



SUMMIT COUNTY MENTAL WELLNESS STRATEGIC PLAN

FALL 2017 EDITION

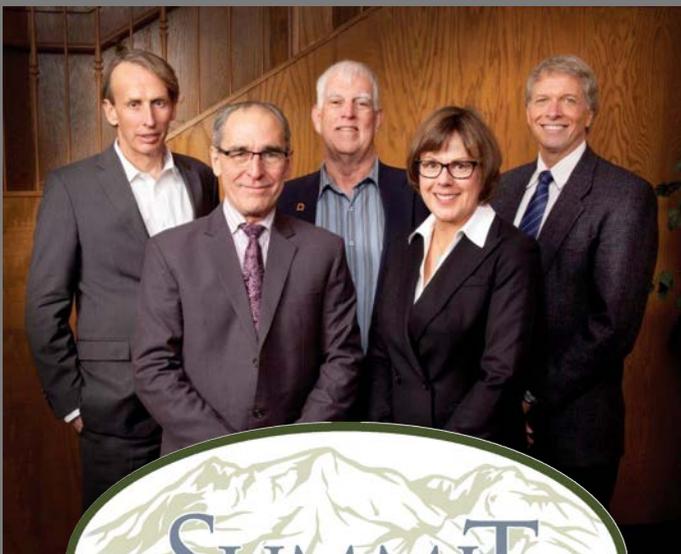
RATIFIED NOVEMBER 15TH, 2017



WELCOME

Awareness of, and access to, quality mental wellness and substance abuse prevention and treatment services are critical needs in Summit County. In recognition of this, the Summit County Council included these items in its Strategic Plan within one of its top five Strategic Effects. In partnership with community members, municipalities, school districts, non-profits, and providers throughout the County, we have embarked on a journey together to identify gaps in services, connect resources to needs, and develop a strategic plan to provide comprehensive education, support, prevention and treatment opportunities. The result of this work is the document you find before you. We are confident this plan will produce solutions that support well-being for individuals and families, particularly when most vulnerable.

- Summit County Council



ACKNOWLEDGEMENT

Special Thanks:

Summit County Council
Park City Council
CONNECT Summit County
Valley Behavioral Health
the University Neuropsychiatric Institute
Intermountain Health Care
North Summit School District
South Summit School District
Park City School District
Summit County Sherrif's Department
Park City Community Foundation

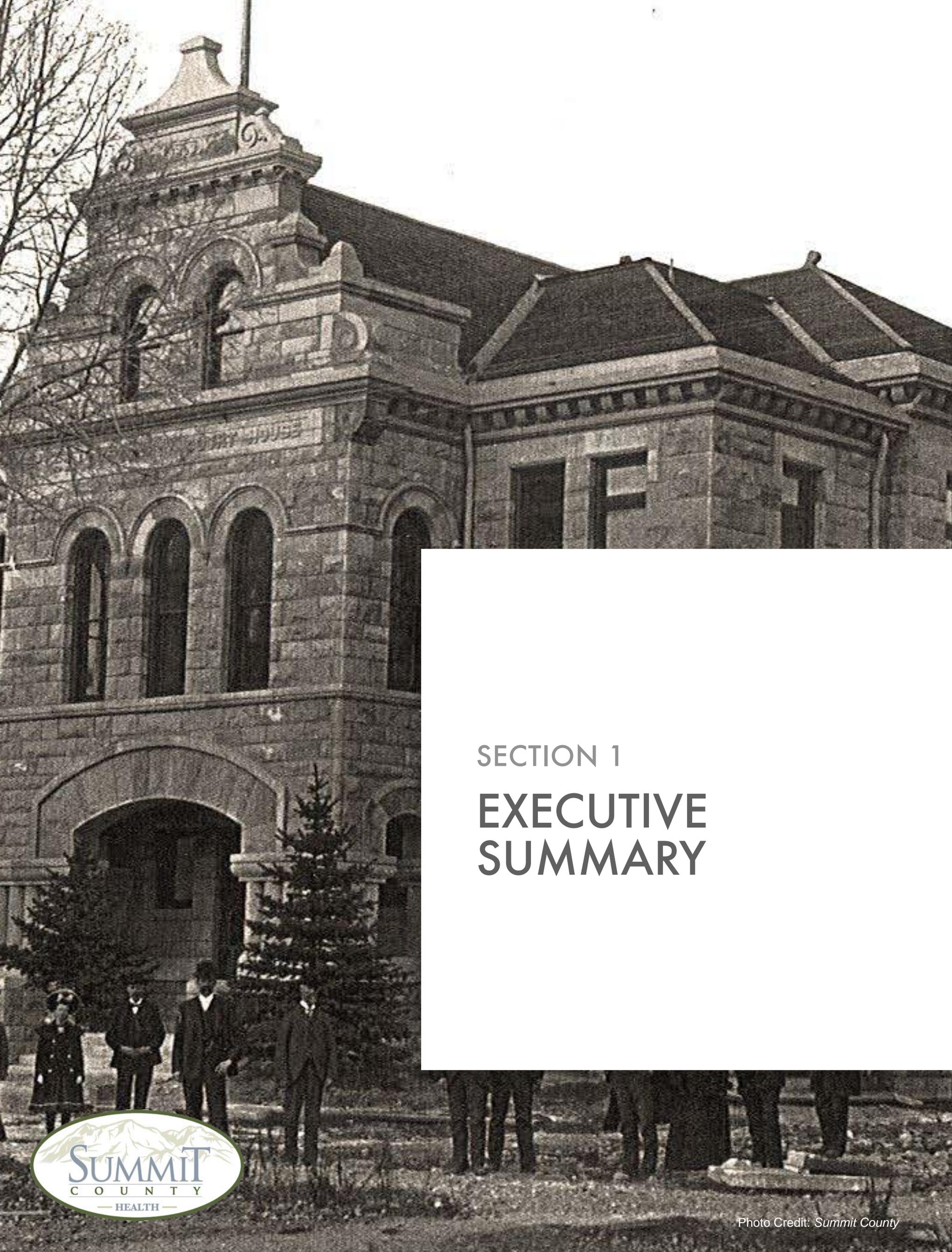
The Summit County Mental Wellness Strategic Plan would not have been possible without the efforts, dedication, and passion of the 120 members of the Summit County Mental Wellness Alliance. In presenting this Strategic Plan, we express our deep and continuing thanks to all community members, groups, and organizations who shared with us their ideas, hopes, and stories of living with mental health & substance abuse. 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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SECTION 1

EXECUTIVE SUMMARY



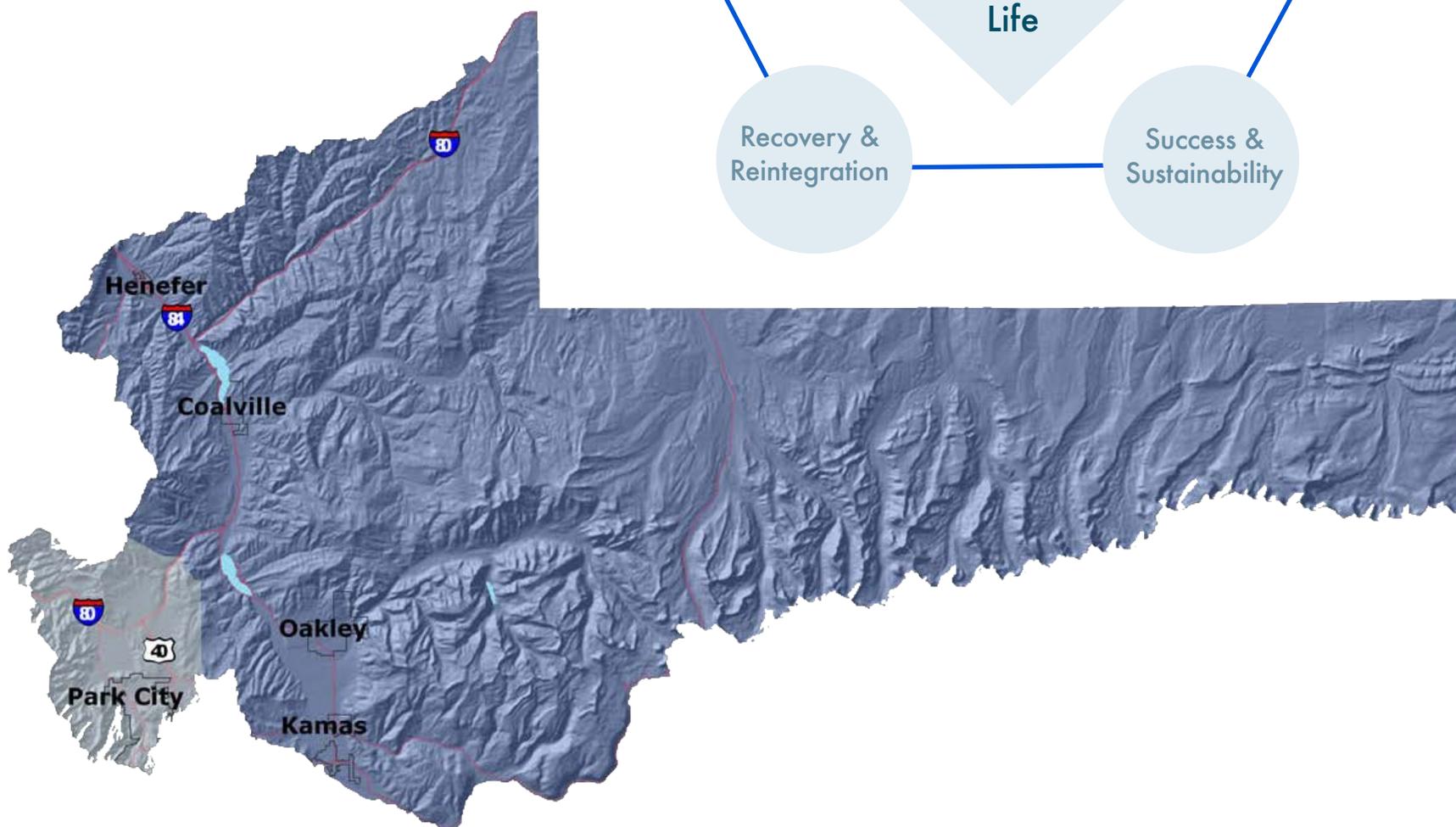
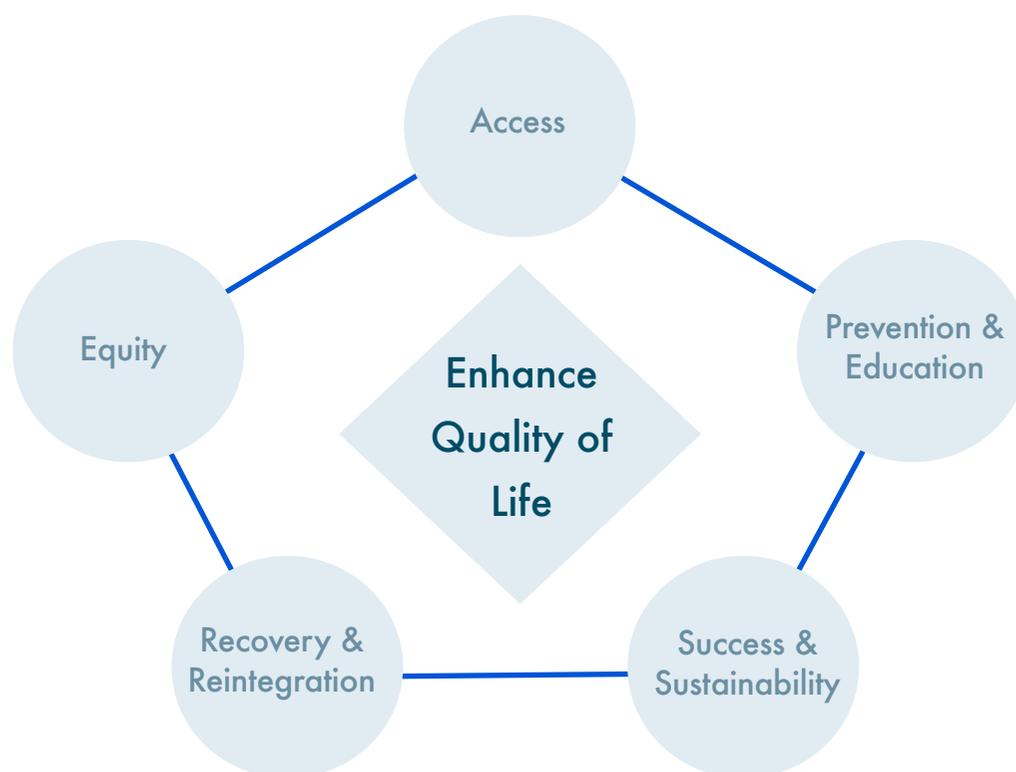
EXECUTIVE SUMMARY

The Summit County Mental Wellness Strategic Plan (Strategic Plan) is the result of an eleven-month community initiative to identify and address issues of mental health & substance abuse in Summit County. Recognizing that Utah has one of the highest rates of mental illness in the United States (23.4%¹) and that an immediate need exists within our community, both the Summit County Council and the Park City Council have recognized this as a key priority in their 2017 Goals. Through the use of community surveys, focus groups, and the creation of a community-based coalition centered on mental health & substance abuse; the following strategic plan is presented to the community as a means of enhancing the quality of life for all Summit County residents, regardless of mental health or substance abuse concerns.

