



Governor's Commission on Alcohol and Other Drugs

State Action Plan Strengthening Our Response Together

Revised July 2024
July 1, 2022 - June 30, 2027
(SFY23 - SFY27)



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This plan is dedicated to the people of New Hampshire who have lost a loved one and to the thousands of dedicated state, county, municipal, not-for-profit, faith, educational, and first responders who work everyday to provide prevention, harm reduction, treatment and recovery supports and services.

LETTER FROM THE GOVERNOR AND COMMISSION CHAIR

We are pleased to present the New Hampshire Governor's Commission on Alcohol and Other Drugs Strengthening Our Response Together Action Plan. This plan highlights the key actions to be taken over the five years from 2022 - 2027 to comprehensively address our state's addiction crisis. This plan has been developed with input and expertise provided by Commission members, Commission Task Force members, people with lived experience, State employees, and other key stakeholders.

Bucking the national trend, drug overdose deaths in New Hampshire decreased 11.5% from 2022 to 2023. This is the first decrease in the last four years, while overdose deaths nationally decreased by 3%.

www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents2/dmi-april2024.pdf

Even with the numerous challenges created by the COVID-19 pandemic, significant progress has been made. Highlights of this work include:

- » A reduction in the alcohol and other drug related negative health outcomes, up to and including death;
- » Increased access to substance use disorder programs, peer recovery support, and recovery housing;
- » Downward trends in binge drinking and use of illicit drugs other than marijuana; and
- » Significant increase of investments in prevention, treatment, recovery, and other critical areas of the alcohol and other drug continuum of care.

"Addiction is a lifelong battle for individuals and families, and it is not over after 28 days of treatment," said Governor Chris Sununu. "Over the last few years we have made substantial progress in our long-term fight against the opioid epidemic by prioritizing a community-based Doorway response to this epidemic that puts individuals ahead of systems. We have not won this battle — far from it, but with the tools and resources we have deployed, citizens can rest assured that we are leaving no stone unturned in our battle against addiction."

Strengthening Our Response Together has taken a collaborative approach to investing significant resources across a continuum of prevention, treatment, and recovery programs. To be effective, we need to work together and create strategic partnerships across state government, nonprofits and the business community. The actions identified in this plan provide a framework to move us forward in that direction.

We would like to thank the numerous task force volunteers, service providers, the faith community, first responders, State employees and elected officials for their commitment to the creation of this strategic plan and its priorities.



A handwritten signature in blue ink that reads "Christopher T. Sununu".

Christopher T. Sununu
Governor



A handwritten signature in black ink that reads "Patrick Tufts".

Patrick M. Tufts
Chair

THE COMMISSION

The New Hampshire Governor's Commission on Alcohol and Drugs (Commission), created by the New Hampshire Legislature in 2000 (NH RSA Chapter 12-J), works to reduce alcohol and other drug problems and their behavioral, health, and social consequences for the citizens of New Hampshire. The Commission is represented by members of the legislature, the public, designated organizations, and state government. The following list of members is as of June 2024.

VISION

The Commission envisions a New Hampshire in which all individuals live healthy and meaningful lives free from harm related to alcohol and other drug misuse.

MISSION

The Commission works to reduce the negative consequences of alcohol and other drug misuse by advising the Governor and Legislature on the delivery of effective, collaborative, and coordinated prevention, treatment and recovery programs and services.

CORE FUNCTIONS

The Commission works towards its mission by:

- » Developing and revising, this statewide plan for the effective prevention of alcohol and other drug misuse; and a comprehensive system of harm reduction, treatment and recovery related efforts for individuals and families affected by alcohol and other drug misuse;
- » Increasing coordination and collaboration between and among state agencies, commissions and communities to foster effective efforts related to alcohol and other drug misuse prevention, harm reduction, treatment and recovery;
- » Advising the Governor and Legislature regarding policy and resource needs; systemic threats and opportunities;
- » Advising the Governor and Legislature as to the importance of fully funding the "alcohol fund"; and authorizing the disbursement of those monies, pursuant to RSA 176-A:1, III.

TASK FORCES

- » The purpose of a [Task Force](#) is to gather public input and subject matter expertise to provide well-informed recommendations to the full Commission. As a result of the FY2023-FY2025 strategic planning process, the Governor's Commission restructured to better align with the new strategic plan. This structure includes three Task Forces: [Budget](#), [Coordination & Cooperation](#), and [Data](#). All Task Force meetings are open to the public.

