programs and services.
2. Enhance online means and resources to connect Latinos and other under served residents with services and programs within the community.
3. Working with key stakeholders, address barriers to licensure within the state of Utah for non-native English speakers.
4. Establish a high school to licensure program for native Spanish-speaking residents in Summit County to cover the costs of education (including bachelors) and licensure, along with providing internships and job placement within Summit County.
5. Increase opportunities for Latino youth to engage in programs focused on mental, physical, and emotional health
6. Provide Latino Families who may be or have a member in their household identifying as LGBTQ+ have access to information or supportive resources specific to the Latino LGBTQ+ communities.
7. Establish a Healthy Minds program through Latino Behavioral Health in Summit County.
8. Establish Spanish language Telehealth service network with clinicians outside of Utah to expand service access to increased the number of sessions in Spanish from clinicians in other states with reciprocity.
9. Ensure the Latino community's voice is represented on all committees and programs outlined within this Strategic Plan.

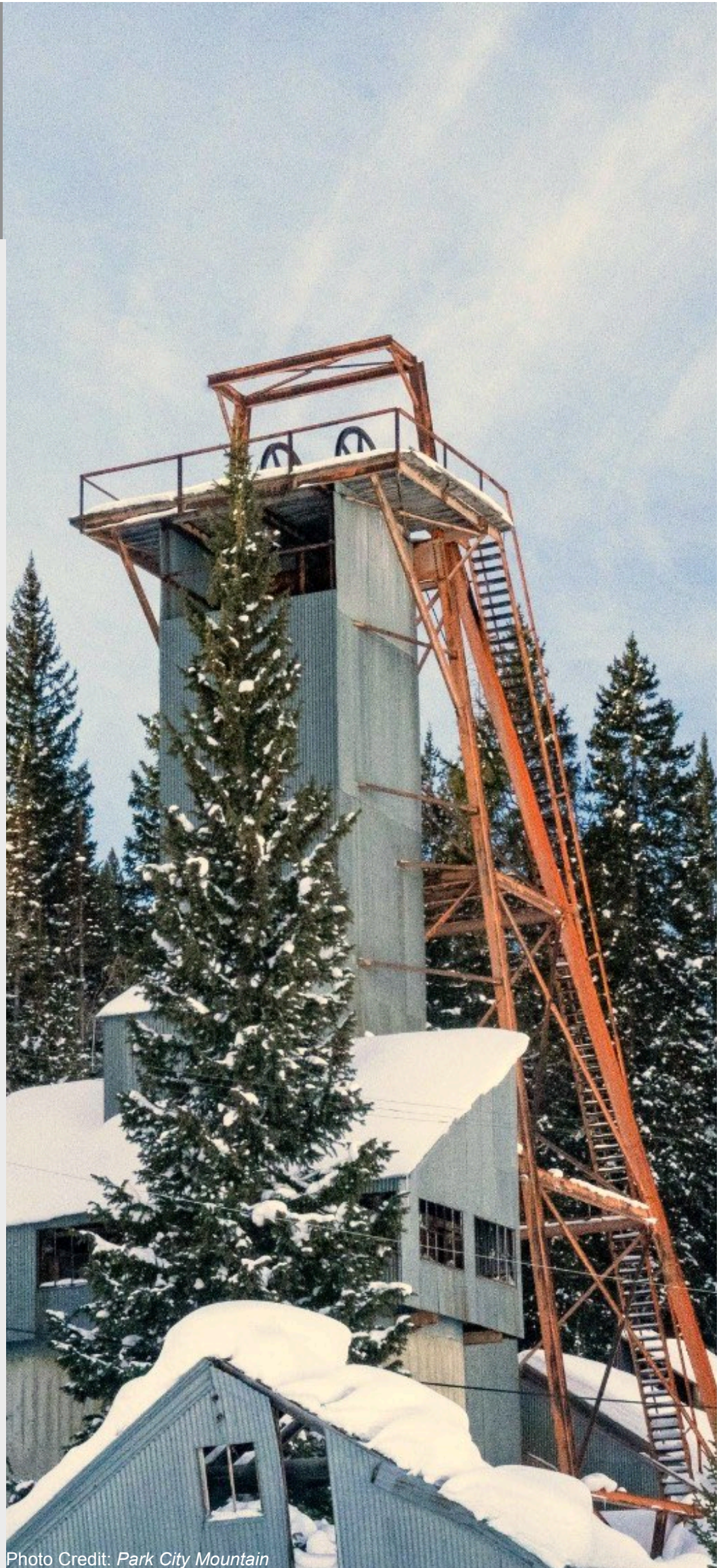


Photo Credit: Park City Mountain



Photo Credit: KPCW

SUCCESS FROM 2016 PLAN

Despite the impact of the COVID-19 pandemic, the residents of Summit County were able to continue the work outlined in the previous Strategic Plan and achieve over 76% of the Means and Objectives. Below is a list of some of the amazing accomplishments made by the Mental Wellness Alliance and the Behavioral Health Division over the past five years related to the Strategic Plan.

- ESTABLISHMENT OF THE SUMMIT COUNTY CLUBHOUSE
- ESTABLISHMENT OF THE MOBILE CRISIS OUTREACH TEAM (MCOT)
- EXPANSION OF SCHOOL-BASED SERVICES WITH A 400% INCREASE IN UTILIZATION
- IMPLEMENTATION OF ANTI-STIGMA CAMPAIGNS WITHIN THE COMMUNITY
- INCREASE IN THE NUMBER OF SPANISH SPEAKING CLINICIANS
- COUNTY SERVICE CONTRACT TRANSITIONED TO HEALTHY U. BEHAVIORAL
- NUMBER OF SUICIDES IN SUMMIT COUNTY REDUCED BY 50%
- AVERAGE WAIT-TIME REDUCTION FROM AN AVERAGE OF 90 DAYS TO 48 HOURS (PRE-COVID)
- INCREASE IN MEDICATION MANAGEMENT PROVIDERS
- TRIPLING OF BEHAVIORAL HEALTH SERVICES ACCESSED IN SUMMIT COUNTY
- EXPANDED SERVICES IN THE SUMMIT COUNTY JAIL
- CONTINUED GROWTH OF THE SUMMIT COUNTY DRUG COURT PROGRAM

Special thanks goes to Dr. Rich Bullough who's leadership and vision was pivotal to the implementation of the original Mental Wellness Strategic Plan which would not have been created without his comment to behavioral health.



Photo Credit: Summit County Art Collection

SECTION 2

HISTORY & OVERVIEW

The Summit County Mental Wellness Strategic Plan is a community-based effort and would not have been possible without the dedication of countless individuals and organizations in Summit County. The updated Summit County Mental Wellness Strategic Plan (Strategic Plan) serves not only as a document to guide the community but to serve as a point of resilience in improving the mental health landscape.