PRIMARY DIRECTIVE:

By addressing issues of mental health & substance abuse, enhance the quality of life for all Summit County residents.

THE FIVE STRATEGIC GOALS IDENTIFIED:



GOAL I:

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

Objectives for Achieving this Goal:

1. Identify and address deficits in mental health & substance abuse services in Summit County.
2. Establish a spectrum of essential services for mental health & substance abuse in Summit County.
3. Address issues of wait-time for providers, including a process for “fast tracking” individuals transitioning from crisis to treatment.
4. Utilizing community partners, establish a “central hub” for resource, case management, and assistance in connecting to services.
5. Establish a recruitment plan to attract and retain mental health & substance abuse practitioners focused on diagnosis and medication management.
6. Identify and address gaps in mental health & substance abuse services within the Summit County Jail.
7. Evaluate the viability of a trained, on-call, mental health response team based in Summit County. (AOT/IRT Model)
8. Establish crisis resources for individuals experiencing a mental health episode or substance abuse overdose / reaction to reduce the use of first responders as the “go-to” system of intervention.
9. Increase screening and identification of mental health concerns for youth within each school district.
10. Address shortage of affordable office space for mental health & substance abuse practitioners.
11. Ensure all objectives within this Strategic Goal include and apply to Spanish-speaking residents of Summit County.

GOAL II:

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

Objectives for Achieving this Goal:

1. Establish a committee of partners focused on youth prevention and implementing the Communities That Care model.
2. Address gaps in mental health & substance abuse curriculum and youth programs in Summit County.
3. Establish a community campaign to reduce stigma surrounding mental health & substance abuse issues.
4. In accordance with the *U.S. Surgeon General's National Strategy for Suicide Prevention*, decrease the number of suicides in Summit County by 20% by 2025.
5. Empower youth to speak openly and frankly on issues of mental health & substance abuse and encourage them to seek help when needed.
6. Establish means for youth to engage peers on issues of mental health & substance abuse and refer them to programs and services for help.
7. Educate parents/guardians on how to speak with their children around issues of mental health & substance abuse, and empower them to take action when concerned about the safety of their child.
8. Train 60% of school district parents/guardians in suicide prevention within three years.
9. Decrease the percentage of reported incidents of youth drug usage by 50% within four years for all school districts.
10. Decrease the percentage of reported incidents of youth alcohol consumption by 50% within four years for all school districts.
11. Increase social and emotional learning in classrooms and community agencies focused on youth services.
12. Establish a breadth of out of school programs for youth of all ages beyond competitive sports programs.
13. Ensure all objectives within this Strategic Goal include and apply to Spanish-speaking residents and youth.

GOAL III:

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

Objectives for Achieving this Goal:

1. Establish means for first responders and their families to address incidents of high stress and trauma.
2. Establish means for teachers, staff, and their families to address incidents of high stress and trauma.
3. Increase communication and collaboration between Intermountain Health Care, Valley Behavioral Health, the University Neuropsychiatric Institute, private practitioners, non-profits, and other community stakeholders. Address issues of funding for programs listed within the Strategic Plan and develop sustaining funding sources and collaborations.
4. Address issues of funding for programs listed within this Strategic Plan and develop sustainable funding sources through collaborations.
5. Increase public awareness of existing mental health & substance abuse programs and services within Summit County.
6. Cultivate a greater understanding and acceptance of non-doctoral degree practitioners such as licensed clinical social workers as compared to MDs, Ph.D.s, and Psy.Ds.
7. Establish means for school district to share counseling resources in times of district crisis for students and staff affected.
8. Ensure all objectives within this Strategic Goal include and apply to Spanish-speaking residents and youth.

GOAL IV:

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

Objectives for Achieving this Goal:

1. Reduce barriers to reintegration within Summit County for individuals recovering from issues of mental health & substance abuse.
2. Establish a transitional, day use program and space for individuals to develop the skills needed for independence. (Clubhouse Model)
3. Conduct assessment of the current Drug Court Program and implementation of recommendations for growth and enhancement.
4. Identify housing opportunities for Drug Court participants transitioning from treatment to independence.
5. Identify housing opportunities for individuals transitioning from treatment to independence.
6. Establish full-time (40 Hour) employment opportunities for Drug Court participants within Summit County.
7. Expand access to state Vocation Rehabilitation programs in Summit County.
8. Establish a Mental Health Court Program.
9. Ensure all objectives within this Strategic Goal include and apply to Spanish-speaking residents and youth.

GOAL V:

Ensure **equity** of mental health & substance abuse programs and services for Latino Community members.

Objectives for Achieving this Goal:

1. Reduce barriers facing Latino community members in access and receiving linguistically competent mental health & substance abuse programs and services.
2. Develop online means to connect Latinos with services and programs within the community.
3. Reduce the stigma associated with issues of mental health & substance abuse within the Latino community.
4. Increase opportunities for Latino youth to engage in programs focused on mental, physical, and emotional health.
5. Establish Latino programs such as *Compartiendo Esperanza* (Sharing Hope) from the National Alliance on Mental Illness (NAMI) for the Latino community.
6. Ensure the Spanish-speaking voice is represented on all committees and programs outlined within this Strategic Plan.

A more in-depth look into the means and measures for achieving these Goals and their corresponding Objectives can be found in sections 4 - 9 of the Summit County Mental Wellness Strategic Plan.



Photo Credit: Aaron Newman



Photo Credit: Ross Carleton

OBJECTIVE COMPLETION TIMELINE

This timeline illustrates the overall completion date of each Objective. Objectives showing completions continually are programs which will be ongoing for the community. (Such as I.11)

GOAL 1

Objectives	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020	Completed After Fall 2020
1			X				
2			X				
3			X				
4					X		
5			X				
6		X					X
7		X					
8						X	
9				X			
10						X	
11	X	X	X	X	X	X	X

GOAL 2

Objectives	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020	Completed After Fall 2020
1	X						
2				X			
3	X	X	X	X	X	X	X
4							2025
5			X				
6		X					
7		X					
8							2021
9							2023
10							2023
11					X		
12							2023
13	X	X	X	X	X	X	X

GOAL 3

Objectives	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020	Completed After Fall 2020
1							2021
2							2021
3	X	X	X	X	X	X	X
4	X	X	X	X	X	X	X
5			X				
6			X				
7			X				
8	X	X	X	X	X	X	X

GOAL 4

Objectives	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020	Completed After Fall 2020
1							2021
2					X		
3							2021
4						X	
5					X		
6				X			
7				X			
8				X			
9	X	X	X	X	X	X	X



GOAL 5

Objectives	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020	Completed After Fall 2020
1	X	X	X	X	X	X	X
2				X			
3			X				
4						X	
5		X					
6	X	X	X	X	X	X	X

“Only by working as a community will we be able to change our community and address the concerns and fears we have about mental health. If we only have one person or group challenging this call, then we will fail. Only by having the COMMUNITY move together will we effect the change we need in Summit County .”

–Summit Resident Living with Mental Illness



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Photo Credit: parkcityhistory.org

SECTION 2

INTRODUCTION & 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 the Summit County community. The 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 moving past the tragedies of 2016.

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, a unified response to mental health & substance abuse developed. Expanding to include additional stakeholders such as law enforcement, mental health practitioners, 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 Directives and corresponding workgroups to address community needs identified in the assessment. It was recognized that responsibility for improving mental health & substance abuse programs and services required a shared approach by both public and private interests in the County as no single entity possessed the resources for sustainable solutions.

Central to the five directives was the need for a plan focused on the overall state of mental health & substance abuse within the County. In order to truly be effective, a detailed implementation plan with clear timelines and steps was needed in alignment of the Goals. It is vital for success that all stakeholders played a role in creation and implementation of these timelines and objectives. The test of the plan's effectiveness will be defined by how well it serves in guiding decisions and creating the future to which Summit County aspires. Recognized as a priority, the Summit County Council approved a one time funding to oversee the development of a strategic plan. Supporting this effort, the Park City Council provided additional financial assistance for initiatives related to the Strategic Plan.

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



MISSION, VALUES, AND VISION

Central to an effective and community supported strategic plan is a close alignment to a set of core principles. The following have been created by community stakeholders in the establishment of the Summit County Mental Health Alliance, and serve as the core principles of the Strategic Plan.

ALLIANCE MISSION:

“Enhance the quality of life for all Summit County residents by improving community awareness of mental health & substance abuse 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 abuse.

VALUES:

The Goals and objectives of this Strategic Plan are guided by a set of core values adopted by the Summit County Mental Health 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 Health & Substance Abuse 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 abuse.

Respect:

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

Recovery:

Residents who live with mental illness and/or substance abuse 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 abuse. 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, sexual or gender identity, where they live in the County, or any other health problems 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 positive development.

SUCCESS THROUGH COLLECTIVE IMPACT

The success and continued sustainability of the Strategic Plan is dependent upon maintaining the support and engagement of the community. The Collective Impact Model is an internationally recognized community-based approach focussed on addressing complex social problems beyond the scope of a single organization to achieve sustainable change in the community. Selected as a means of addressing mental health & substance abuse challenges, the Alliance relies on the Collective Impact Model for the successful implementation and sustainability of Strategic Plan.

The Collective Impact Model focuses on five main areas of application in affecting community change.



COMMON AGENDA:

All stakeholders have a shared agenda for change, including a shared understanding of the problem and a joint approach to the solution.

SHARED MEASUREMENT SYSTEMS:

Collecting data and measuring results consistently across all the community partners ensures a shared measurement for alignment and accountability.

MUTUALLY REINFORCING ACTIVITIES:

A plan of action that outlines and coordinates mutually reinforcing activities for each community partner.

CONTINUOUS COMMUNICATION:

Open and continuous communication is essential across all community partners to build trust, assure mutual objectives, and create common motivation.

THE PRESENCE OF A BACKBONE ORGANIZATION:

A successful community collaboration requires a backbone organization with the staff and resources to coordinate efforts and community partners. Supporting the “backbone infrastructure” is essential to ensuring the collective impact effort maintains momentum and facilitates the identified community impact.

The Summit County Mental Health Alliance has adopted the Collective Impact Model as a means to achieving success with the Strategic Plan. By defining mental health & substance abuse issues and working as a community, The Collective Impact Model is a means to achieving the Strategic Goals and Objectives laid forth in this plan through c community partnerships.

COMMUNITY COMMITTEES

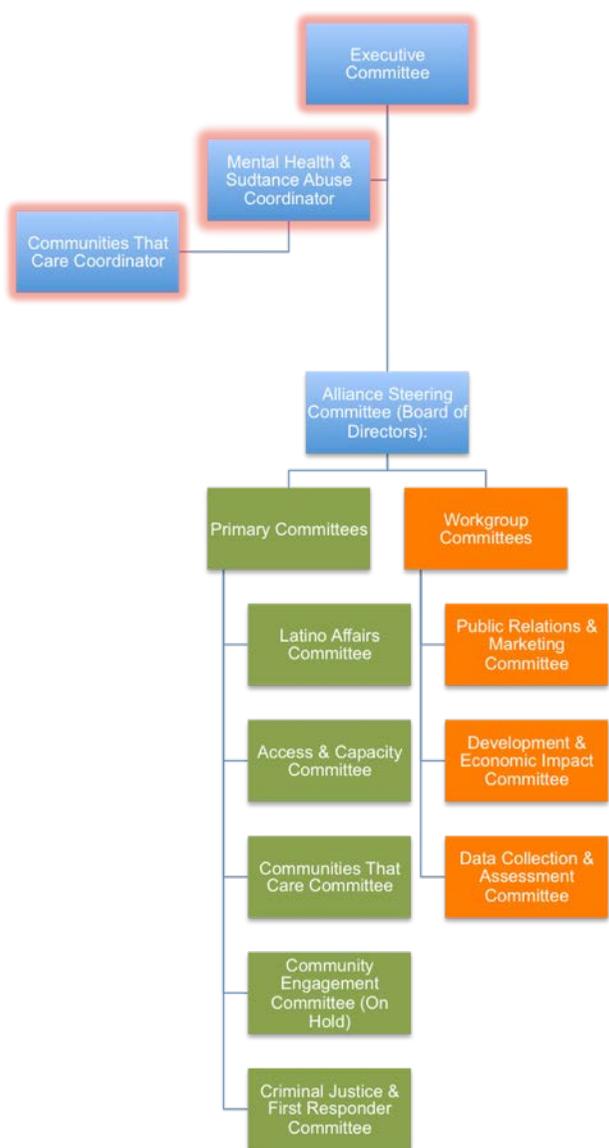
In order to achieve success with the Strategic Plan, the following committees have been established to focus on objectives essential in achieving the Strategic Goals. Each committee has a designated chair appointed by the Summit County Mental Health Alliance Steering Committee from the community. Membership on committees is open to all community members with several having designated seats based on organizational membership and knowledge needs. A complete list of memberships can be found in the appendix.