LEGISLATIVE BRANCH MEMBERS

Senator Kevin Avar
Senator David Watters
Representative Carrie Gendreau
Representative Jess Edwards

PUBLIC MEMBERS

Patrick Tufts, Chairman
Timothy Lena - Prevention Professional
Annette Escalante - Treatment Professional
Kathie Saari - Faith-Based Community Representative

LEGISLATIVELY MANDATED MEMBERS

Katja Fox - Director, Division of Behavioral Health
John Formella - Attorney General, NH Department of Justice
Mark E. Howard - Chief Justice, NH Superior Courts
David Mikolaities - Major General, NH National Guard
Frank Edelblut - Commissioner, NH Department of Education
Robert L. Quinn - Commissioner, NH Department of Safety
Joseph Mollica - Chairman, NH Liquor Commission
Lori Weaver - Commissioner, NH Department of Health and Human Services
Helen Hanks - Commissioner, NH Department of Corrections
Keith Nyhan - Commissioner, NH Insurance Department
DESIGNATED ORGANIZATION MEMBERS
Chuck Lloyd - Vice Chancellor, Community College System of New Hampshire
Kate Thomson - New Hampshire Nurses Association
Amy Cook - Chairman, NH Suicide Prevention Council
Matt McKenney - NH Business and Industry Association
Traci Fowler - NH Charitable Foundation
Seddon Savage - MD, NH Medical Society
Stephen Ahnen - NH Hospital Association

INTRODUCTION



The Commission presents this State Action Plan to improve the health and wellbeing of NH residents by reducing the misuse of alcohol and other drugs across the lifespan through the implementation of effective programs, practices and policies. The implementation of this plan builds upon the on-going work to address the addiction crisis in NH by focusing on supporting coordination and cooperation among state departments, actively advising the Governor and Legislature, and determining "alcohol fund" disbursement. **Originally a three year plan, the Plan has been extended to five years with a revised completion date of June 2027.**

Significant progress has been made to increase access to alcohol and other drug related services and supports in NH. This is a direct result of investments in systemic infrastructure in ongoing efforts to create and sustain an integrated, efficient, accessible, nonlinear system of care which aligns with the fundamental values and principles outlined in this Plan.

This State Plan was built upon unprecedented stakeholder input, described in the following section *Data Driven*. The plan encompasses best practices and strategy recommendations made by Commission members, Commission Task Forces, and other key stakeholders. In addition, this Plan includes a *Glossary of Terms*, key terms are linked to definitions throughout the document to assist in navigating the language and appendices, including the [Stimulant Workgroup Recommendations](#), and the [Community Voices for Strategic Planning: NH Governor's Commission on Alcohol and Drugs 2022 Data Report](#).

The Commission followed fundamental values and principles, detailed in this document, to design the goals, objectives, and strategies outlined in this plan. Each strategy is to be read as including these values and principles. In summary, they include:

- » Being **Person-centered** by protecting the dignity and autonomy of each individual
- » Promoting a **Whole-person focus** including physical health, and much more
- » Ensuring **Empowered people, families & communities** by recognizing the centrality of natural supports and the need for easy access to information
- » Enhancing a system of **Localized services** by prioritizing community-based care
- » Supporting the collaboration of systems and integrating care to create a **Whole System Approach** which pools resources, infrastructure, and accountability
- » Eliminating disparities, reducing stigma, and discrimination throughout systems and services to ensure **Equity**
- » Ensure that activities to implement strategies are **Data-driven and evidence-informed**

These values and principles shall continue to guide actions as the Commission and its task forces work toward plan implementation.

Continued leadership from the Governor's office, NH Departmental Commissioners, Legislators, and other stakeholders on the Commission to prioritize the implementation of this plan when allocating resources and when determining policy and programming decisions will be crucial to making continuing, coordinated progress.

DATA DRIVEN



The Commission utilized data-driven decision making to create the State Action Plan. The process included reviewing available data, progress on existing strategies, and complementary state plans. The Commission also sought and reviewed the collected input of more than 1,700 people in NH impacted by alcohol and other drugs.

The previous Action Plan, 2019 - 2021, was significantly impacted by the COVID-19 pandemic (beginning March 2020). The pandemic interrupted the reductions in overdose deaths and increased the need for behavioral health support throughout NH and the rest of the country while decreasing access to the workforce required. It is important to note that while throughout the US and in other New England states, overdose mortality increased dramatically during the pandemic, in NH there was not a significant increase in overdose deaths and, in fact, there was a reduction of more than 10% over the three years of this Action Plan. Please review the [Action Plan Data Dashboard](#) and the March 2022 [Report on Action Plan Progress 2019 - 2021](#) for more information on trends and impacts.