With the passing of two Treasure Mountain Junior High School students, brought about by the synthetic opioid Pink (U-47700), three community initiatives arose as a direct result of the incidents. Ushered together by the Park City Community Foundation, the Park City School District, CONNECT Summit County, and the Summit County Health Department collaborated on a unified response to mental health & substance use concerns. Expanding to include additional stakeholders such as law enforcement, mental health clinicians, non-profits, religious leaders, local governments, students, parents, concerned citizens, school boards and superintendents representing all three districts, the Summit County Mental Health Alliance was established.

INTRODUCTION



Building off of the Summit County Health Department's 2016 "*Summit County Mental Health Assessment*," the Alliance crafted five Strategic Goals and corresponding workgroups to address community needs identified in the assessment. It was recognized that responsibility for improving mental health & substance use programs and services required a shared approach by public and private interests in the County, as no single entity possessed the resources for sustainable solutions.

Central to the five goals was the need for a plan focused on the overall state of mental health & substance use within the County. In order to truly be effective, an implementation plan with clear steps was needed in the alignment of the goals. It is vital for success that all stakeholders play a role in the creation and implementation of these objectives. The test of the plan's effectiveness has been demonstrated over the past five years, and its continued support of the community during the recent pandemic.

The following 2023 updates to the Summit County Mental Wellness Strategic Plan represents the collaborative work of over 120 committee members committed to the well-being of Summit County residents as they work towards improving issues of mental health & substance use within our community.

"Those who suffer from mental illness are stronger than you think. We must fight to go to work, care for our families, be there for our friends, and act "normal" while battling unimaginable pain."

—Anonymous



MISSION, VALUES, AND VISION

Central to an effective and community supported strategic plan is the close alignment to a set of core principles for the Alliance. The following have been created by community stakeholders in the establishment of the original Strategic Plan.

ALLIANCE MISSION:

“Enhance the quality of life for all Summit County residents by improving community awareness of mental health & substance use issues and increasing access to effective treatment and prevention services within the County.”

VISION:

The residents of Summit County seek to establish a sustainable system of support, prevention, and inclusion for residents dealing with issues of mental health and substance use.

VALUES:

The Goals and objectives of this Strategic Plan are guided by a set of core values adopted by the Summit County Mental Wellness Alliance in August of 2017. These values apply at all stages of life, across all cultures, and for all communities in Summit County and encompass the key components of the Strategic Plan.

People:

People are the focus of the Summit County Mental Wellness Strategic Plan. As a community, we respect the dignity of each individual and value their participation in the design, choice, and provision of services to meet their unique needs. Working together, people can remove the stigma surrounding mental health & substance use.

Respect:

Equality of human life underpins everything we do to support and promote behavioral health & well-being. As a community, we must ensure that all programs and services are provided with dignity for those who experience mental illness and/or substance use.

Recovery:

Residents who live with mental illness and/or substance use have the right to lead fulfilling lives and to pursue their own choices about how they live and the support they accept.

Community:

Summit County is a resilient community. Strong connections amongst our residents serve as the foundation for a community-based system of awareness and prevention on issues of mental health and substance use. These relationships nurture social inclusion, respect for diversity, and are important for people who experience mental illness.

Equity:

Individuals who live with mental illness should expect to be supported equally in their recovery, regardless of their age, gender, culture, nationality, economic status, sexual or gender identity, location in the County, or any other health diagnosis they have.

Hope:

We will create an environment where people whose lives are affected by mental illness can experience the benefits of positive change and be optimistic for a better future. As a county, we will share in this development.



Photo Credit: parkcityhistory.org

THE STRATEGIC GOALS

The following sections provide a look at each Strategic Goal and its updated Objectives, broken down into “Means of Achieving Objective” and how the overall success of the Objective will be measured. An in-depth dashboard on each objective is utilized by the committees to track and measure their progression. These spreadsheets include specific timelines for each mean with measurable outcomes. These outcomes have been quantified to establish the Primary Metrics for Success reported in the following sections. For the ease of the reader, these details have not been included in this Strategic Plan report, but are available at the Summit County Health Department.



SECTION 5

STRATEGIC GOAL 1

*Expand community **access**
to mental health and sub-
stance use programs and ser-
vices in Summit County.*



Photo Credit: Summit County Art Collection

Strategic Goal 1:
Expand community access to mental health & substance use programs and services within Summit County.

“It is difficult to negotiate the mental health system, even as a psychiatrist; yet we expect people burdened by severe mental symptoms to find their way in a poorly organized system with many gaps in service.”
—Summit County Psychiatrist

Strategic Goal 1 focuses on establishing means to expand programs and services within Summit County. By focusing on collaboration and community partnerships, this goal seeks to increase overall capacity for crisis services, wait-times, and access for those who find issue with insurance coverage, transportation, culturally competent language, or stigma which prevents treatment of mental health or substance use issues. Because of the relatively low population density and rural character of Summit County, creative solutions are necessary to overcome these barriers and will require a regional approach.

Objective 1: *Identify and map essential mental health & substance use services in Summit County.*

Means of Achieving Objective:

- i. Utilizing the annual clinician survey, HUB Directory, CONNECT database, and other sources, create a list of services currently provided within Summit County.
- ii. Based on data, identify gaps in services for mental health & substance use programs and treatment, and establish a list of priorities based on analysis of data.
- iii. Develop an ongoing schedule of assessments to monitor and track service gaps within the county on a rotating two-year schedule.

Primary Metrics for Success:

- List of services provided within Summit County established with a plan to address service and program gaps.

Objective 2: *Establish a spectrum of essential services for mental health & substance use in Summit County.*

Means of Achieving Objective

- i. Utilizing the findings from Objective 1, coordinate with partners to explore opportunities for expansion with non-profits, private clinicians, Healthy U. Behavioral, the Huntsman Mental Health Institute, and the Summit County Behavioral Health Division to develop a plan focused on addressing gaps in services that are sustainable with consideration of regional solutions.
- ii. Present plan to the Summit County Behavioral Health Advisory Committee for consideration and approval.

Primary Metric for Success:

- Development of plan focused on addressing gaps in services presented to the Mental Wellness Alliance Advisory committee and the Summit County Behavioral Health Advisory Committee for approval and implementation.

Objective 3: Support a behavioral health community resource center and directory to provide navigation of behavioral health services in Summit County.

Means of Achieving Objective

- i. Working with community stakeholder, support and enhance current efforts in establishing a centralized resource for individuals seeking mental health and substance use services.
- ii. Increase the number of Peer Navigators who connect individuals to appropriate services and serve as advocates when required.
- iii. Working with clinicians, establish a means of running the “central hub,” in compliance with all applicable laws and policies related to mental health & substance use such as HIPPA.
- iv. Working with clinicians, identify key resources and programs to be run through the “central hub”.

Primary Metric for Success:

- Establishment of a sustainable community resource with the ability to coordinate care between individuals and clinicians.