EXECUTIVE COMMITTEE:

The Executive Committee serves as the administrative body of the Summit County Mental Health Alliance and is charged with the supervision and advisement of the Mental Health & Substance Abuse and Communities That Care staff. In addition to these duties, the Executive Committee may serve, upon request of the Coordinator or the Steering Committee Chair, as the final decision-making body when the Steering Committee is unable to reach consensus.

Membership of this committee was established by the entities responsible for the creation and financial support of the staff positions. Membership may be added or removed with a unanimous decision of the members. Membership is limited at five, plus the staff in an ex officio role. Unless otherwise delegated, the Director of the Summit County Health Department will serve as chair of the committee.

COMMITTEE STRUCTURE



STEERING COMMITTEE:

Established as a collection of key community stakeholders, as identified in the “*Report of Mental Health Survey Findings and Community Based Strategic Planning Goals for Summit County*” (October 2016), the Steering Committee serves as the acting board of directors for the Summit County Mental Health Alliance, and is accountable to the Executive Committee. The Steering Committee is charged in approving all policy, program, and financial decisions for the Summit County Mental Health Alliance. This is to ensure overall coordination of plans and actions. Additional members of the Steering Committee include committee and workgroup chairs. The primary responsibility of the Steering Committee is to ensure that other committees are in line with the mission and objectives of the Alliance, and to regularly review the Summit County Mental Health & Substance Abuse Strategic Plan to ensure movement on the Strategic Goals and corresponding objectives.

Current membership to the Steering Committee is limited to 40 members and chairs. As objectives and committees change, so may membership. Membership may be added or removed with a unanimous decision of the members. Membership changes expanding beyond 40 require approval from the Executive Committee.

ACCESS & CAPACITY COMMITTEE:

The Access & Capacity Committee is charged with addressing issues related to the ability of Summit County residents to find quality services and treatments for a spectrum of mental health and substance abuse needs.

CRIMINAL JUSTICE & FIRST RESPONDER COMMITTEE:

The Criminal Justice & First Responder Committee is charged with finding solutions to mental health and substance abuse concerns as related to the criminal justice system and emergency management. This committee serves as the chief advocate for all court related programs such as Drug Court and Mental Health Court. Due to its nature, temporary workgroups and sub-committees (*First Responder Roundtable, held quarterly*) fall under this committee.

COMMUNITIES THAT CARE COMMITTEE:

The Communities That Care Committee directs the selection and delivery of youth-focused prevention programs to meet shared and unique needs of the three Summit County school districts. Selected programs may be from the Center for Communities That Care or other sources approved by

the committee. Due to its nature, temporary workgroups and sub-committees (*ie: Youth Engagement Committee*) will fall under the Communities That Care Committee.

PUBLIC RELATIONS & MARKETING COMMITTEE:

The Public Relations & Marketing Committee is charged with providing guidance and support of internal and external communications strategies that serve to promote the mission and objectives of the Summit County Mental Health Alliance, its members, and the Strategic Plan.

DEVELOPMENT & ECONOMIC IMPACT COMMITTEE:

The Development & Economic Impact Committee is charged with the identification and cultivation of funds from various resources in support of the Summit County Mental Wellness Alliance's efforts in achieving its objectives. The committee achieves this through donor stewardship, fundraisers with partner organizations, grant applications, and governmental asks. Additionally, this committee provides economic evaluations for proposed programs. Due to its nature, temporary workgroups may fall under this committee.



SUMMIT COUNTY
MENTAL WELLNESS
ALLIANCE

“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

DATA COLLECTION & ASSESSMENT COMMITTEE:

The Data Collection & Assessment Committee is charged with providing instrument design, data collection and data assessment to help other committees institute data driven decisions. This committee will support other committees initiatives related to the improvement of mental health & substance abuse as it relates to the Summit County Mental Health & Substance Abuse Strategic Plan.

LATINO AFFAIRS COMMITTEE:

The charge of the Latino Affairs Committee is to ensure Spanish-speaking residents of Summit County are provided equal access to services and programs and to identify the unique issues impacting the Hispanic and Latino populations in Summit County in relation to mental health and substance abuse.

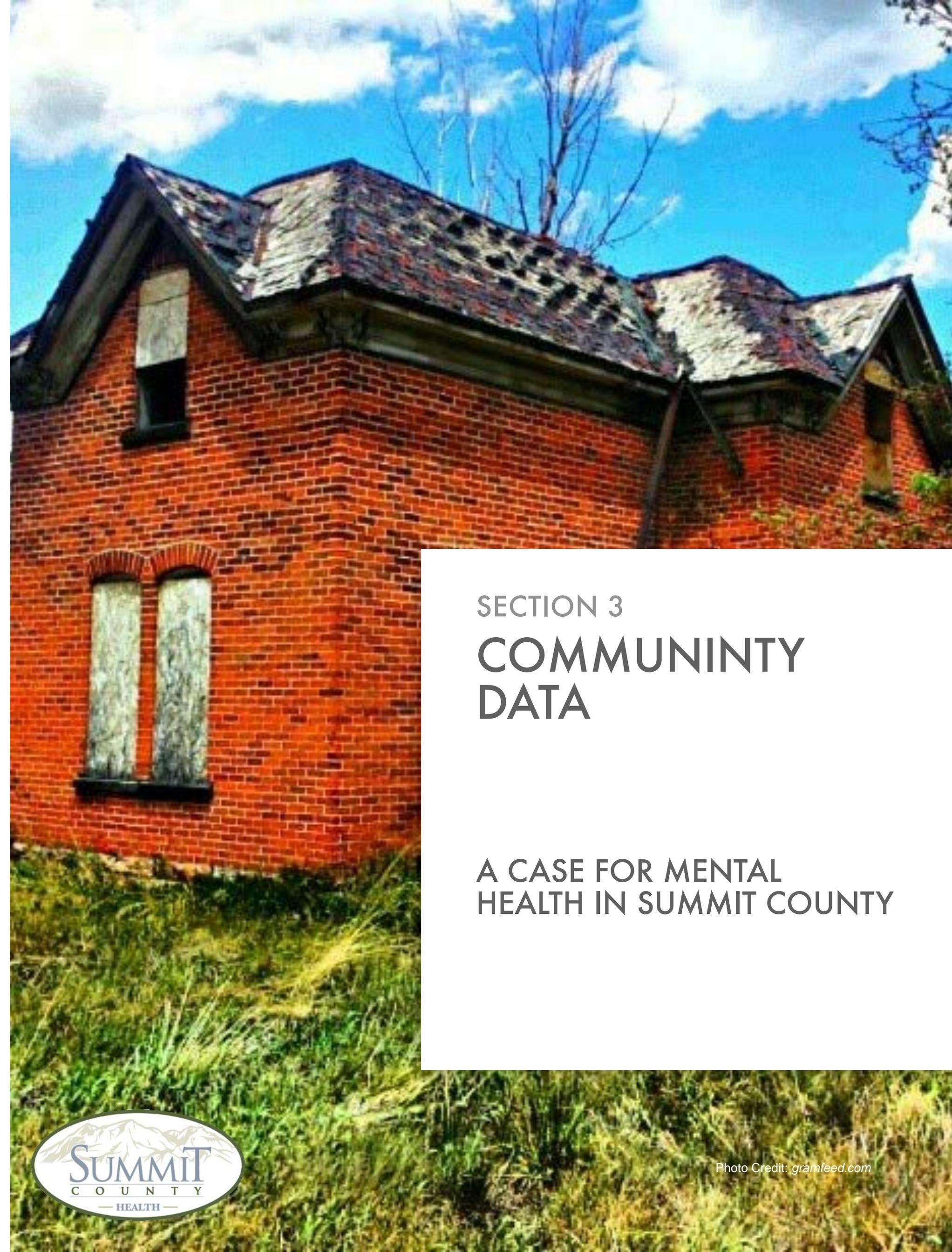
COMMUNITY ENGAGEMENT COMMITTEE:

The Community Engagement Committee is charged with the development and implementation of large-scale programs designed to educate the residents of Summit County on issues surrounding mental health & substance abuse to cultivate greater understanding and decrease stigma surrounding these issues. This committee is also charged in the development and implementation of regional conferences related to current best practices in mental health & substance abuse treatments and programs.



Photo Credit: Aaron Newman

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SECTION 3
**COMMUNITY
DATA**

**A CASE FOR MENTAL
HEALTH IN SUMMIT COUNTY**



Photo Credit: gramfeed.com

According to the Utah Medical Examiner, Summit County averages 20.8 suicides a year. The National Council for Behavioral Health reports that 1 in 5 Americans experience a mental health incident every year. Of Medicaid beneficiaries, approximately half have a mental illness diagnosis. In 2014, issues related to mental health accounted for 15% of the total economic burden of medical treatments in the US, and it is also estimated that two-thirds of individuals with mental health concerns go without treatment as a result of insufficient access to services.

The National Institute of Mental Health and the Centers for Disease Control report that 24% of youth will experience a mental health crisis during any 12-month period. In Summit County, that relates to approximately 2,600 youth. The Utah Department of Health reports 24.8% of Utah students experience intense feelings of sadness or hopelessness with 16.6% reporting seriously considering suicide, 13.5% made a suicide plan, and 7.6% reported attempting suicide one or more times in the past 12 months.

Though research has been conducted nationally, the following section examines data collected by the initial Steering Committee for the 2016 study and the Data & Assessment Committee to establish a local level understanding of the issues facing Summit County. While much of the research available from national sources can be applied to Summit County and is consistent with the data and feedback received through the surveys, the effort of this strategic plan is to provide specific and unique answers to challenges facing each area of Summit County. For this report, the Summit County has been divided along school district boundaries.

The following is a summary of several key surveys conducted within Summit County. It should be noted that the state's SHARP data set, which focuses on youth in each of the three school districts, was released in October 2017, and is currently being reviewed by the Data Collection & Assessment Committee. Once the committee has concluded their analysis, their findings will be released and will have an addition made to this document as the reports will be central to Objectives focused on youth. A detailed description of SHARP findings and other information is available on the Summit County Health Department's website.