The Commission gathered information from people impacted by alcohol and other drugs through several primary data collection activities, including the following:

- » Online **community experience survey** with NH residents 18 years and older with experience or concern about alcohol and substance use in NH in the past three years (n=1,733);
- » Virtual **focus groups** (n=2) with NH adult residents with personal experience (themselves or a family member/friend) with substance misuse;
- » **Key informant interviews** (n=22) with current members of the Commission and representatives of state agencies or departments directly involved in activities related to alcohol and other drugs; and a
- » Virtual public **input listening session** (n=34 attendees) with professionals working in the field across the continuum of care.

The data from these activities were analyzed and presented to the Commission for review and to gather recommendations for the plan. The full report [Community Voices for Strategic Planning: NH Governor's Commission on Alcohol and Other Drugs Data Report](#) is available online. While each data source in itself provides useful information about alcohol and other drug misuse services and supports in NH, examination of the community survey, key informant interview, focus group and listening session data together revealed common themes.



Common themes include:

Workforce Development and Program Capacity: There are not enough services or trained staff to meet demand. It is difficult to find appropriate treatment options in the state, especially for youth and those with co-occurring mental illness or physical limitations.

System Navigation and Access to Services: People experiencing substance use disorder (SUD) and their families need more support to navigate the complex system of care. Some are not aware of the services available. Others may have challenges identifying and accessing the services they need. Expenses, program location and transportation present barriers to accessing care for many. System navigation, case management and care coordination services are helpful and worthy of additional investment.

Holistic Approaches: In order to be successful in addressing substance use throughout the continuum, it is important to develop a system of care that is focused upon the whole person and the context in which they live. This includes providing more resources to improve the social determinants of health, such as economic stability, housing and transportation. It also includes greater investments in prevention, promoting positive mental health and including families in services throughout the continuum.

Stigma: Positive interactions with program staff can have a profound impact upon those with SUDs. However, there is still a significant amount of stigma associated with this disease. Stigma is a barrier to seeking support, accessing services and sustaining gains in recovery.

These data, best practices, and other strategy recommendations made by Commission members, Commission Task Forces, and other key stakeholders informed the creation of this Plan.

GOAL AND OBJECTIVES

GOAL

To improve the health and wellbeing of NH residents by reducing the misuse of alcohol and other drugs across the lifespan through the implementation of effective programs, practices and policies.

OBJECTIVES

To continue to make progress on the Goal, the following objectives will be tracked on the [Action Plan Dashboard](#) and in annual reporting. By July 2027, New Hampshire will:



Reduce the number of lives lost to alcohol and other drug use as evidenced by a:



Decrease in the number of drug overdose deaths by **15%**, and



Decrease in the number of alcohol-induced deaths by **15%**.



Reduce the incidence of negative health consequences of alcohol and other drug use as evidenced by:



Decrease in the number of Emergency Medical Services (EMS) cases resulting from drug overdose/misuse of medications by **15%**,



Decrease in the number of EMS cases resulting from alcohol use and effects by **10%**,



Decrease in the number of Emergency Department visits related to opioid use by **20%**, and



Decrease in the incidents of driving while impaired by **15%**.



Increase the number of NH residents who access prevention, harm reduction, treatment and recovery support services as evidenced by:

- ↑ Increase in the proportion of NH adults who access public and private insurance coverage for treatment and recovery support services by **10%**, and
- ↓ Decrease the number of NH residents ages 12+ who report needing but not receiving treatment by **10%**.



Reduce the prevalence of alcohol and other drug misuse across the lifespan as evidenced by a:

- ↓ Decrease in the proportion of NH residents ages 12+ who report current binge alcohol use by **5%**,
- ↓ Decrease current marijuana use among NH high school students to less than **20%**, and
- ↓ Decrease the proportion of NH residents ages 12+ who report recent illicit drug use other than marijuana by **10%**.



VALUES AND GUIDING PRINCIPLES

The Commission followed the fundamental principles and values below to design the goals, objectives, and strategies outlined in this plan. These core principles and values shall continue to guide actions as the Commission and its task forces work toward implementation.