Objective 4: Develop resources to coordinate existing federal, state, and local programs focused on recruitment and retention of clinicians in Summit County.

Means of Achieving Objective:

- i. Identify existing state, federal, and local resources which are focused on covering the cost of education, internships, and supplement the first three years of salary for clinicians.
- ii. Working with local clinicians, develop means to connect students in need of clinical hours to existing clinicians in Summit County.
- iii. Working with local clinicians, develop partnerships for post graduation employment in Summit County.

Primary Metric for Success:

- Resource developed and utilized as a means of recruitment and retention for clinicians in Summit County.

Objective 5: Establish a regional receiving center serving both Summit and Wasatch Counties.

Means of Achieving Objective:

- i. Working with Wasatch Behavioral Health and the Huntsman Mental Health Institute, examine the feasibility of running a regional receiving center in concert with the Mobile Crisis Outreach Team (MCOT).
- ii. Identify space to be utilized for the program along with the development of a business plan focused on long-term sustainability focused on funding and program administration.
- iii. Business plan approved by the Summit County Behavioral Health Advisory Committee and recommended to the Summit County Council.

Primary Metric for Success:

- Establishment of a receiving center serving both Summit and Wasatch Counties.

Objective 6: *Increase screening and identification of mental health concerns for youth within each public and charter school in Summit County.*

Means of Achieving Objective:

- i. Working with the Huntsman Mental Institute - Park City, establish a means for clinicians and psychiatrists in need of clinical hours to provide care in all charter and public schools.
- ii. Increase expansion of school-based services with a five year target of providing full coverage in each school for all days students are in session

Primary Metric for Success:

- School-based service provided in every public and charter school in Summit County by the 2027 academic year.

Objective 7: *Increase trainings and resources related to awareness and identification of mental health concerns for school district employees to better identify early warning signs in students.*

Means of Achieving Objective:

- i. Identify key concerns from educators related to the mental health and substance use of students.
- ii. Utilizing community partners, develop a hybrid (on-line and in-person) training program educators can access to gain additional skills and information to help identify areas of concern.

Primary Metrics for Success:

- Curriculum established and made available within each school district.

Objective 8: *Establish a housing unit for Mobile Crisis Outreach Teams (MCOT) to allow for a “firehouse” model of operations to provide 24/7 operations.*

Means of Achieving Objective:

- i. Working with Wasatch Behavioral Health, evaluate the feasibility of operating as a “firehouse” model with special consideration of financial feasibility for a location in either Summit or Wasatch counties and sustainability of owning vs. renting housing.
- ii. Identify sustainable funding sources to maintain the facility for fifteen years.

Primary Metrics for Success:

- Housing secured.

Objective 9: *Provide legislative and community advocacy for improved access to mental health and substance use services in Summit County.*

Means of Achieving Objective:

- i. Establish a policy and legislative committee comprised of key stakeholders focused on monitoring federal and state legislation related to mental health and substance use as part of the Summit County Mental Wellness Alliance.
- ii. Work with legislatures and community partners to draft and find sponsors, when appropriate, legislation to increase access to services.

Primary Metrics for Success:

- Committee established.

Objective 10: *Provide families who maybe or have a member in their household identifying as LGBTQ+ access to information and resources in support of the LGBTQ+ communities.*

Means of Achieving Objective:

- i. Working with community partners and clinicians who specialize in serving this population, identify key areas of concern and establish a collective resource for families focused on the unique issues facing the LGBTQ+ community.
- ii. Working with community partners, encourage the implementation of an Encircle facility within Summit County.

Primary Metrics for Success:

- Resource developed.

Objective 11: *Ensure all objectives within this Strategic Goal include and apply to Latino and under-served residents of Summit County.*

Means of Achieving Objective:

- i. Ensure members of all under served communities are represented in each objective to coordinate actions with the Latino Affairs Committee.

Primary Metrics for Success:

- Successful Completion of Strategic Goal V.





SECTION 6
STRATEGIC GOAL 2

Increase **prevention** and
education around mental
health and substance use with-
in Summit County.



Strategic Goal 2:
Increase prevention and education around mental health & substance use within Summit County.

“I want to live in a community where we treat friends and neighbors struggling with mental illness with the same compassion and open support as those with any other illness”
—North Summit Parent

By challenging the prevailing understanding of what it means to live well, Strategic Goal 2 focuses on providing the residents of Summit County with the tools and education needed to address issues of mental health & substance use. By focusing on early prevention and generating a greater awareness of warning signs within the community, this Goal requires a solid commitment from community partners for implementation and a commitment in removing the stigma surrounding mental health & substance use.

Objective 1: *Address gaps in mental health & substance use curriculum regarding youth programs in Summit County.*

Means of Achieving Objective:

- i. Identify key community stakeholders and engage them in the development of a youth focused committee dealing with issues of mental health & substance use.
- ii. Establish a youth engagement committee comprised primarily of students from all three school districts and the non-aligned schools.

Primary Metrics for Success:

- Sustainable resources secured for each school district to allow for means of addressing identified gaps.

Objective 2: *Increase youth and adult willingness to access behavioral health support through anti-stigma campaigns and access to resources.*

Means of Achieving Objective:

- i. Based on data, identify evidence-based prevention programs to be implemented within each district to address the specific prevention needs in each district, along with the identification of a set of metrics to measure the success of programs.
- ii. Receive support from corresponding school boards to establish the identified efforts through the commitment of needed resources.
- iii. Implement programs with established benchmarks for assessment and evaluation of program effectiveness.

Primary Metrics for Success:

- Increased utilization of school-based services along with increased number of students engaging in student organizations and programs focused on educating around behavioral health concerns.

Objective 3: *Working with key community stakeholders, increase participation rates of the SHARP Survey conducted every other year.*

Means of Achieving Objective:

- i. Develop communication plan to educate parents and students on the importance of participating in the SHARP Survey.

Primary Metrics for Success:

- Participation numbers for SHARP increase to the rate of a scientific sample.

Objective 4: *Adopt and implement an ongoing suicide prevention program focused on educating parents/guardians within each school district on how to identify and talk with their children.*

Means of Achieving Objective:

- i. Identify key barriers addressing suicidality for youth in Summit County.
- ii. Based on data, identify key evidence-based programs, such as Question Persuade Refer (QPR), to address barriers and provide education.
- iii. Establish an ongoing education program for parents comprising of trainings and educational resources specific to Summit County.

Primary Metrics for Success:

- Program developed and implemented within each district.

Objective 5: *Establish means for youth to engage peers on issues of mental health & substance use and refer them to programs and services for help.*

Means of Achieving Objective:

- i. Identify key barriers surrounding peer conversations on issues of mental health & substance use.
- ii. Establish peer based programs, such as Hope Squads, focused on youth based support in each school district to address barriers identified by providing youth with the skills and trainings to serve as a resource on mental health & substance use within their schools.
- iii. Establish a marketing campaign focused on increasing the utilization of the Safe UT App for smartphones within the three districts.