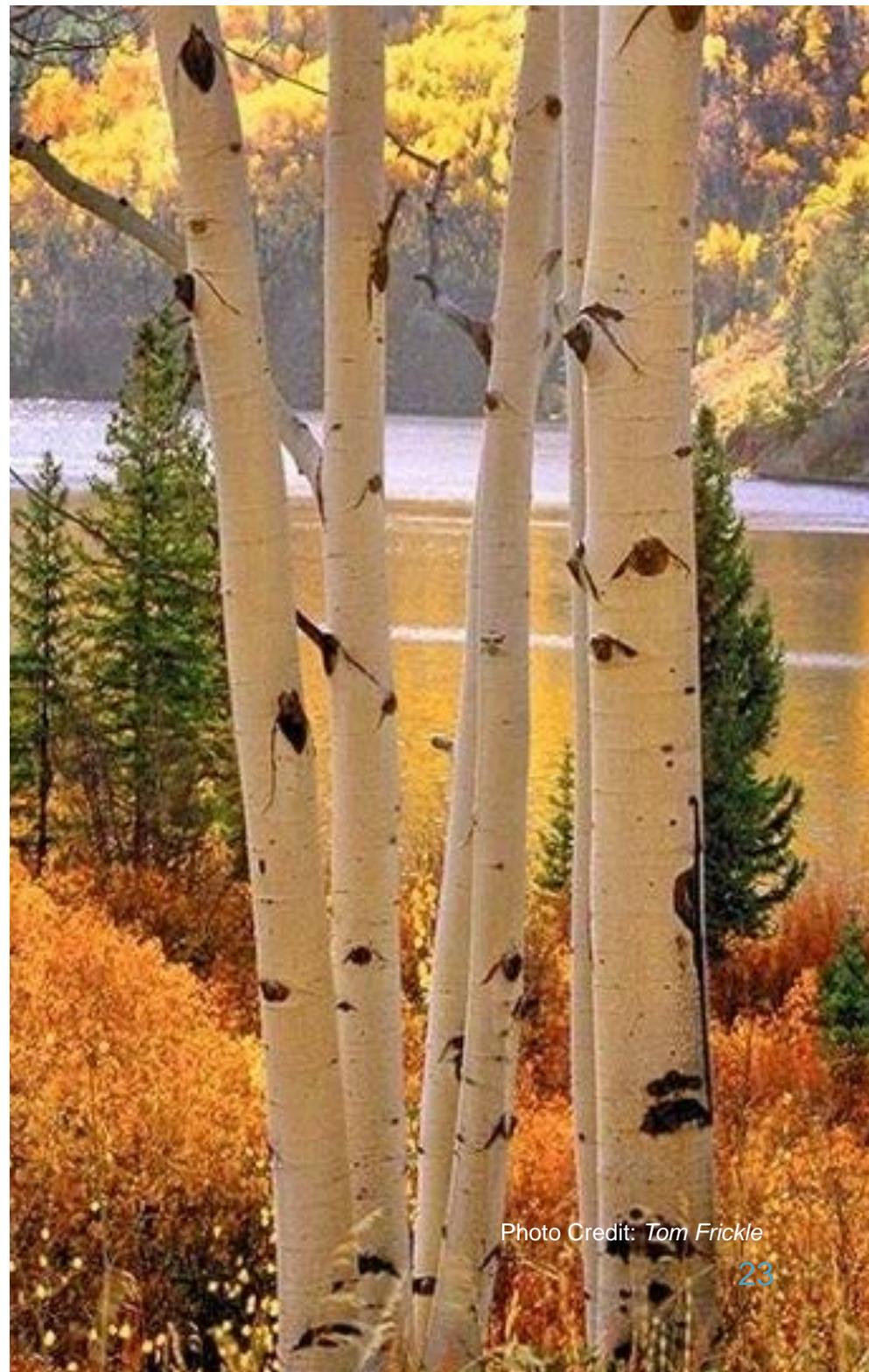
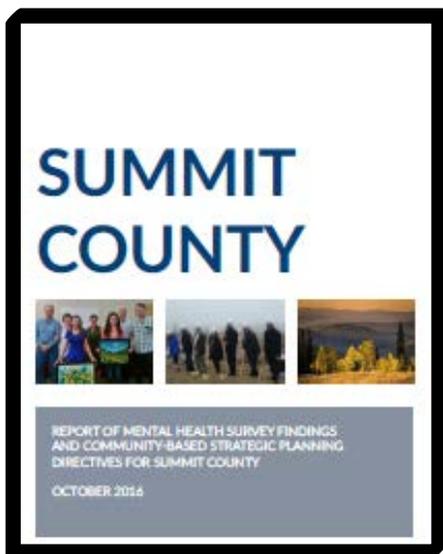


Photo Credit: Tom Frickle



RESULTS OF 2016 NEEDS ASSESSMENT

During the fall of 2016, a coalition of community members and agencies came together to form a steering committee and solicit input from all sectors of Summit County to identify mental health & substance abuse needs. Based on this information, the committee compiled five directives which became the foundation of the Summit County Mental Wellness Alliance and the subsequent Strategic Plan.

STRATEGIC DIRECTIVES FROM 2016

- I.) Educate & Cultivate Awareness
- II.) Increase Capacity & Access
- III.) Improve Coordination of Treatment
- IV.) Focus on Building Community Partnerships
- V.) Funding

These five directives guided the development of the five Strategic Goals of the Strategic Plan. Facilitating this transformation was the new Mental Health & Substance Abuse Programs Coordinator, a position developed as a result of the 2016 survey. Below are the key findings from that survey.

FINDINGS

FUNDING & STIGMA:

Consistent with national studies, the two largest barriers identified by survey respondents fit broadly into funding and stigma. This was a consistent theme in responses from patients, friends and family, and providers. Both issues came up regularly during community dialogue sessions.

NO CLEAR STARTING POINT:

Many respondents, particularly participants in the dialogue sessions, suggested that there is a tremendous need for a clear starting point for those seeking help and access to services. People simply don't know where to go to get help. Many individuals contacted multiple providers before finally finding someone that could help with a diagnosis and/or treatment. Some suggested establishing a clear first point of contact that could help orient individuals and families to available services and guide them as they find a diagnosis and initial treatment options.

LACK OF PROVIDERS:

The survey results support the idea that Summit County struggles with a general shortage of behavioral healthcare providers. For example, only 57% of respondents that sought treatment in the County were able to find professionals that could provide them with a diagnosis. Most were not able to find treatment or adequate follow-up services and support in the County. The lack of providers is most acute for English Language Learners.

WAIT-TIMES:

Wait-times were also a significant issue with 29% of those receiving treatment in the County waiting more than six weeks and 46% waiting one to four weeks. For individuals requiring medication management, wait time could reach twenty-two weeks. Given the relatively low population density in the County, the lack of more intensive treatment options such as residential treatment was expected. However, a significant number of survey respondents expressed having difficulty accessing more basic services such as outpatient therapy and day treatment. In both the provider survey and during dialogue sessions, the issue of crisis services came up with the emergency room at the hospital being the only option currently available in the County, outside of the county jail. However, the hospital is not currently an adequate solution given the lack of inpatient options for psychiatric care and the loss of its current psychiatrist. Individuals having a mental health crisis can be evaluated, but must be transferred to another hospital for treatment. Wait-times in these acute situations can mean the difference between life and death.

LACK OF SUPPORT SERVICES:

Many concerns expressed related to the difficulty in accessing support services, including aftercare, group therapy and on-going case management. Of respondents that were able to find adequate treatment in Summit County, only a third indicated that they were able to access follow-up and support services in the County after the initial treatment. Many family and friends of individuals struggling with mental illness expressed

frustration in their comments and during dialogue sessions in this regard. They indicated that support and education for them would have gone a long way towards improving health outcomes for their family member(s) or loved one(s).

CRIMINAL JUSTICE:

The United States has a history of funneling those struggling with substance abuse and/or mental illness to county jails. While our country has the highest per capita incarceration rates in the world, it is clear that issues with mental health & substance abuse are not unique to Summit County. Eighty-five percent of jail populations nationally suffer from some form of mental illness. Yet only about 11% have access to treatment. Based on conversations with local judges and attorneys, these national statistics seems consistent with experiences in the County.

ENGLISH LANGUAGE LEARNERS:

This has been a growing segment of our community and there are currently very limited services available in the County for English Language Learners, with Spanish- speakers representing the largest ELL group. Particularly for mental illness, culturally as well as linguistically appropriate services are vital to successful treatment outcomes.

THOSE LACKING FINANCIAL MEANS:

The cost of treatment was the biggest barrier highlighted by both residents and mental health providers. While these costs likely have the biggest impact on the economically disadvantaged in our community, the extremely high cost of acute care can put treatment out of reach for even some of the more affluent members of the community.

KEY NEXT STEPS

A community-based strategic planning document is only a first step towards improving mental health awareness

53.86% of respondents believe there is a lack adequate support services within Summit County to assist those dealing with mental illness or substance abuse issues.

66.1% of respondents stated that they “could not find adequate services and support in Summit County.”

72.73% of North Summit Residents, **59.72%** of South Summit residents, and **50.50%** of Western Summit residents reported that they have to leave Summit County in order to receive treatment.

46.2% of Summit County residents reported lack of financial means as the number one barrier to accessing needed mental health & substance abuse treatments and services.

and access to appropriate treatment. The steering committee respectfully submits to the County Council the following recommendations for critical first steps in reaching our goals:

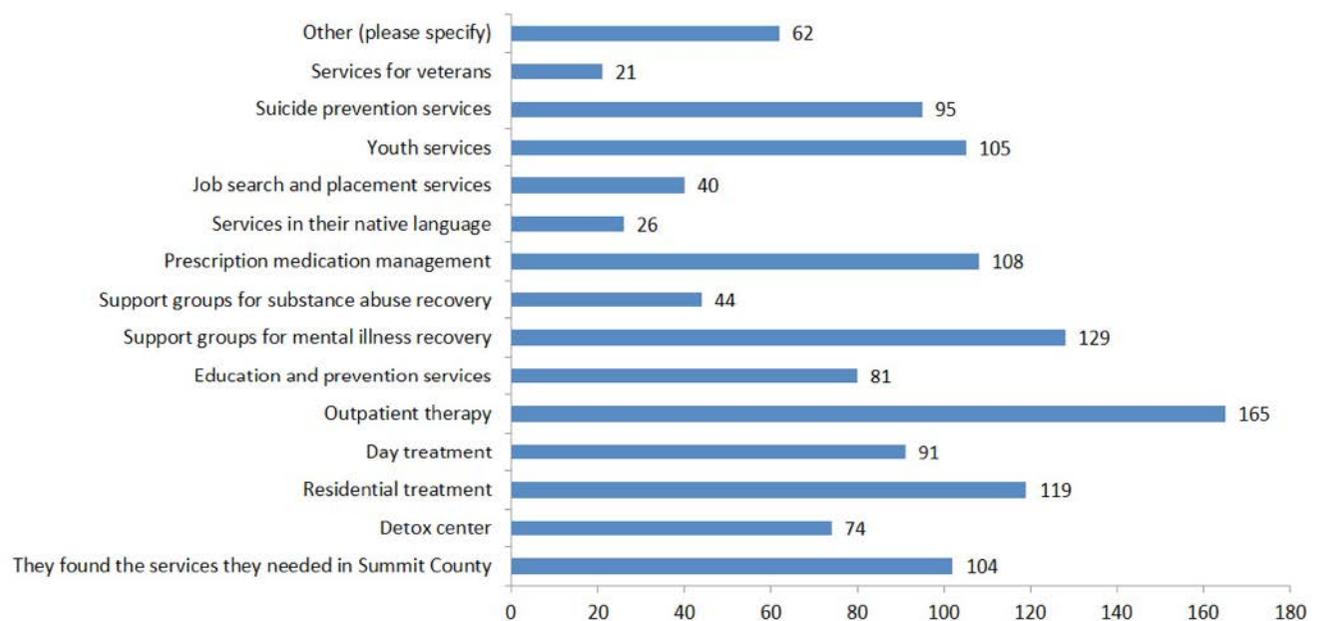
- 1.) Add mental health as a strategic priority for the County to guide the Council's efforts towards goal setting and resource allocation discussions.
- 2) Convene a committee of key stakeholders from both the private and public sectors for the purpose of developing a proposal for a detailed implementation plan and timeline that would have roles for both public and private stakeholders. In order to ensure the success of this committee, we believe it will be necessary to create a dedicated staffing resource at the County that can effectively coordinate and manage this process.

CONCLUSION OF 2016 SURVEY

Mental illness is something that impacts the quality of life for every resident. A community's health and well-being is directly related to the mental health of its residents. The compassionate response that we have witnessed from members of the community during our outreach has been inspiring. This past year has been an exhilarating journey for each of us involved with this survey, but it is only a first step.

We believe that Summit County can become a model of mental health support and programs to be emulated and studied by communities throughout our state and nation. There is much work to do, but many capable and caring community members have displayed a willingness to work together to address these issues towards improving Summit County.

What needed services and supports did they have difficulty accessing in Summit County?



NEEDS IDENTIFIED IN THE LOCAL GOVERNMENT SURVEY

In May of 2017, the Data & Assessment Committee surveyed the town/city councils of Henifer, Coalville, Oakley, Kamas, Francis, and Park City to identify key issues seen from community leader. Below are the top 3 needs identified from this survey. This survey will be conducted once a year and the summary report made available to the public on the Summit County Health Department's web page.

1.) NEED TO ADDRESS THE STIGMA SURROUNDING MENTAL HEALTH

- According to the data, stigma surrounding mental health remains a major barrier for people in need of services. While more prevalent in adults on the Eastside of the county, data collected in the teacher survey shows an equal level of stigma surround the youth in the Park City School District, with students in North Summit School District and South Summit School District more open to help.

2.) A LACK OF AVAILABLE RESOURCES

- According to the data, both sides of Summit County reported a lack of services and programs for residents dealing with issues of mental health & substance abuse, with a lack of overall services identified in eastern Summit County, and a lack of medication management in western Summit County.