Person-centered

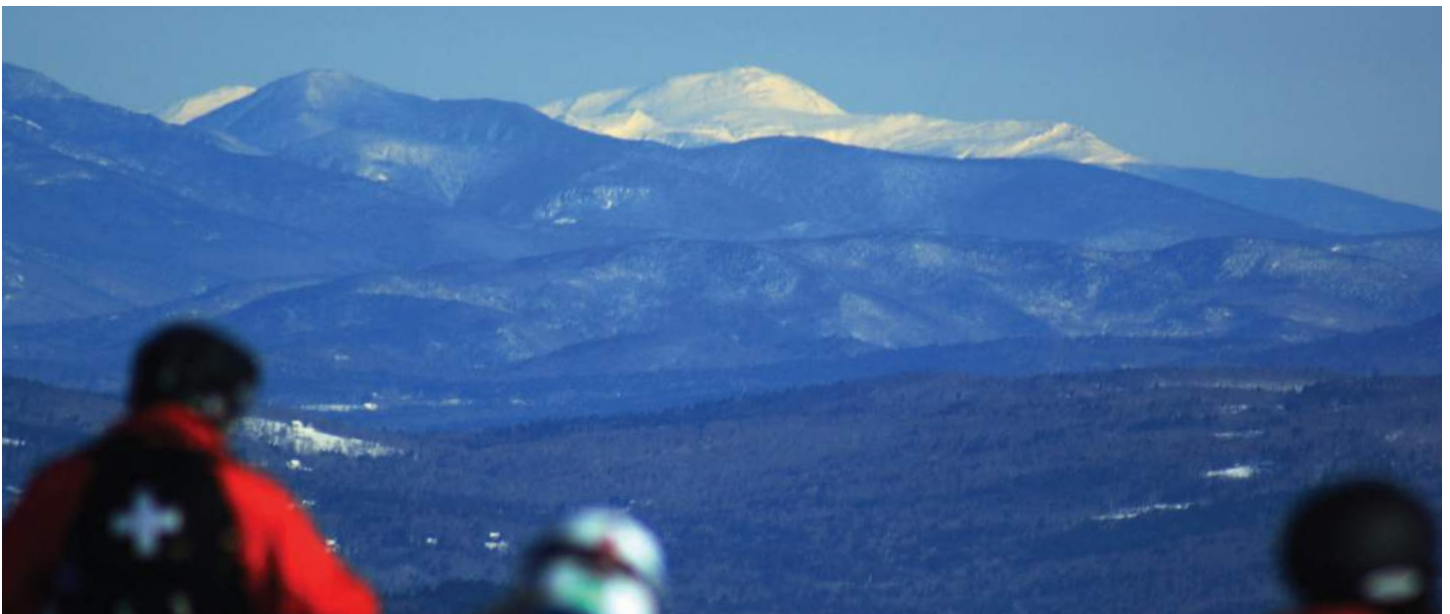
The dignity of the individual is protected. The complex biopsychosocial nature of alcohol and other drug misuse, unique to each individual, are honored. Strategies align with harm reduction principles, are **trauma-informed**, are resilience- and **recovery-oriented** and are informed by the wisdom of lived experience.

Whole-person focus

Promotes **whole-person care**, which considers the complex intersections between physical, emotional, spiritual, and behavioral health. The focus is not just on behavior, the current crisis, or diagnosis. Addressing the **social determinants of health** including education, health and healthcare, social and community context, economic stability, neighborhood and **built environment** is key.

Empowered people, families & communities

People are educated and aware of the resources available, able to navigate the system toward individualized supports and services, increasingly able to rely on natural supports in their home communities, and feel comfortable and heard in voicing preferences in their healthcare decisions. The centrality and **power of families** and natural supports in the healing process is recognized and supported.



Localized services

Community-based care is prioritized to ensure that, to the highest extent possible, individuals receive **equitable** care in the areas closest to their homes, natural supports, and social networks, resulting in increased access to and satisfaction with care, and better community integration for individuals with **co-occurring mental health and substance use disorders**.

Whole System Approach: Pooled resources, infrastructure, & accountability

Address co-occurring mental health and substance use disorders through collaboration of systems and integrated care.

- Aligned with the 10-Year Mental Health Plan, including common priorities, implementing joint strategies and focusing on shared outcomes.
- Shared resources, collaboration of systems and integrated care among partners (e.g., common data platforms, shared training and professional development).
- Preserve and build the funding, stability and sustainability of equitable, effective and quality services across an integrated **continuum of care**.
- Ensure provider stability in the changing economic environment.