Primary Metrics for Success:

- Increase in student programs and clubs engagement such as Hope Squads and Thrive.

Objective 6: *Educate parents/guardians on how and when to speak with their children around issues of mental health & substance use, and empower them to take action when concerned about the safety of their child.*

Means of Achieving Objective:

- i. Identify key barriers to removing the stigma around mental health & substance use for parents when dealing with their child.
- ii. Establish a parent/guardian education program to provide information and skills in having conversations with their child related to mental health and substance use.
- iii. Develop an annual mental health and wellness seminar for parents in each district.

Primary Metrics for Success:

- Program identified and implemented within each district.

Objective 7: *Working with community partners and school districts, decrease the annual percentage of youth drug usage.*

Means of Achieving Objective:

- i. Establish baseline concerning youth substance usage through utilization of the SHARP Survey.
- ii. Develop a five year plan with data from the SHARP Survey serving as the monitored metrics.
- iii. Receive support from corresponding school boards to establish the identified efforts through the commitment of needed resources.

Primary Metrics for Success:

- Success measured through data collected via the SHARP Survey conducted every other year.

Objective 8: Enhance and support existing social and emotional learning programs in the community to increase participation.

Means of Achieving Objective:

- i. Identify current social and emotional learning programs (pro-social development) within Summit County.
- ii. Develop a plan to educate clinicians in Summit County on current social and emotional learning programs
- iii. Partnering with key stakeholders, develop a resource for clinicians in Summit County to reference when such treatment is appropriate.

Primary Metrics for Success:

- Reduction in the number of individuals reporting a lack of social connections and an increase in activities not based on alcohol or drug utilization.

Objective 9: Adopt and implement an opioid awareness campaign focused on seniors.

Means of Achieving Objective:

- i. Establish current baseline of opioid use and misuse in Summit County.
- ii. Based on data, identify evidence-based prevention programs specific to seniors..
- iii. Implement programs with established benchmarks for assessment and evaluation of program effectiveness.

Primary Metrics for Success:

- Program adopted and implemented.

Objective 10: Adopt educational resources focused on behavioral health issues specific to seniors.

Means of Achieving Objective:

- i. Working with community partners, identify key issues related to mental health and substance use facing seniors in Summit County
- ii. Based on data, identify evidence-based prevention programs specific to seniors.
- iii. Implement programs with established benchmarks for assessment and evaluation of program effectiveness.

Primary Metrics for Success:

- Program developed and implemented.

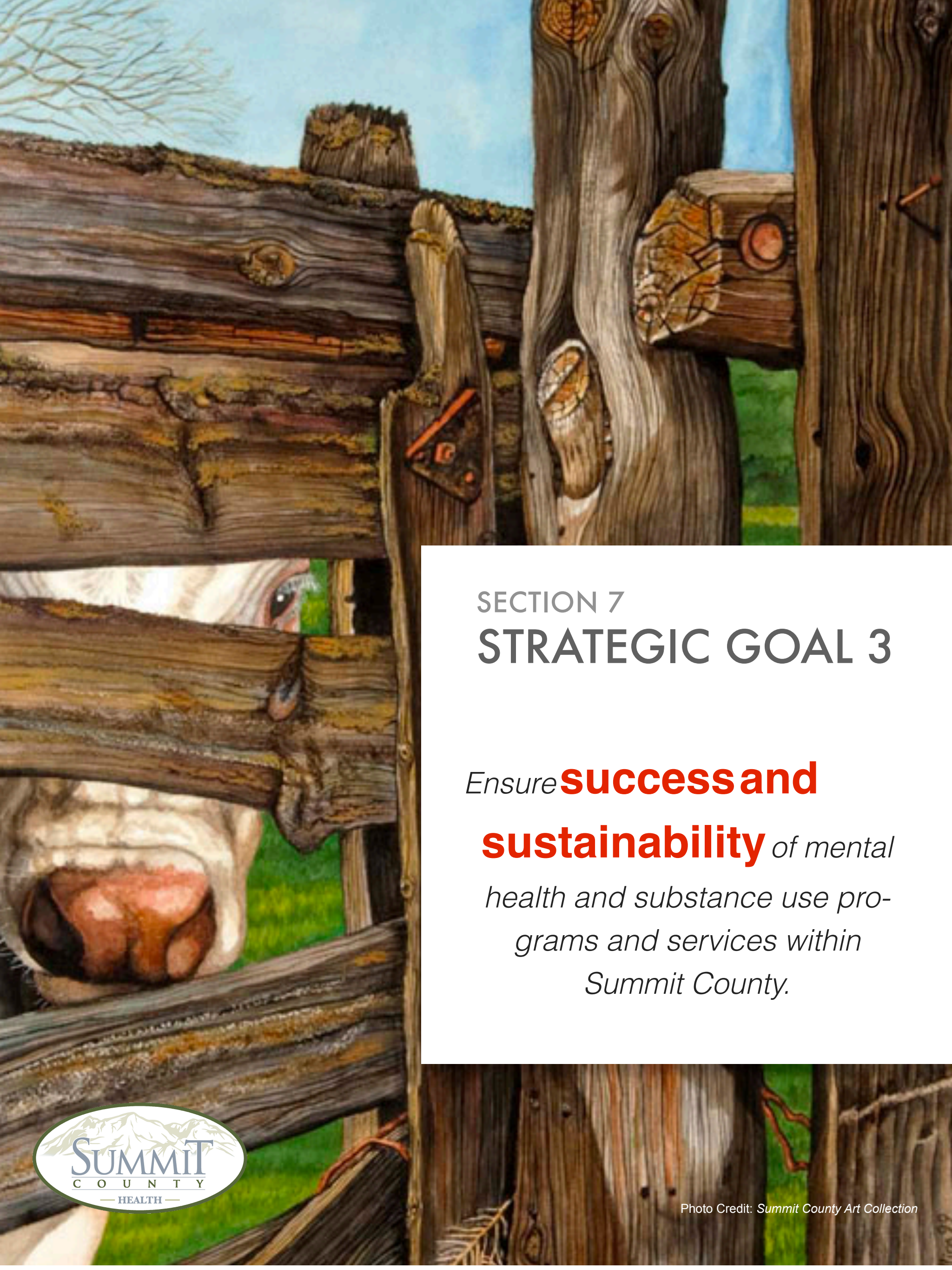
Objective 11: Ensure all objectives within this Strategic Goal include and apply to Latino and underserved residents of Summit County.

Means of Achieving Objective:

- i. Ensure members of all under served communities are represented in each objective to coordinate actions with the Latino Affairs Committee.

Primary Metrics for Success:

- Successful Completion of Strategic Goal V.



SECTION 7

STRATEGIC GOAL 3

Ensure **success and sustainability** of mental health and substance use programs and services within Summit County.