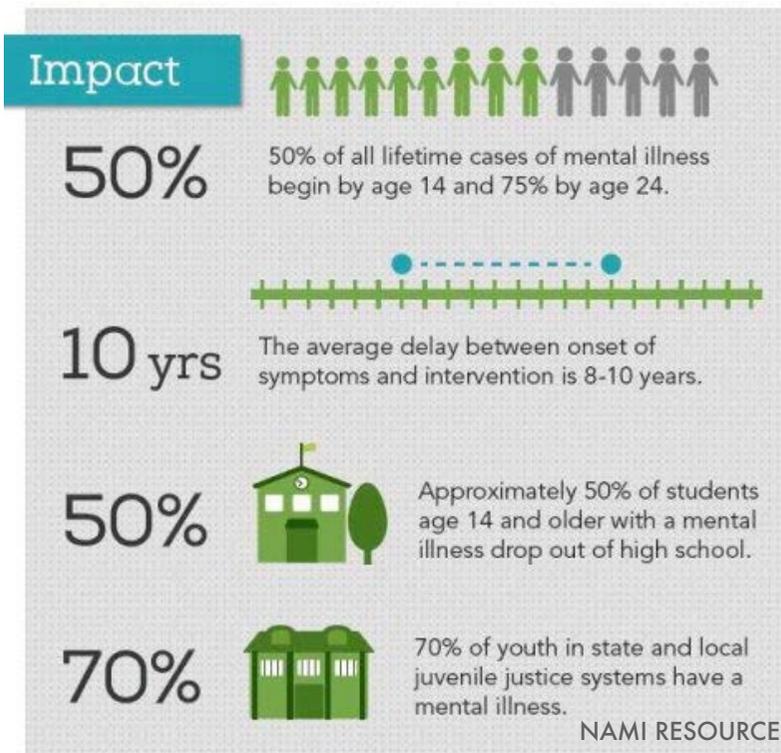
3.) LACK OF DETOX OUTSIDE OF JAIL

- According to the data, the need for detox services was identified as the third major need for the county. Currently, the Summit County Jail is serving as the de facto detox facility, with law enforcement filling the role of crisis response team for mental health crisis outside of business hours.

PLEASE RANK THE FOLLOWING FROM GREATEST TO LEAST CONCERN FOR CHILDREN/YOUTH IN (INSERT CITY NAME):

	Henifer	Coalville	Oakley	Kamas	Francis	Park City	Average	NSSD	SSSD	PCSD
Alcohol Usage:	6	6	1	1	9	5	4.67	6	3.667	5
Opioid Usage:	8	7	5	5	5	2	5.33	7.5	5	2
Marijuana Usage:	7	8	4	2	7	1	4.83	7.5	4.333	1
Heroin Usage:	3	2	8	3	6	6	4.67	2.5	5.667	6
Cocaine Usage:	4	3	9	4	4	7	5.17	3.5	5.667	7
Prescription Drug Abuse:	9	5	6	9	1	8	6.33	7	5.333	8
Depression:	1	1	2	7	3	4	3.00	1	4	4
Depression Leading to Suicide:	5	4	3	6	10	3	5.17	4.5	6.333	3
Stress:	2	9	7	8	2	9	6.17	5.5	5.667	9
Other not Listed:	10	10	10	10	8	10	9.67	10	9.333	10

NEEDS IDENTIFIED IN THE PRACTITIONERS SURVEY



In May of 2017, the Data & Assessment Committee surveyed all known mental health & substance abuse practitioners in Summit County. While there is no central list of county practitioners kept within Utah*, every effort to identify as many as possible was made. In the end, 53 practitioners reported that they provided services within Summit County and completed the survey. Below are the top three needs identified from the survey. This survey will be conducted twice a year with the summary results made available to the public on the Summit County Health Department's webpage.

1.) NEED FOR MORE MEDICATION MANAGEMENT FOR CLIENTS

- According to the data, and reported by practitioners, this is the greatest need and barrier to providing treatment within Summit County. Averaging 120-140 day to see either a psychiatrist or a psychiatric APRN (Advanced Practice Registered Nurse), medication management is paramount in providing mental health & substance abuse services.

2.) NEED FOR AFFORDABLE OFFICE SPACE

- According to the data and information provided at an annual provider roundtable hosted by the Peace House, due to the cost of office space, many practitioners are forced to share, or “hotel” office space, resulting in a reduction in the number of hours a week a practitioner are able to interact with clients.

3.) LACK OF OUTPATIENT TREATMENT OPTIONS

- Identified by the data, and confirmed in multiple interactions with practitioners, there is an identified need for treatment options centered along the outpatient model. It should be noted that while inpatient facilities was listed as a need, practitioners agreed that there is a greater need for outpatient programs.

* While the Utah Division of Occupational and Professional Licensing tracks all licenses issued, it only track where the practitioner lives, and not the locations they practice.

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THE STRATEGIC GOALS

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

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SECTION 5

STRATEGIC GOAL 1

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



Photo Credit: Cindy Wallace

Strategic Goal 1:
Expand community access to mental health & substance abuse 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 improve access for those who find issue with insurance coverage, transportation, language, or stigma which prevents treatment of mental health or substance abuse 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 address deficits in mental health & substance abuse services in Summit County.

Means of Achieving Objective:

- i. Establish a list of current mental health and substance abuse practitioners within Summit County.
- ii. Identify needed mental health & substance abuse services currently provided through the use of data collection and analysis.
- iii. Based on data from I.1.i, identify gaps in services for mental health & substance abuse programs and treatment and establish a list of priorities based on analysis of data.
- iv. Working with Valley Behavioral Health, Intermountain Health Care, University Neuropsychiatric Institute, non-profits, and private practitioners, implement a community plan to eliminate gaps in service.
- v. Identify future needs and develop plans (10, 20, 30 years out) based on growth trends to ensure mitigation of future gaps in service.

Primary Metrics for Success:

- List of providers, along with programs and services offered in Summit County, compiled and made available to the residents by Spring 2018.
- Identified gaps in programs and services critical to Summit County as resolved or have a plan in place to be addressed by Spring 2019.

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Data & Assessment Committee	X		R		R	
ii	Data & Assessment Committee	X	X				
iii	Data & Assessment Committee		X				
iv	Access & Capacity Committee			X			R
v.	Data & Assessment Committee: Collaborating with the Economic Development Offices (County & Park City)			X			R



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

Means of Achieving Objective:

- i. Work with partners to explore opportunities for expansion with the current level services provided by Valley Behavioral Health (VBH), Intermountain Health Care (IHC), and the University Neuropsychiatric Institute (UNI).
- ii. Explore opportunities for growth of private practices within Summit County, including mergers and colocation of single practitioner practices.
- iii. Working with non-profits, connect current and retired practitioners and psychiatric students to volunteer opportunities for services within Summit County.

Primary Metric for Success:

- Increase the number of volunteer service providers (including interns and medical residents) in Summit County to 8 by Spring 2018.
- As reported in the Annual Provider Survey, the number of private group practices increase by 25% by Spring 2019.

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Committee / Executive Committee		X		R		R
ii	Access & Capacity Committee / Executive Committee			X	R		R
iii	Access & Capacity Committee	X			R		R

Objective 3: Address issues of wait-time for providers, including a process for fast tracking individuals transitioning from crisis to treatment.

Means of Achieving Objective:

- i. Working with mental health and substance abuse providers, reduce the overall wait-time for appointments in Summit County.
- ii. Foster agreements between providers within Summit County to allow for referred access for treatment post crisis.

Primary Metric for Success:

- As reported in the Annual Provider Survey, reduce wait times each mental health license classification by 50%, with emphasis on reducing wait-times for psychiatric medication prescribers (Psychiatrists and Psychiatric APRNs) from 120 days to 60 day by Spring 2020.
- Through practitioner and agency agreements, residents transitioning from crisis to treatment are able to see a practitioner within 24 hours and a psychiatric medication prescriber within 72 hours for follow-up by Spring 2019.

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Committee		R		R		X
ii	Access & Capacity Committee			X		R	



Objective 4: Utilizing community partners, establish a “central hub” for resource, case management, and assistance in connecting to services.

Means of Achieving Objective:

- i. Working with practitioners, identify key resources and programs to be run through the “central hub”. (*Crisis intervention, case management, etc.*)
- ii. Working with practitioners, establish a means of running the “central hub,” in compliance with all applicable laws and policies related to mental health & substance abuse such as HIPPA.
- iii. 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.
- iv. Business plan approved by Steering Committee and implemented.

Primary Metric for Success:

- Implementation of a six-month test period of the “central hub” by Spring 2019.
- Upon success of test period, full implementation of a self-funded and sustained program by Spring 2020.

Objective Completed/Evaluated: Spring 2020

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Committee	X					
ii	Access & Capacity Committee		X				
iii	Access & Capacity Committee		X	X			
iv	Access & Capacity Committee / Steering Committee			X		X	

Objective 5: Establish a recruitment plan to attract and retain mental health & substance abuse practitioners focused on diagnosis and medication management.

Means of Achieving Objective:

- i. Develop a longterm recruitment plan to increase the number of full-time mental health & substance abuse practitioners in Summit County.
- ii. Develop specific incentives in line with 2016 HB 265 for practitioners to relocate to Summit County.
- iii. Establish a collective recruitment agreement with Intermountain Healthcare, Valley Behavioral Health, and the University Neuropsychiatric Institute to recruit psychiatrists and psychiatric APRNs to Summit County.

Primary Metric for Success:

- Incentive package funded from multiple partner sources and available for recruitment by Fall 2018.
- Collective recruitment agreement formalized by Spring 2019

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Committee		X		R		R
ii	Access & Capacity Committee / Economic Development Offices (County & Park City)		X		R		R
iii	Access & Capacity Committee			X		R	



Objective 6: Identify and address gaps in mental health & substance abuse services within the Summit County Jail.

Means of Achieving Objective:

- i. Conduct analysis of current mental health & substance abuse services provided in the Summit County Jail, identifying gaps in services critical to recovery and stabilization of inmates.
- ii. Working with the Summit County Sheriff's Department, Valley Behavioral Health, Intermountain Health Care, University Neuropsychiatric Institute, and private practitioners, develop a five-year plan, including funding needs, to address gaps in mental health & substance abuse services to be presented to the Summit County Council for approval and implementation.

Primary Metrics for Success:

- Analysis and plan for recommendation implementations completed by Fall 2018.
- Five-year plan approved and implemented by Fall 2019.

Objective Completed/Evaluated: Fall 2018/2024

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Criminal Justice & First Responder Committee		X				
ii	Criminal Justice & First Responder Committee		X	X	X	X	X

Objective 7: Evaluate the viability of a trained, on-call, mental health response team based in Summit County. (AOT/IRT Model)

Means of Achieving Objective:

- i. Establish a workgroup of community stakeholders to identify the feasibility and goals of an on-call mental health response team for Summit County to supplement current law enforcement and first responder efforts. Establish a sustainable business plan, including the level of licensure needed for team members. Evaluate similar programs currently conducted by Valley Behavioral Health and the University Neuropsychiatric Institute in other counties.
- ii. Report finding to the Steering Committee. If supported by the Steering Committee, redevelop Objective 8 of Strategic Goal 1 for implementation.

Primary Metrics for Success:

- Viability of a on-call, mental health response team based in Summit County determined by Fall 2018.

Objective Completed/Evaluated: Fall 2018

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Criminal Justice & First Responder Committee		X		X		
ii	Criminal Justice & First Responder Committee		X		X		

Objective 8: Establish crisis resources for individuals experiencing a mental health episode or substance abuse overdose/reaction to reduce the use of first responders as the “go-to” system of intervention.

Means of Achieving Objective:

- i. Working with Summit County Dispatch, Summit County Health Department, Valley Behavioral Health, Intermountain Health Care, the University Neuropsychiatric Institute, and private practitioners, establish on-call coverage for mental health & substance abuse crisis to coordinate emergency assessment, admittance, and treatment between available services.
- ii. Working with relevant legal councils, establish needed agreements for joint coverage between agencies and practitioners, including joint funding agreements for a sustainable program implementation.

NOTE: Pending passage of Senate Bill 1015, this Objective may include discussions of a three digit emergency phone number.

Primary Metrics for Success:

- On-call program implemented for mental health & substance abuse by Spring 2020.

Objective Completed/Evaluated: Spring 2020

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Criminal Justice & First Responder Committee / Access & Capacity Committee				X		
ii	Criminal Justice & First Responder Committee / Access & Capacity Committee					X	

Objective 9: Increase screening and identification of mental health concerns for students within each school district.