Equity

The system works toward and holds itself accountable for eliminating disparities in social determinants of health, reducing **stigma** and **discrimination** associated with substance use disorder, ensuring equal access to supports and services, respecting the human rights, cultural values, beliefs, and dignity of all people and, in partnership with the NH DEI Commission, promote diversity, equity and inclusion in all efforts.

Ensure strategies are delivered in a **culturally appropriate** manner and the needs of populations such as adolescents, young adults, veterans and active military, currently incarcerated people, people returning to their communities after incarceration, pregnant/postpartum people, people experiencing homelessness, and people with limited English proficiency and other specific populations as identified by the Commission are taken into consideration.

Data-driven and evidence-informed

Ensure strategies are **data-driven**, on the continuum of research from **evidence-informed practices** to **evidence-based practices**, and are continuously improved with timely and available data.

Ensure availability of training and technical assistance to support implementation with fidelity.

This list is adapted from the 'Values and Principles' in the 2019 New Hampshire 10-Year Mental Health Plan.

STRATEGIES

- » Prevention
- » Harm Reduction
- » Care Coordination and Behavioral
- » Treatment Health Integration
- » Recovery
- » Family Supports and Services
- » Data Monitoring and Dissemination
- » Workforce Capacity
- » Professional Development

1. PREVENTION

Primary Prevention

- 1.1** Support a comprehensive and coordinated **statewide prevention plan** that is culturally responsive, inclusive of all ages and builds capacity at the state and local level to coordinate, strengthen and enhance prevention efforts.
- 1.2** Identify, coordinate and ensure capacity to implement **new and innovative programs, policies and practices** across multiple state and private entities that are data-driven and inclusive of shared **risk factors** for co-occurring mental health and substance use disorders.
- 1.3** Support comprehensive public awareness and education campaigns including one to prevent and reduce the misuse and illicit use of prescription drugs across the lifespan.
- 1.4** Increase access to prevention programming, **health promotion** activities, and counseling throughout the NH K-12 school systems.
- 1.5** Support and strengthen the **Regional Public Health Networks (RPHNs)** to engage community-based organizations to expand prevention programming for all ages, especially those at highest risk of **substance misuse** and living in under-resourced regions of NH.

SUD and Overdose Prevention

- 1.6** Support the on-going data-driven development of a behavioral health **crisis response and service access system** for NH, including but not limited to:
 - 1.6.1. Promoting public awareness of services such as **The Doorways, 211**, and **988**,
 - 1.6.2. Planning for long-term system sustainability; and
 - 1.6.3. Coordinating with federal initiatives, including supplementing federal funding sources as needed.
- 1.7** Ensure coordination between law enforcement agencies, attorneys, courts, first responders, and professionals across the continuum of care to promote shared knowledge and understanding in order to foster evidence-informed/ evidence-based practices that support justice-involved individuals with **substance use disorders (SUD)**.
- 1.8** Strengthen referral and intervention systems for alternatives to incarceration.
- 1.9** Strengthen integration of identification, referral and treatment into general health care settings where appropriate.
- 1.10** Increase access to communication services including interpreters in NH who have knowledge of behavioral health and of crisis response and deescalation.

2. HARM REDUCTION

- 2.1 Enhance capacity of **harm reduction** programs to provide education, referrals, supplies and disposal services.
- 2.2 Ensure the availability of **opioid reversal education** and kits, especially to those at greatest risk of **overdose** and their loved ones.
- 2.3 Expand access to **drug checking services** throughout New Hampshire including community-based services and send-away services.
- 2.4 Expand utilization of harm reduction strategies through **street outreach, drop-in centers (incl. possible 24-hour spaces), peer support services, critical time intervention (CTI) programs**, and clinical supports
- 2.5 Develop and implement the strategies to **reduce the stigma** regarding harm reduction services.
- 2.6 Expand engagement of healthcare providers and health systems in providing harm reduction education, materials and services.

3. CARE COORDINATION AND BEHAVIORAL HEALTH INTEGRATION

- 3.1 Identify opportunities for the Commission to support additional strategies that are complementary to the state's 10-Year Mental Health Plan through collaboration with the NH Division for Behavioral Health (DBH).
- 3.2 Expand capacity to provide integrated mental health and substance misuse services across the continuum of care.
- 3.3 Implement sustainable models for **Screening, Brief Intervention and Referral to Treatment (SBIRT)** for people across the lifespan in multiple settings such as healthcare systems, youth-serving organizations, schools, home visiting programs, and programs for older adults.
- 3.4 Increase access to **telehealth services**.
- 3.5 Identify care coordination best practices.
- 3.6 Expand capacity to provide evidence-informed care coordination across the continuum of care to a variety of populations, including **closed-loop referrals**.
- 3.7 Identify gaps and opportunities related to insurance access and reimbursement.
- 3.8 Support the readiness of healthcare systems to implement and/or expand services related to alcohol and other drugs across the continuum of care.