Strategic Goal 3:
Ensure success and sustainability of mental health and substance use programs and services within Summit County.

“After the incident, we did everything we could for our students, as well we should. But, we also needed help. These were our students, in our classes. We are affected too, and need help just as much. Unfortunately, there wasn’t anyone to help us. I am not looking forward to going back.”
—Park City School District Teacher

The success of programs and services found within this Strategic Plan rely on the support of the community and the community's ability to establish resources for long term sustainability. Strategic Goal 3 focuses on both the resource needs and the sustainability needs of community members at the frontline of dealing with issues of mental health & substance use.

Objective 1: *Establish means for teachers, staff, and their families access to services which address incidents of high stress and trauma, free of charge.*

Means of Achieving Objective:

- i. Establish a sub-committee of the Access & Capacity Committee comprised of the three school districts, including board members, to conduct a survey and evaluation of the current needs and policies in place for post incident trauma.
- ii. Working with clinicians and teacher union representatives, develop a county wide Post Traumatic Stress Protocol (PTSP) for district employees and their families similar to that available to law enforcement and first responders in Summit County.
- iii. Enter into memorandums of understanding between the three districts and establish cost sharing agreements as needed.
- iv. Issue a Request for Proposals (RFP) for clinicians to administer the protocol as needed.
- v. Implement Post Traumatic Stress Protocol countywide, evaluated every two years.

Primary Metrics for Success:

- Sustainable program developed and implemented.

Objective 2: *Address issues of funding for programs listed within this Strategic Plan and develop sustainable funding sources through collaborations.*

Means of Achieving Objective:

- i. Develop funding plans for each Objective that will cover the cost of implementation and maintenance for a five-year cycle.
- ii. Identify, apply, and administer grants relevant to Objectives through coordinated efforts.
- iii. Coordinate joint funding agreements and MOUs for Objectives that fall within the operational budgets of multiple agencies/organizations within the County.
- iv. Establish a donor cultivation list of private and corporate entities for active support.
- v. Implement two fundraising events a year focused on generating funds for a general account (Mental Wellness Fund) to support mental health and substance use programs and services.

Primary Metrics for Success:

- Sustainable funding plan developed and implemented focused on utilization of resources from a variety of community partners.

Objective 3: *Develop a plan to educate current clinicians on the clinical benefits of peer support services and connect them with newly certified Peer Support Specialists.*

Means of Achieving Objective:

- i. Working with community partners and the Utah Office of Substance Use and Mental Health, develop informational materials explaining the role of peer support and the benefits of utilizing it as part of an overall treatment plan.
- ii. Deliver presentations on the benefits of peer support services at the annual clinician summit.

Primary Metrics for Success:

- Number of certified Peer Support Specialists working in Summit County increased as monitored in the annual Summit County Clinician Survey.

Objective 4: *Establish a program designed to recruit and train new Peer Support Specialists to work in Summit County.*

Means of Achieving Objective:

- i. Working with community partners, establish materials which highlight the path to become certified as a Peer Support Specialist and the need for individuals with lived experience with mental health or substance use diagnosis to serve as Peer Support Specialists.
- ii. Find clinicians in Summit County willing to oversee required clinical hours to receive certification as a peer support specialist.
- iii. Establish a network of clinicians willing to hire Peer Support Specialist as part of the treatment team.

Primary Metrics for Success:

- Number of certified Peer Support Specialists working in Summit County increased.

Objective 5: *Working with the Office of Substance Use and Mental Health, Healthy U. Behavioral, and the Behavioral Health Advisory Council, develop a five year growth plan for the Behavioral Health Division to better serve the residents of Summit County.*

Means of Achieving Objective:

- i. Working with an outside agency, conduct a current needs assessment focused on the County's ability to meet the legislatively mandated behavioral health services and provide feedback on strengths and weakness within the Division and report findings to the Behavioral Health Advisory Council and County Council for consideration.
- ii. Develop a sustainable funding plan to implement needed changes as outlined in the report.
- iii. Develop a timeline for implementation of feasible recommendations as approved by the County Council in its role as the Local Mental Health and Substance Use Authority.

Primary Metrics for Success:

- Plan developed and approved by the Behavioral Health Advisory Council and approved for implementation by the Summit County Council.

Objective 6: *Maximize awareness of and participation in the services provided by non-profits focused on behavioral health supportive programming.*

Means of Achieving Objective:

- i. Develop a targeted information campaign to educate clinicians and the general public on the non-clinical behavioral health services and programs offered by such organization.

Primary Metrics for Success:

- Awareness campaign for clinicians and the general public created and implemented with a marked increase in service utilization.

Objective 7: *Ensure all objectives within this Strategic Goal include and apply to Latino and underserved residents of Summit County.*

Means of Achieving Objective:

- i. Ensure members of all under served communities are represented in each objective to coordinate actions with the Latino Affairs Committee.

Primary Metrics for Success:

- Successful Completion of Strategic Goal V.

"I know others suffer and it would be amazing to see a change in society regarding these things, mainly so we can get the early intervention that children need so they do not end up as adults without help."

—Summit County Wife



SECTION 8
STRATEGIC GOAL 4

*Establish systems to support
life during **recovery and
reintegration** into the
community.*



Strategic Goal 4:
Establish systems to support life during recovery and reintegration within the community.

“Not one clinician in Summit County could help... we sought services, but were told they were unable to help us. There were also no facilities within the County where my son could receive care. I believe it is absolutely unconscionable that IHC and the University of Utah fail to share medical records - my son was bounced among 15+ doctors within the state, and each time, I had to restate the symptoms, medications, and physician visits. It took going out of state to receive the proper diagnosis and treatment plan for my son.”
—North Summit Parent

Strategic Goal 4 focuses on improving the effectiveness and coordination between clinicians and other community partners while finding ways to successfully support residents in their treatment and reintegration. Central to this goal is a focus on developing key social support networks and providing the basics, such as housing, for individuals to live at a level of independence for their unique situations.

Objective 1: *Identify barriers to reintegration within Summit County for individuals recovering from issues of mental health & substance use.*

Means of Achieving Objective:

- i. Working with key stakeholders, evaluate the current state of reintegration programs and services within Summit County, identifying success and barriers.
- ii. Develop a plan addressing barriers identified above.
- iii. Present plan to enhance current programs and implement new programs to reduce barriers to reintegration to the Behavioral Health Advisory Council.

Primary Metrics for Success:

- Barriers identified and plan to address developed approved by the Behavioral Health Advisory Council.

Objective 2: *Working with community partners, conduct a needs assessment focused on housing for individuals living with a mental health or substance use diagnosis.*

Means of Achieving Objective:

- i. Working with key stakeholders, develop a housing needs assessment focused on needs related to housing and independent living administered to clinicians, clients, and guardians of individuals with a clinical diagnosis.