Means of Achieving Objective:

- i. Establish a community task-force to analyze current screening programs within county school districts and identify gaps to develop solutions and resources needed to increase the level of screenings within each school districts.
- ii. Based on analysis results, develop a plan to include staffing recommendations and teacher training to improve the abilities of each district to increase screenings and identification of students for mental health concerns that are financially sustainable.
- iii. Recommendations presented to Steering Committee and corresponding school board for consideration and possible implementation.

Primary Metrics for Success:

- Increase in mental health professionals providing screenings of students in county school districts by Fall 2020.
- Increase in the number of trainings provided to teachers on identifying the warning signs for mental illness in youth by Spring 2018

Objective Completed/Evaluated: Fall 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Communities That Care / Task-Force		X				
ii	Task-Force		X	X			
iii	Task-Force			X	X		



Objective 10: Address shortage of affordable office space for mental health & substance abuse practitioners.

Means of Achieving Objective:

- i. Identify areas of future office development and current demand for office space from mental health & substance abuse practitioners.
- ii. Develop incentives for developers to create affordable office space specific to mental health & substance abuse practitioners.
- iii. Establish a longterm plan to review the level of need and inventory for practitioners.

Primary Metrics for Success:

- Practitioners report an increase in the availability of affordable office space to provide services within Summit County.
- Practitioners practicing in Summit County dissipate across the county, reducing the current practitioner concentration in Jeremy Ranch.

Objective Completed/Evaluated: Fall 2020

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Committee				X		
ii	Access & Capacity Committee / Economic Development Offices (County & Park City)					X	
iii	Access & Capacity Committee						X

Objective 11: Ensure all objectives within this Strategic Goal include and apply to Spanish-speaking residents of Summit County.

Means of Achieving Objective:

- i. Ensure members of the Latino Affairs committee are represented in each objective to coordinate actions with the Latino Affairs Committee.

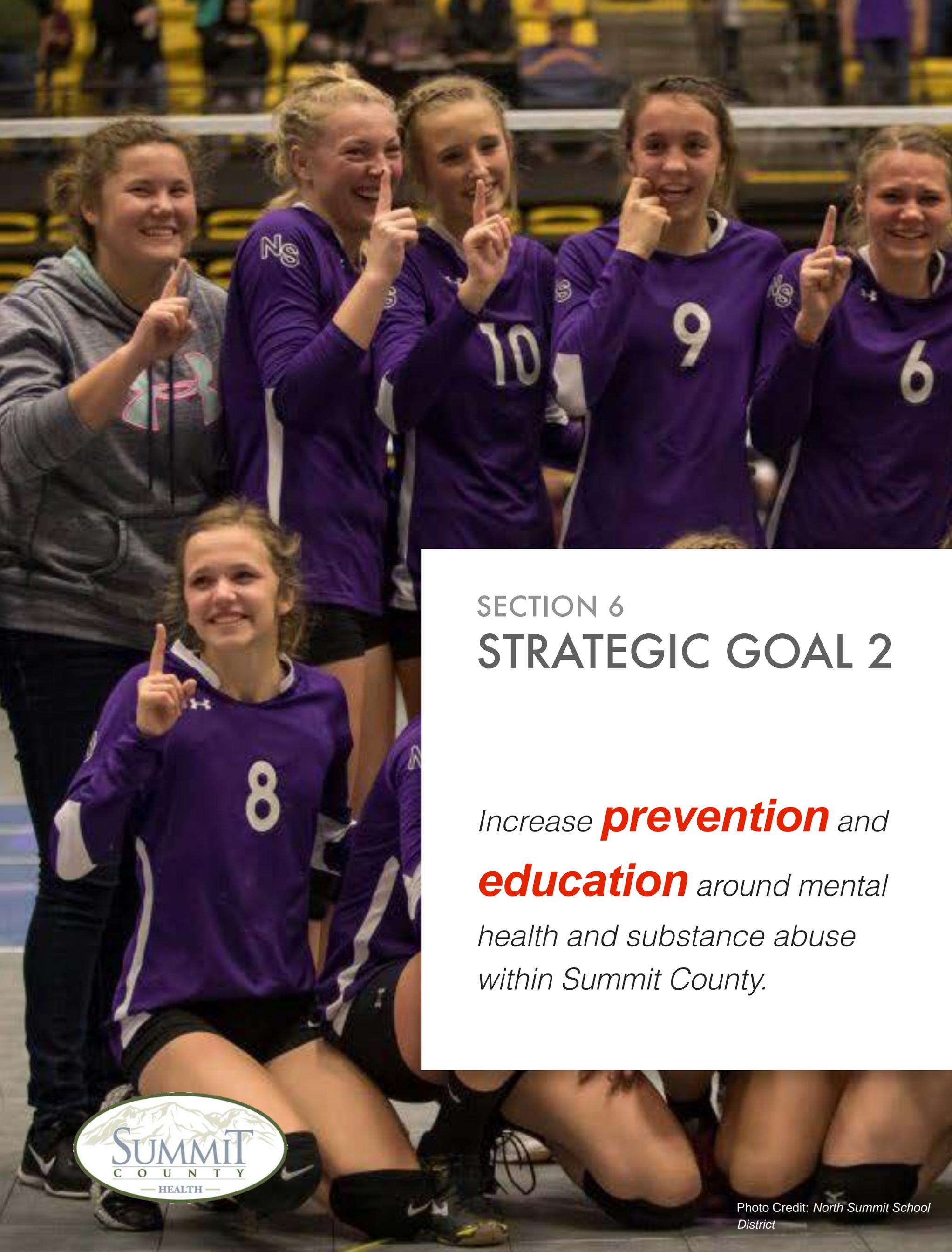
Primary Metrics for Success:

- Successful Completion of Strategic Goal V.

No Timeline for this Objective Required



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SECTION 6
STRATEGIC GOAL 2

Increase **prevention** and **education** around mental health and substance abuse within Summit County.



Strategic Goal 2:
Increase prevention and education around mental health & substance abuse 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 both the tools and education needed in addressing issues of mental health & substance abuse. By focusing on early prevention in schools and generating a greater awareness of warning signs within the community, this Goal will require a solid commitment from community partners for implementation and a commitment to removing the stigma surrounding mental health & substance abuse.

Objective 1: *Establish a committee of partners focused on youth prevention and implementation of the Communities That Care model.*

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 abuse. (Communities That Care Committee)
- ii. Establish a youth engagement committee comprised primarily of students from all three school districts and the non-aligned schools.

Primary Metrics for Success:

- Establishment and engagement of both committees by Spring 2018.

Objective Completed/Evaluated: Spring 2018

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Steering Committee	X		R		R	
ii	Communities That Care Committee / Youth Engagement Committee	X			R		R

“As parents, we need to be the frontline. We know our kids, but we don’t know the [warning] signs. I lay awake at night hoping I am not missing something right in front of me.”
 –North Summit Parent



Objective 2: Address gaps in mental health & substance abuse curriculum and youth programs in Summit County.

Means of Achieving Objective:

- i. Utilize SHARP data from 2015 & 2017 from the three school districts, the Mental Health Survey, and the local government & educators survey data to identify the areas of greatest need for education and prevention programming for youth.
- ii. Conduct inventory of current programs and curriculums used in the schools and across the county.
- iii. Develop and administer a survey to all PTO/PTAs focused on identifying needs and gaps in understanding of parents on issues of youth mental health & substance abuse.
- iv. Develop a strategic plan focused on addressing current gaps in youth programs and curriculum for mental health & substance abuse in Summit County for approval from the Steering Committee.
- v. Implement the strategic plan focused on addressing identified gaps in youth programs and curriculum with regards to the overall mental wellness of students.

Primary Metrics for Success:

- Youth Strategic Plan focused on addressing gaps in youth programs and curriculum presented to the Steering Committee for approval by Spring 2018.
- Youth Strategic Plan implemented by Fall 2019.

Objective Completed/Evaluated: Fall 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Data Collection & Assessment Committee	X				R	
ii	Communities That Care Committee	X		R		R	
iii	Data Collection & Assessment Committee	X				R	
iv	Communities That Care Committee		X	X			
v.	Communities That Care Committee				X		

Objective 3: Establish a community campaign focused on reducing community stigma surrounding mental health & substance abuse issues.

Means of Achieving Objective:

- i. Establish a public service campaign to educate residents of Summit County on issues of mental health & substance abuse with the goal of eliminating stigma associated with these issues.
- ii. Working with local media, establish an ongoing presence through radio, TV, and print.

Primary Metrics for Success:

- Three public messages a month focused on awareness and acceptance of mental health & substance abuse.

Objective Completed/Evaluated: Ongoing Objective

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Public Relations & Marketing Committee	X		R		R	
ii	Public Relations & Marketing Committee	X	X	X	X	X	X



Objective 4: In accordance with the U.S. Surgeon General’s National Strategy for Suicide Prevention, decrease the number suicides in Summit County by 20% by 2025.

Means of Achieving Objective:

- i. Establish current baseline for youth suicide rates in each school district.
- ii. 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 creation of a set of metrics to measure the success of programs.
- iii. Receive support from corresponding school boards to establish the identified efforts through the commitment of needed resources.
- iv. Implement programs with established benchmarks for assessment and evaluation of program effectiveness.

Primary Metrics for Success:

- Prevention and awareness programs selected and implemented by Fall 2018.
- Total number of youth suicides within Summit County reduced by 50%, as reported by the State medical Examiner by Spring 2022.

Objective Completed/Evaluated: Spring 2025

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Data Collection & Assessment Committee	X					
ii	Communities That Care Committee / Youth Engagement Committee		X			R	
iii	Communities That Care Committee / Youth Engagement Committee			X			
iv	Communities That Care Committee / Youth Engagement Committee				X		R

Objective 5: Empower youth to speak openly and frankly on issues of mental health & substance abuse to encourage them to seek help when needed.

Means of Achieving Objective:

- i. Identify key barriers in removing the stigma around mental health and substance abuse for youth through analysis of SHARP Data.
- ii. Identify current programs to enhance and establish new youth programs in each district focused on the peers support model.
- iii. Increase membership in peer programs within each district by 40% within two years.

Primary Metrics for Success:

- Existing programs enhanced and new programs implemented by Fall 2018.
- Total number of students engaged in peers support programs increased by 40% by Spring 2020.
- 25% increase in youth willingness to seek help as reported in the 2019 SHARP Data when compared to 2017 data.

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Youth Engagement Committee		X			R	
ii	Youth Engagement Committee		X	X		R	
iii	Youth Engagement Committee					X	



Objective 6: Establish means for youth to engage peers on issues of mental health & substance abuse 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 abuse.
- ii. Establish peer based programs, such as Hope Squads, focused on youth based support in each school district to address barriers identified in 6.i by providing youth with the skills and trainings to serve as a resource on mental health & substance abuse within their schools.
- iii. Establish a marketing campaign focused on increasing the downloading and usage of the Safe UT App for smartphones within the three districts.

Primary Metrics for Success:

- 60% of middle and high school students in Summit County have the Safe UT App downloaded onto their smartphones as reported by the University Neuropsychiatric Institute.
- 25% increase in youth willingness to seek help as reported in the 2019 SHARP Data when compared to 2017 data.

Objective Completed/Evaluated: Fall 2018

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Youth Engagement Committee	X		R		R	
ii	Youth Engagement Committee	X					
iii	Youth Engagement Committee	X					

Objective 7: Educate parents/guardians on how to speak with their children around issues of mental health & substance abuse, 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 abuse for parents when dealing with their child.
- ii. Establish a parent/guardian education program within the schools to provide information and skills in having conversations with their child related to mental health and substance abuse.
- iii. Develop an annual mental health and wellness seminar for parents in each district.

Primary Metrics for Success:

- Education program for parents developed and implemented by Spring 2019.
- Annual parent seminar established by Fall 2018.

Objective Completed/Evaluated: Fall 2018

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Communities That Care Committee / Youth Engagement Committee	X			R		R
ii	Communities That Care Committee / Youth Engagement Committee		X				
iii	Communities That Care Committee / Youth Engagement Committee		X		X		X



Objective 8: Train 60% of school district parents/guardians in suicide prevention within three years.

Means of Achieving Objective:

- i. Establish baseline on number of parents who have attended a training in QPR (Questions Persuade Refer) or SOS (Signs of Suicide).
- ii. Establish a training schedule for each district in which community and district instructors will provide annual trainings to parents/guardians.

Primary Metrics for Success:

- Training schedules established with district and PTA/PTO support by Fall 2018.
- Total number of parents/guardians trainings in suicide prevention measured at 60% by Spring 2021.

Objective Completed/Evaluated: Spring 2021

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Communities That Care Committee		X		R		R
ii	Communities That Care Committee		X	X	X	X	X

Objective 9: Decrease the percentage of reported incidents of youth drug usage by 50% within three years of implementation for all school districts.