Primary Metrics for Success:

- i. Results to be compiled and presented to the Behavioral Health Advisory Council and corresponding community stakeholders.

Objective 3: *Based on data collected in Objective 2, develop a community based housing plan focused on providing sustainable housing for individuals living with a mental health and/or substance use diagnosis.*

Means of Achieving Objective:

- i. Establish a workgroup comprised of key stakeholders to oversee an assessment and recommendation report for the Behavioral Health Advisory Committee and the Summit County Council.
- ii. Development of a business plan, focused on long-term sustainability of funding and program administration, including addressing issues of services and transportation. Plan to identify priority and secondary areas to be funded.

Primary Metrics for Success:

- Plan developed and supported by key community stakeholders.



Objective 4: Monitor the feasibility of establishing a Mental Health Court Program.

Means of Achieving Objective:

- i. Conduct annual discussions with Justices, County Attorney's Office, law enforcement, public defenders, and justice service clinicians to evaluate the number of individuals who would have benefited from a mental health court program in order to meet the State's minimum threshold for certification.

Primary Metrics for Success:

- Continued monitoring till such time as case numbers justify the creation of a Mental Health Court Program in Summit County.

Objective 5: Establish an alcohol and drug-free program for people wishing to interact socially in a safe environment during the evenings and on weekends.

Means of Achieving Objective:

- i. Establish a workgroup comprised of key stakeholders and community leaders focused on identifying social events and possible locations for substance free social activities accessible to individuals of all abilities and diagnosis.
- ii. Working with local businesses, seek out sponsorships for events and development of sustainable funding sources.
- iii. Establish a regular schedule of events and corresponding marketing plan.

Primary Metrics for Success:

- Target for first event held fall of 2022 and schedule established by Spring of 2023.

Objective 6: Expand housing opportunities for Drug Court participants transitioning from treatment to independence.

Means of Achieving Objective:

- i. Explore opportunities for program participants who are working for local resorts to have priority in workforce housing and employment opportunities.
- ii. Develop agreements with community agencies for 25% of program capacity to be housed.
- iii. Evaluate the potential for a community supported transitional housing unit for program participants.

Primary Metrics for Success:

- Transitional housing, either through rent assistance or physical housing (residence), secured.

Objective 7: Identify housing opportunities for sober living facilities in Summit County.

Means of Achieving Objective:

- i. Evaluate the level of need for a sober living facility within Summit County, identifying both the need for monitored and independent housing options.
- ii. Establish partnerships with relevant non-profit and for-profit agencies focused on sober living programs to establish agreements for selected housing opportunities.
- iii. Evaluate the potential for a community supported sober living program.

Primary Metrics for Success:

- Establishment of a sober living facility in Summit County.

Objective 8: *Expand employment opportunities for individuals with a diagnosed mental health or substance use condition within Summit County.*

Means of Achieving Objective:

- i. Working with the Park City Chamber of Commerce, local ski resorts, along with the county and municipalities, identify employment opportunities which could be prioritized for Drug Court participants unable to find the mandated 40 hours a week employment criteria for program participation.

Primary Metrics for Success:

- New employee agreements secured with local employers.

Objective 9: *Expand access to state Vocational Rehabilitation programs in Summit County.*

Means of Achieving Objective:

- i. Working with the State Vocational Rehabilitation Officer for Summit and Wasatch Counties, provide additional trainings and services in Summit County to increase the number of residents accessing these services.
- ii. Increase awareness around mental health treatments and assessments offered through the state Office of Vocational Rehabilitation.
- iii. Identify space within Summit County to provide trainings and program delivery as needed, as well as addressing issues of transportation.

Primary Metrics for Success:

- Increase in both the total number of programs provided in Summit County and the number of residents accessing Vocational Rehabilitation programs by 25%.

Objective 10: *Explore means for facilitating employment and housing for people with criminal conviction, including expungement resources and employer incentives.*

Means of Achieving Objective:

- i. Working with local attorneys and public defenders, develop a workgroup charged with developing a resource to help individuals who successfully graduate from the Summit County Drug Court program to expunge their record and provide references as needed.

Primary Metrics for Success:

- Resource created and utilized.

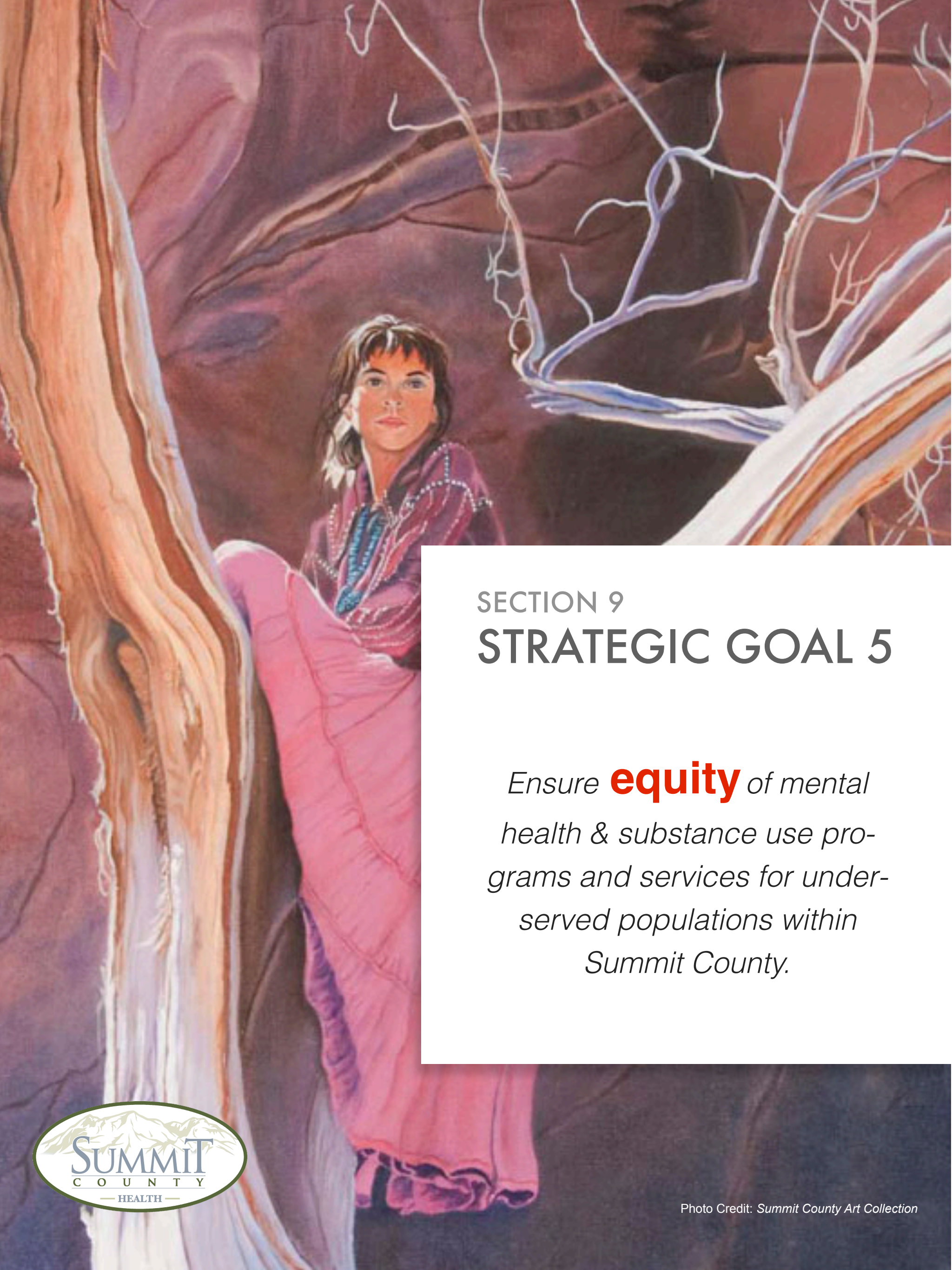
Objective 11: *Ensure all objectives within this Strategic Goal include and apply to Latino and underserved residents of Summit County.*

Means of Achieving Objective:

- i. Ensure members of all under served communities are represented in each objective to coordinate actions with the Latino Affairs Committee.

Primary Metrics for Success:

- Successful Completion of Strategic Goal V.



SECTION 9
STRATEGIC GOAL 5

*Ensure **equity** of mental health & substance use programs and services for underserved populations within Summit County.*



Strategic Goal 5:

Ensure equity of mental health & substance use programs and services for Latino community members.

“Too often I hear from friends that when they built up the courage to see a counselor, they knew they could only be honest in Spanish. Know(ing) enough Spanish to get you through your trip to Peru is great, too many people believe that it will suffice to help someone. It is not! We need people who not only speak Spanish fluently but come from the cultures of Latin America.”
— Latino Resident

Strategic Goal 5 is focused on addressing issues facing the Latino community in Summit County, along with identifying barriers impacting other under served groups. Central to this goal is the continued lack of services to meet the current demand for these populations. As our community continues to grow, so will the need for culturally competent behavioral health services.

Objective 1: Address barriers facing Latino community members in accessing and receiving linguistically competent mental health & substance use programs and services.

Means of Achieving Objective:

- i. Identify current services available in Spanish for mental health and substance use in Summit County.
- ii. Identify key cultural barriers hindering Latinos from seeking services within Summit County.
- iii. Establish partnerships with trusted community agencies and residents in developing solutions to identified problems.
- iv. Conduct evaluation of current service level within each school for ESL and first generation Latino students in regards to services within the district.
- v. Develop a three-year strategic plan to address barriers for Latino community members.

Primary Metrics for Success:

- Implementation of three-year supplement to the strategic plan.

Objective 2: Enhance online means and resources to connect Latinos and other under served residents with services and programs within the community.

Means of Achieving Objective:

- i. Establish an on-line resource in Spanish for community members to connect with services and programs.
- ii. Working with trusted community stakeholders, include mental health and substance use resources at community events targeting the Latino and underserved community.

Primary Metrics for Success:

- Implementation of on-line resources paired with increase awareness of mental health & substance use resources through attendance at Latino focused community events. Success measured through assessments conducted in 5.1.

Objective 3: Working with key stakeholders, reduce barriers to licensure within the state of Utah for non-native English speakers.

Means of Achieving Objective:

- i. Partnering with local non-profit clinicians and the University of Utah, establish a prep-course for non-native English Speakers to increase successful passage of the licensure exam. Participants in the course would agree to provide three years of service in Summit County with a local non-profit clinician.

Primary Metrics for Success:

- Program developed and utilized.



Objective 4: *Establish a high school to licensure program for native Spanish-speaking residents in Summit County to cover the costs of education (including bachelors) and licensure, along with internships and job placement within Summit County.*

Means of Achieving Objective:

- i. Working with key community stakeholders, establish a sustainable community fund designed to cover the cost of college for individuals who agree to a set of terms which requires a three year a commitment of post-licensure service in Summit County.
- ii. Develop a plan to leverage existing state, federal, and local resources to the cost of graduate work, internships, and subsidies for practices and non-profits who utilize individuals who have completed this program.
- iii. Develop additional incentives to retain program participants once the terms of the agreement have been met.

Primary Metrics for Success:

- Program funded and utilized at a rate sustainable to the funding provided. Target of two students a year.

Objective 5: *Increase opportunities for Latino and under served youth to engage in programs focused on mental, physical, and emotional health.*

Means of Achieving Objective:

- i. Inventory current programs within the school districts and community partners to establish the rate of participation. Identify which programs have the possibility of being offered in Spanish.
- ii. Identify new programs and strategies to increase social and emotional learning in district classrooms and community agencies that focus on Latino youth.
- iii. Working with evidence-based programs, being development and implementation of a program in Spanish.

Primary Metrics for Success:

- Number of programs focused on Latino youth increased by 25% as indicated in the annual inventory of programs.

Objective 6: *Provide Latino Families who may be or have a member in their household identifying as LGBTQ+ have access to information and supportive resources specific to the Latino LGBTQ+ community.*

Means of Achieving Objective:

- i. Working with community partners and clinicians who specialize in serving this population, identify key areas of concern and establish a collective resource for families focused on the unique issues facing the LGBTQ+ community.
- ii. Working with community parters, encourage the implementation of an Encircle facility within Summit County.

Primary Metrics for Success:

- Resource developed.

Objective 7: *Establish a Healthy Minds program through Latino Behavioral Health in Summit County.*

Means of Achieving Objective:

- i. Inventory current programs within the school districts and community partners to establish the rate of participation. Identify which programs have the possibility of being offered in Spanish.
- ii. Identify new programs and strategies to increase social and emotional learning in district classrooms and community agencies that focus on Latino youth.
- iii. Working with Mindful Schools, begin development and implementation of a program in Spanish.

Primary Metrics for Success:

- Implementation of Healthy Minds program.

Objective 8: *Establish Spanish language Telehealth service network with clinicians outside of Utah to expand service access and increase the number of sessions in Spanish from clinicians in other states with reciprocity.*

Means of Achieving Objective:

- i. Working with Healthy U. Behavioral, community non-profits, and clinicians, establish service partnerships and credentialing to allow for payment of clinicians outside of Utah to provide services in Spanish.

Primary Metrics for Success:

- Expanded Telehealth network implemented.