Means of Achieving Objective:

- i. Establish current baseline for youth drug usage within each district.
- ii. Based on SHARP Data, identify evidence-based prevention programs to be implemented within each district to address the districts specific prevention needs along with the creation of a set of metrics to measure success of programs.
- iii. Receive support from corresponding school boards to establish the identified efforts through the commitment of needed resources.
- iv. Implement programs with established benchmarks for assessment and evaluation of program effectiveness.

Primary Metrics for Success:

- Prevention and awareness programs selected and implemented by Spring 2019.
- Reported incidents of youth drug usage decreased by 50%, as reported in the 2019, 2021, and 2023 SHARP Data.

Objective Completed/Evaluated: Spring 2024

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Data Collection & Assessment Committee		X	X			
ii	Communities That Care Committee / Youth Engagement Committee			X			R
iii	Communities That Care Committee / Youth Engagement Committee			X			R
iv	Communities That Care Committee / Youth Engagement Committee				X	R	R

Objective 10: Decrease the percentage of reported incidents of youth alcohol consumption by 50% within four years for all school districts.

Means of Achieving Objective:

- i. Establish current baseline for youth alcohol consumption within each district.
- ii. Based on Data, identify evidence-based prevention programs to be implemented within each district to address the district’s specific prevention needs along with the creation of a set of metrics to measure success of programs.
- iii. Receive support from corresponding school boards to establish the identified efforts through the commitment of needed resources.
- iv. Implement programs with established benchmarks for assessment and evaluation of program effectiveness.

Primary Metrics for Success:

- Prevention and awareness programs selected and implemented by Spring 2019.
- Reported incidents of youth alcohol usage decreased by 50%, as reported in the 2019 ,2021, and 2023 SHARP Data.

Objective Completed/Evaluated: Spring 2024

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Data Collection & Assessment Committee		X	X			
ii	Communities That Care Committee / Youth Engagement Committee			X			R
iii	Communities That Care Committee / Youth Engagement Committee			X			R
iv	Communities That Care Committee / Youth Engagement Committee				X	R	R

Objective 11: Increase social and emotional learning programs in classrooms and community agencies focused on youth services.

Means of Achieving Objective:

- i. Conduct inventory of current programs and curriculum used in schools and the community. Assess identified programs for effectiveness in improving social and emotional awareness in youth, and identify gaps in pedagogy.
- ii. Establish a county-wide plan for implementing Mindful Schools in each district within two years.
- iii. Implement programs with established benchmarks for assessment and evaluation of program effectiveness.

Primary Metrics for Success:

- Current social and emotional learning programs enhanced with new programs implemented in each school district by Fall 2020.

Objective Completed/Evaluated: Spring 2020

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Communities That Care Committee / Youth Engagement Committee				X		
ii	Communities That Care Committee / Youth Engagement Committee					X	
iii	Communities That Care Committee / Youth Engagement Committee						X



Objective 12: Establish a breadth of after school programs for youth of all ages beyond competitive sport programs.

Means of Achieving Objective:

- i. Conduct an inventory of current programs in schools and the community and administer an interest survey to students to identify after school programming gaps.
- ii. Working with district staff and community organizations, develop a broad-based selection of after school programs which meet the identified interests of students.
- iii. Implementation of identified after school programs with the largest interest.
- iv. After school program assessment and evaluation conducted each semester.

Primary Metrics for Success:

- After school programming needs identified and plan for implementation of new programs developed by Spring 2018.
- New programs implemented, Fall 2018.

Objective Completed/Evaluated: Spring 2023

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Youth Engagement Committee	X		R		R	
ii	Youth Engagement Committee	X					
iii	Youth Engagement Committee		X				
iv	Youth Engagement Committee			X	R	R	R

Objective 13: Ensure all objectives within this Strategic Goal include and apply to Spanish speaking residents of Summit County.

Means of Achieving Objective:

- i. Ensure members of the Latino Affairs committee are represented in each objective to coordinate actions with the Latino Affairs Committee.

Primary Metrics for Success:

- Successful Completion of Strategic Goal V.

No Timeline for this Objective Required



Photo Credit: Richard Bullough



SECTION 7
STRATEGIC GOAL 3

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



Strategic Goal 3:
Ensure success and sustainability of mental health and substance abuse 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 abuse.

Objective 1: Establish means for first responders and their families to successfully and supportively address incidents of stress and trauma.

Means of Achieving Objective:

- i. Establish a sub-committee of the Criminal Justice & First Responder Committee comprised of the all first responder agencies within Summit County, along with county and city representatives to conduct a survey and evaluation of the current needs and policies in place for first responders and their families in dealing with post incident trauma.
- ii. Develop a county wide Post Traumatic Stress Protocol (PTSP) for all first responder and their families.
- iii. Enter into memorandums of understanding between first responders and establish cost sharing agreements as needed with service providers and community foundations/non-profit..
- iv. Issue a Request for Proposals (RFP) for providers to administer the protocol as needed.
- v. Implement Post Traumatic Stress Protocol countywide, evaluated every two years.

Primary Metrics for Success:

- PTSP presented to the Summit County Council and Park City Council for approval and issuance of RFP by Fall 2018.
- Program implementation, Spring 2019.
- First evaluation of program, Spring 2021.

Objective Completed/Evaluated: Spring 2021

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Criminal Justice & First Responder Committee	X					
ii	First Responder Sub-Committee	X	X				
iii	First Responder Sub-Committee		X				
iv	First Responder Sub-Committee		X	X			
v	First Responder Sub-Committee			X			



Objective 2: Establish means for teachers, staff, and their families to successfully and supportively address incidents of high stress and trauma.

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 dealing with post incident trauma.
- ii. Working with providers and teacher union representatives, develop a county wide Post Traumatic Stress Protocol (PTSP) for district employees and their families.
- 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 providers to administer the protocol as needed.
- v. Implement Post Traumatic Stress Protocol countywide, evaluated every two years.

Primary Metrics for Success:

- PTSP presented to district school boards for approval and issuance of RFP by Fall 2018.
- Program implementation, Spring 2019.
- First evaluation of program, Spring 2021.

Objective Completed/Evaluated: Spring 2021

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Committee		X				
ii	Access & Capacity Sub-Committee		X	X			
iii	Access & Capacity Sub-Committee			X			
iv	Access & Capacity Sub-Committee			X	X		
v	Access & Capacity Sub-Committee				X		

“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



Objective 3: Increase communication and collaboration between Intermountain Health Care, Valley Behavioral Health, the University Neuropsychiatric Institute, private practitioners and other community stakeholders.

Means of Achieving Objective:

- i. Establish annual meeting between the leadership of Intermountain Health Care, Valley Behavioral Health, and the University Neuropsychiatric Institute focused on establishing collaborative solutions to mental health and substance abuse issues within Summit County.
- ii. Establish annual meetings between practitioners, schools, non-profit, and institutional providers to develop collaborative solutions to current barriers to service and improve access for residents.

Primary Metrics for Success:

- Schedule of regularly occurring meetings between Intermountain Health Care, Valley Behavioral Health, and the University Neuropsychiatric Institute established and hosted by the Summit County Health Department implemented by Spring 2018.
- Schedule of regularly occurring meetings between practitioners, schools, non-profit, and institutional providers implemented by Spring 2018

Objective Completed/Evaluated: Ongoing Objective

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Executive Committee	X	R	R	R	R	R
ii	Steering Committee	X	R	R	R	R	R

Objective 4: Address issues of funding for programs listed within this Strategic Plan and develop sustainable funding sources and collaborations.

Means of Achieving Objective:

- i. Development of 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.
- 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 to support mental health and substance abuse programs and services.

Primary Metrics for Success:

- Each Objective in this Strategic Plan will have a corresponding funding recommendation and plan completed by Fall 2020.
- First fundraiser conducted Spring 2020.

Objective Completed/Evaluated: Ongoing Objective

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Development & Economic Impact Committee	X		R		R	
ii	Development & Economic Impact Committee		X	R	R	R	R
iii	Development & Economic Impact Committee		X	R	R	R	R
iv	Development & Economic Impact Committee	X	R	R	R	R	R
v	Development & Economic Impact Committee		X	R	R	R	R



Objective 5: Increase public awareness of existing mental health & substance abuse programs and services within Summit County.

Means of Achieving Objective:

- i. Working in conjunction with local media, establish a calendar of programs and articles focused on cultivating public awareness around services, programs, and individuals focused on mental health and substance abuse.
- ii. Create information packets (Print, Social Media, and Radio.) with information on services and programs offered and how to connect to those services for the general community, including seasonal employees.
- iii. Working with school district staff, create a parent and student resource for mental health and substance abuse with specific information related to each district.
- iv. Working with the Latino Affairs Committee, ensure all communications have relevant information for Spanish speaking residents.

Primary Metrics for Success:

- Awareness campaign focused on the above means for the general public created and implemented by Spring 2018.
- Awareness campaign focused on Latinos created and implemented by Spring 2018.
- Awareness campaign focused on school districts created and implemented by Fall 2018.

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Public Relations & Marketing Committee	X		R		R	
ii	Public Relations & Marketing Committee / Communities That Care	X	X	R		R	
iii	Public Relations & Marketing Committee / Communities That Care		X	R		R	
iv	Public Relations & Marketing Committee / Latino Affairs Committee	X		R		R	

Objective 6: Cultivate greater understanding and acceptance of non-doctoral degree (MD, Psy.D., Ph.D.) practitioners.

Means of Achieving Objective:

- i. Establish an education campaign focused on informing the community about the similarities and level of study required to hold a license for a non-doctoral degree practitioner.

Primary Metrics for Success:

- Success measured through a reduction of wait time for terminal degree practitioners as reported in the Annual Provider Survey.
- Campaign implemented by Spring 2019.

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Public Relations & Marketing Committee			X		R	

Objective 7: Establish means for school districts to share counseling resources in times of district crisis for students and staff affected.

Means of Achieving Objective:

- i. Utilizing the Access & Capacity Sub-Committee, establish a joint agreement between North Summit School District, South Summit School District, Park City School District, and non-aligned schools to share counseling resources between the three districts. Identify the criteria for the sharing of resources and the extent in which resource can jointly be utilized
- ii. Ensure teaching staff are included in offerings in times of crisis.

Primary Metrics for Success:

- Memorandum of Understanding between North Summit School District, South Summit School District, and Park City School District for sharing of mental health resources in times of emergency entered into by Fall 2019.

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Sub-Committee			X			
ii	Access & Capacity Sub-Committee / Communities That Care Committee			X			

Objective 8: Ensure all objectives within this Strategic Goal include and apply to Spanish speaking residents of Summit County.

Means of Achieving Objective:

- i. Ensure members of the Latino Affairs committee are represented in each objective to coordinate actions with the Latino Affairs Committee.

Primary Metrics for Success:

- Successful Completion of Strategic Goal V.

No Timeline for this Objective Required



X = COMPLETION R = REVIEW



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 provider 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 is focused on improving the effectiveness of coordination between practitioners and other community partners while finding ways to successfully support residents in their treatment and reintegration.

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

Means of Achieving Objective:

- i. Evaluate the current state of reintegration programs and services within Summit County, identifying success and barriers.
- ii. Present plan to enhance current programs and implement new programs to reduce barriers to reintegration.

Primary Metrics for Success:

- Plan implemented by Spring 2019.
- Reduction of identified barriers by 25% by Spring 2021

Objective Completed/Evaluated: Spring 2021

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Data & Assessment Committee		X				
ii	Criminal Justice Committee / Access & Capacity Committee		X	X			

Objective 2: Establish a transitional, day use program and space for individuals to develop the skills needed for independence. (Clubhouse Model)

Means of Achieving Objective:

- i. Working with practitioners, identify potential program participants from both Summit and Wasatch Counties for a regional program.
- ii. Identify services and trainings to be provided.
- iii. Identify space to be utilized for the program.
- iv. Development of a business plan, focused on long-term sustainability of funding and program participation, including addressing issues of transportation presented to the Steering Committee.



Primary Metrics for Success:

- Identification of potential program participants in both Summit and Wasatch counties by Fall 2018
- Development of a feasible business plan by presented to the Steering Committee for possible implementation by Spring 2019.
- 6-month test of clubhouse program implemented Fall 2019.

Objective Completed/Evaluated: Fall 2020

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Committee			X			R
ii	Access & Capacity Committee			X			
iii	Access & Capacity Committee				X		
iv	Access & Capacity Committee / Development & Economic Impact Committee				X		

Objective 3: Conduct assessment of the current Drug Court Program and implementation of recommendations for growth and enhancement of the program.