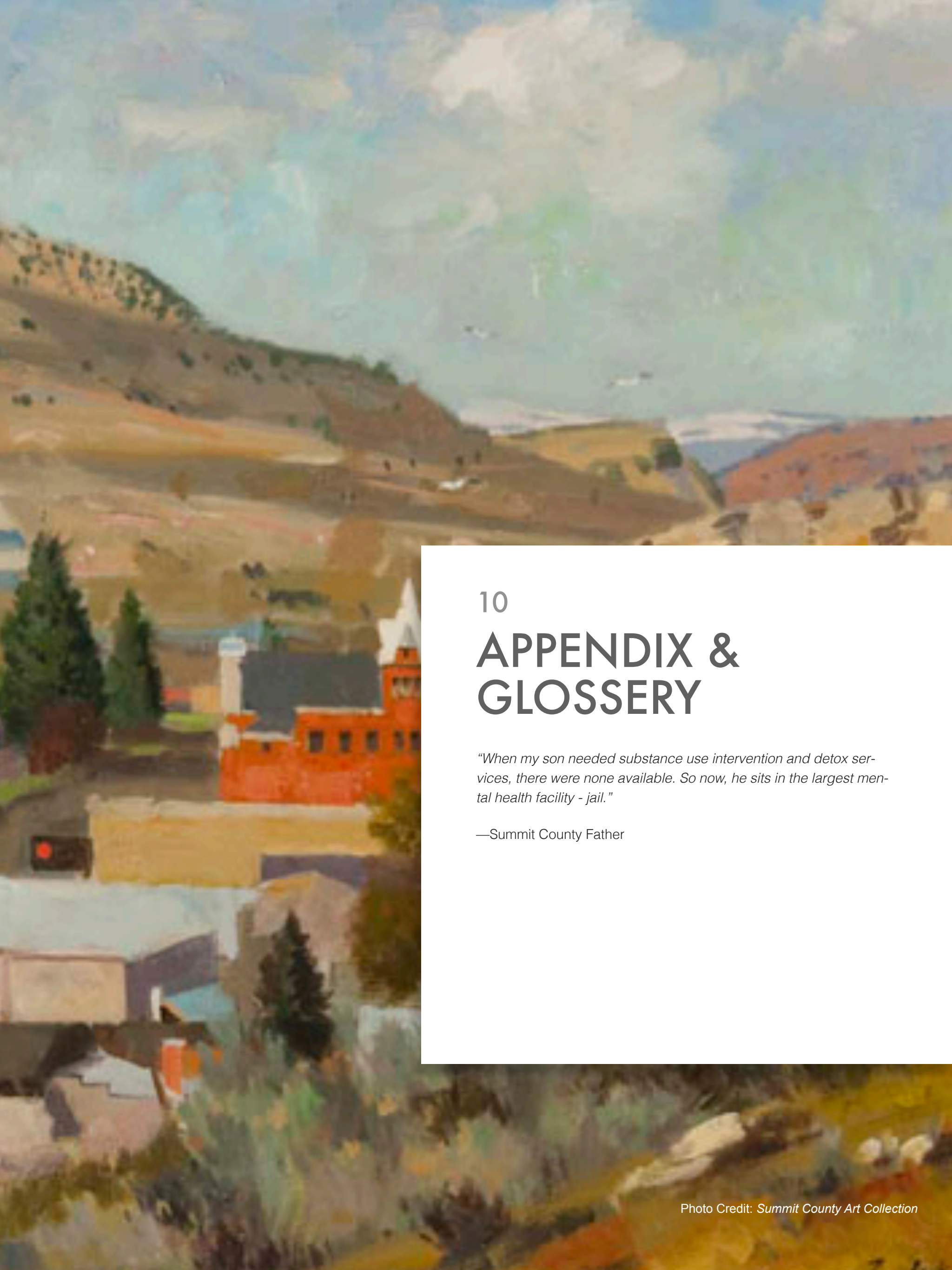
Objective 9: *Ensure the Latino community's voice is represented on all committees and programs outlined within this Strategic Plan.*

Means of Achieving Goal:

- i. The Latino Affairs Committee will have a representative on each committee to coordinate efforts as needed.

Primary Metrics for Success:

- Successful Completion of Strategic Goals.



10

APPENDIX & GLOSSERY

“When my son needed substance use intervention and detox services, there were none available. So now, he sits in the largest mental health facility - jail.”

—Summit County Father

GLOSSARY

Behavioral Health:	Term used in reference to both mental health and substance use as a single term.
Drug Court:	Drug courts are judicially supervised court dockets that provide a sentencing alternative of treatment combined with supervision for people living with serious substance use.
Firehouse Model:	Firehouse model refers to the the 24/7 operations of an on-call service, such as provided by fire departments, which provides for continues crisis coverage.
Healthy U. Behavioral:	Healthy U. Behavioral (HUB) is the behavioral health arm of University of Utah Health Plans (UUHP) which serves as the behavioral health network administrator for Summit County's Medicaid and unfunded services.
Mental Health:	A person's condition with regard to their psychological and emotional well-being.
MCOT:	MCOT, or Mobile Crisis Outreach Team is a response unit made up of mental health professionals who help adults and children experiencing a mental health crisis at home, work, school, in clinics, or on the streets to keep individuals safe. Services include mental health assessment, crisis intervention, and risk reduction. Individuals are also connected to outpatient mental health programs and local resources for ongoing care and recovery support. MCOTs work closely with local law enforcement and first responders as part of a unified response to psychiatric emergencies.
Peer Support Specialist:	A Peer Support Specialist is a person with "lived experience" who has been trained to support those struggling with mental health, psychological trauma, or substance use. Their personal experience of these challenges provide Peer Support Specialists with expertise that professional training cannot replicate.
PTSP:	Post Traumatic Stress Protocols (PTSP) is a community funded program providing first responders and law enforcement access to behavioral healthcare at no cost to to them or their families to encourage the seeking of help. In Summit County, this program is fully funded through community donations.
Receiving Center:	Receiving centers are a 23-hour program which functions as a crisis response site and offers crisis stabilization. Receiving centers are for individuals experiencing mental health, substance use, or other behavioral crises. Individuals generally stay up to 23-hours or until the crisis has stabilized. Individuals receive a suicide assessment, physical health screening, an evaluation, detox services, peer services, medication management and medication-assisted treatment (MAT) when necessary.
SHARP:	The Student Health and Risk Prevention (SHARP) survey is given every two years, to students in grades 6, 8, 10, and 12 in public and charter schools across Utah. The survey was designed to measure adolescent substance use, anti-social behavior, and the risk and protective factors that predict these adolescent problem behaviors.
Stigma:	Stigma is when someone views an individual in a negative light due to their mental health or substance use diagnosis.
Substance Use:	A person's continued use of alcohol, illegal drugs, or the misuse of prescription or over-the-counter drugs with negative consequences.
Sober Living:	Sober living facilities provide safe housing and supportive, structured living conditions for people exiting drug rehabilitation programs and serve as a transitional environment between care and independence.

APPENDIX MATERIALS AVAILABLE ON THE SUMMIT COUNTY HEALTH DEPARTMENT'S WEBSITE