Means of Achieving Objective:

- Establish a community task force comprised of professionals within the law enforcement, mental health, judicial affairs, and the general population to oversee an assessment and recommendation report for the Summit County Council.
- Identify areas for improvement of services and areas for growth for the program, including plans for sustainable funding of recommendations.
- 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.
- Report submitted to the Summit County Council for approval and possible implementation.

Primary Metrics for Success:

- Priority recommendations funded and implemented by Spring 2019.
- Secondary recommendations funded and implemented by Spring 2021.
- Tertiary recommendations funded and implemented by Spring 2022.

Objective Completed/Evaluated: Spring 2022

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Steering Committee	X					
ii	Task Force	X					
iii	Task Force	X	X				
iv	Task Force		X		R		R



Objective 4: 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 either Deer Valley or Vail Resorts to have priority in workforce housing.
- ii. Develop agreements with community agencies for 50% of program capacity to be housed.
- iii. Evaluate the potential for a community supported transitional housing unit for program participants.

Primary Metrics for Success:

- Secure agreements with local resorts for new and continued housing of program participants by fall 2018.
- Establish consistent housing for 50% of program capacity by Fall 2020.

Objective Completed/Evaluated: Fall 2020

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Criminal Justice & First Responder Committee	X		R		R	
ii	Criminal Justice & First Responder Committee		X				
iii	Criminal Justice & First Responder Committee		X	X			

Objective 5: Identify housing opportunities for individuals transitioning from treatment to independence.

Means of Achieving Objective:

- i. Evaluate the level of need for transitional housing within Summit County, identifying both the need for monitored and independent housing options.
- ii. Establish partnerships with relevant non-profit to establish agreements for selected housing opportunities.
- iii. Evaluate the potential for a community supported transitional housing unit.

Primary Metrics for Success:

- Transitional housing options available by Spring 2020.

Objective Completed/Evaluated: Spring 2020

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Data & Assessment Committee			X			
ii	Access & Capacity Committee				X		
iii	Access & Capacity Committee				X		

Objective 6: Expand full-time (40 Hour) employment opportunities for Drug Court participants within Summit County.

Means of Achieving Objective:

- i. Working with county and municipalities, identify employment opportunities which could be reserved for Drug Court participants unable to find the mandated 40 hours a week employment criteria for program participation.
- ii. Working with local business and resorts, identify employment opportunities which could be reserved for Drug Court participants unable to find the mandated 40 hours a week employment criteria for program participation.

Primary Metrics for Success:

- Secure agreements with local resorts for new and continued housing of program participants by fall 2019.

Objective Completed/Evaluated: Fall 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Criminal Justice & First Responder Committee				X		R
ii	Criminal Justice & First Responder Committee				X		R

Objective 7: 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% by Fall 2019.

Objective Completed/Evaluated: Fall 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Access & Capacity Committee / Criminal Justice & First Responder Committee		X	X			R
ii	Access & Capacity Committee / Criminal Justice & First Responder Committee			X			
iii	Access & Capacity Committee / Criminal Justice & First Responder Committee			X	X		

Objective 8: Establish a Mental Health Court Program.

Means of Achieving Objective:

- i. Develop an implementation plan, including criteria for what cases will be directed to the Mental Health Court, program responses, staffing, sanctions, funding, and steps for state approval.
- ii. Identify resources needed for successful implementation and develop a five-year sustainability plan.
- iii. Implement program, with required judicial approvals.

Primary Metrics for Success:

- Program implemented at the Justice Court level by Fall 2019.
- Program implemented at the District Court level by Fall 2020.

Objective Completed/Evaluated: Fall 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Criminal Justice & First Responder Committee			X			R
ii	Criminal Justice & First Responder Committee / Development & Economic Impact Committee			X			
iii	Criminal Justice & First Responder Committee				X		X

Objective 9: Ensure all objectives within this Strategic Goal include and apply to Spanish speaking residents of Summit County.

Means of Achieving Objective:

- i. Ensure members of the Latino Affairs committee are represented in each objective to coordinate actions with the Latino Affairs Committee.

Primary Metrics for Success:

- Successful Completion of Strategic Goal V.

No Timeline for this Objective Required



Photo Credit: Richard Bullough



SECTION 9
STRATEGIC GOAL 5

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



Strategic Goal 5:

Ensure equity of mental health & substance abuse 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

According to the National Alliance on Mental Illness (NAMI), mental health disorders common in Latino communities include anxiety disorder, major depression, post-traumatic stress disorder (PTSD), and alcoholism. **Additionally, Latina high school students have the highest rates of suicide attempts for teenagers¹².** A 2001 Surgeon General's report found that only 20% of Latinos with symptoms of a psychological disorder talk to a doctor about their concerns and only 10% contact a mental health specialist. Strategic Goal 5 is focused on addressing these issues within the Latino community.

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

Means of Achieving Objective:

- i. Identify current services available in Spanish for mental health and substance abuse 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:

- Three-year strategic plan to address barriers for Latino community members by Spring 2018.
- Implementation of strategic plan by Fall 2018.

Objective Completed/Evaluated: Ongoing Objective

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Data & Assessment Committee / Latino Affairs Committee	X					
ii	Latino Affairs Committee	X					
iii	Latino Affairs Committee		X				
iv	Latino Affairs Committee / Communities That Care Committee	X					
v	Latino Affairs Committee		X		R		R



Objective 2: Develop online means to connect Latinos 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 Valley Behavioral Health, Intermountain Health Care, and the University Neuropsychiatric Institute, establish a tele-health program for mental health and substance abuse.
- iii. Working with trusted community organizations, include mental health and substance abuse resources at community events focused on the Latino community members.

Primary Metrics for Success:

- Implementation of on-line resources by Fall 2018.
- Establishment of Spanish tele-health service focused on mental health implemented by Spring 2020.
- Increase awareness of mental health & substance abuse resources through attendance at Latino focused community events. Success measured through assessments conducted in 5.1.

Objective Completed/Evaluated: Fall 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Latino Affairs Committee		X				
ii	Latino Affairs Committee / Steering Committee				X		
iii	Latino Affairs Committee		X	X	X	X	X

Objective 3: Reduce the stigma associated with issues of mental health & substance abuse within the Latino community.

Means of Achieving Objective:

- i. Develop a community-based marketing campaign focused on increasing awareness of issues of mental health and substance abuse, developed with trusted community partners.
- ii. Working with the three school districts, establish a program for parents designed to empower and educate them on mental health and substance abuse issues their children are facing in school conducted in Spanish.
- iii. Working with the community partners, establish a video podcast focused on talking about current mental health and substance abuse issues in Spanish.

Primary Metrics for Success:

- Implementation of mental health & substance abuse awareness campaign in Spanish by Fall 2018.
- Establishment of parent training program by Fall 2018.
- First Spanish mental health & substance abuse video podcast released by Fall 2018, with one a month.

Objective Completed/Evaluated: Spring 2019

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Latino Affairs Committee / Public Relations & Marketing Committee		X				
ii	Latino Affairs Committee / Communities That Care Committee		X				
iii	Latino Affairs Committee / Public Relations & Marketing Committee			X			



Objective 4: Increase opportunities for Latino 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 Mindful Schools, 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 conducted in 2.2.ii by Fall 2018.
- Establishment of Spanish tele-health service focused on mental health implemented by Spring 2020.
- Increase awareness of mental health & substance abuse resources through attendance at Latino focused community events. Success measured through assessments conducted in 5.1.

Objective Completed/Evaluated: Fall 2020

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Latino Affairs Committee		X		R		R
ii	Access & Capacity Committee / Youth Engagement Committee		X		R		R
iii	Access & Capacity Committee		X				

Objective 5: Establish a Compartiendo Esperanza program from the National Alliance on Mental Illness (NAMI) in Summit County

Means of Achieving Objective:

- i. Establish a committee of community stakeholders from the Latino community.
- ii. Identify community members to receive training from NAMI on the Compartiendo Esperanza program.
- iii. Working through trusted community partners, hold informational meetings in Spanish about the program.
- iv. Implement the program in Summit County.

Primary Metrics for Success:

- Successful implementation and engagement of Latino community members in the Compartiendo Esperanza program by Fall 2018.

Objective Completed/Evaluated: Fall 2018

Means	Assigned Committee	Completed Spring 2018	Completed Fall 2018	Completed Spring 2019	Completed Fall 2019	Completed Spring 2020	Completed Fall 2020
i	Latino Affairs Committee	X					
ii	Latino Affairs Committee	X		R		R	
iii	Latino Affairs Committee	X	X				
iv	Latino Affairs Committee		X				

Objective 6: *Ensure the Latino community 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.

No Timeline for this Objective Required

“Siendo parte de la comunidad es importante. Este trabajo nos mantiene parte la comunidad y mantiene nuestras familias saludable..”

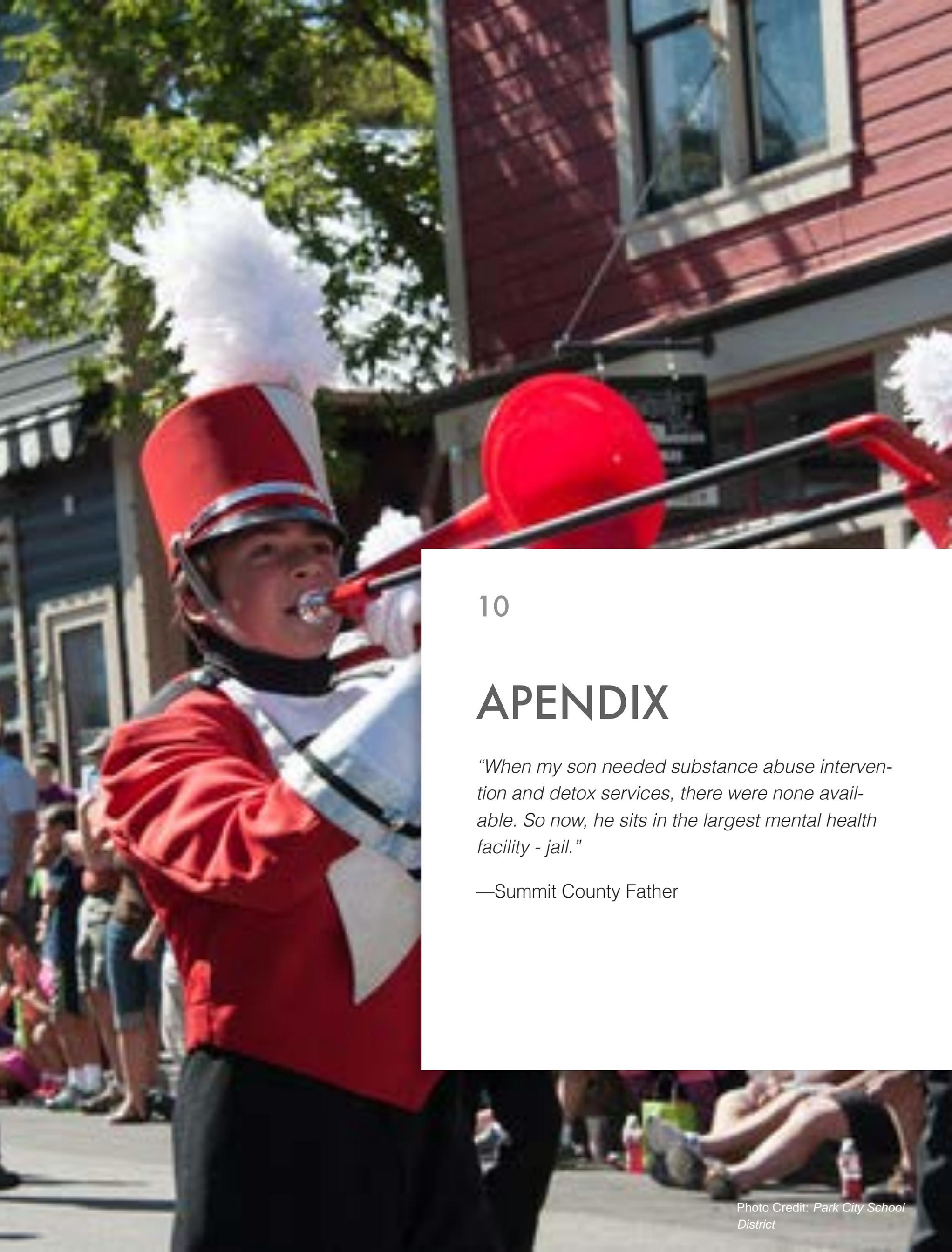
–Summit County Resident

“Being part of the community is important. This work keeps us part of the community and keeps our families healthy.”



Photo Credit: Derek Siddoway

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10

APENDIX

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

—Summit County Father

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