4. TREATMENT

- 4.1 Increase availability and utilization of **medications for addiction treatment (MAT)** in an evidence-based, equitable and non-stigmatizing manner for treatment of and recovery from **opioid, tobacco, and alcohol** use disorders in multiple settings.
- 4.2 Increase specialized treatment services, across all levels of care as defined by The **American Society of Addiction Medicine (ASAM)** Criteria.
- 4.3 Support evidence-based treatment approaches to stimulant use.
- 4.4 Increase timely access to both **residential services** and **ambulatory withdrawal management services**.

5. RECOVERY

- 5.1 Expand **Recovery Community Organizations' (RCO)** capacity to provide peer support services such as **recovery coaching** and **mutual aid groups**, through technical assistance as well as coordination and collaboration to identify sustainable funding models.
- 5.2 Enhance **recovery housing** and other safe and supportive housing availability and promote quality standards that take into account substance-specific considerations and the many paths that individuals take to recovery.
- 5.3 Increase access and referrals to supports that strengthen recovery including The Doorways, housing, transportation, child care, healthcare, **faith-based services**, etc.
- 5.4 Increase utilization of **non-traditional supports** that are evidence-informed including mindfulness, yoga, art therapy, and acupuncture, to enhance SUD recovery.
- 5.5 Support workplace initiatives that create healthy work environments for individuals in recovery, such as the **Recovery Friendly Workplace Initiative**.
- 5.6 Increase availability of vocational training and **workforce readiness** initiatives for individuals in recovery.
- 5.7 Promote routine monitoring and support of recovery into healthcare settings in parity with monitoring and support for recovery from other chronic diseases.

6. FAMILY SUPPORTS AND SERVICES

- 6.1 Align with current efforts to support families and children impacted by substance use, such as those addressing **adverse childhood experiences (ACEs)**.
- 6.2 Enhance capacity to support individuals who are **kinship caregivers**.
- 6.3 Increase awareness and implementation of **Plans of Safe Care** for substance-exposed newborns, and ensure infants and their families are connected to services and supports such as **Healthy Families America**.

7. DATA MONITORING AND DISSEMINATION

- 7.1 Increase data-related capacity within and across departments to collect and use a small but meaningful set of shared performance measures for alcohol and other drug initiatives.
- 7.2 Disseminate data to stakeholders to identify potential areas of focus and opportunities for improvement.
- 7.3 Support the evaluation of promising and innovative strategies to increase the number of evidence-informed practices across the continuum of care.
- 7.4 Identify current treatment service availability in NH and **investigate gaps** in order to make recommendations to ensure that all levels of care as defined by The ASAM Criteria are readily accessible when needed.
- 7.5 Examine existing NH data sources to **identify disparities** by race/ethnicity in the implementation of strategies such as naloxone distribution, and access to treatment and recovery supports.

8. WORKFORCE CAPACITY

- 8.1 Support and partner in implementation of the new plan to expand the behavioral health workforce, [*Giving Care: A Strategic Plan to Expand and Support New Hampshire's Health Care Workforce*](#).
- 8.2 Include training on substance use and SUDs in undergraduate and graduate professional education programs for professions in the healthcare, social services, and safety fields.
- 8.3 Support innovative strategies to address **compassion fatigue** among all providers across the continuum of care.
- 8.4 Increase capacity of nonprofits to recruit and retain qualified staff working in the field of behavioral health.
- 8.5 Identify models for cross sharing staff across mental health and substance use systems of care.

9. PROFESSIONAL DEVELOPMENT

- 9.1** Increase access to training and technical assistance across all sectors including:
- 9.1.1. **core competencies** in preventing and treating SUDs for qualified mental health professionals
 - 9.1.2. trauma-informed practices
 - 9.1.3. harm-reduction strategies
 - 9.1.4. military culture and **“Ask the Question”**
 - 9.1.5. utilization of medications for addiction treatment including **opioid use disorder, alcohol use disorder, and tobacco use disorder**
 - 9.1.6. evidence-based **harm reduction** and treatment approaches for youth and adults to address stimulant use and co-occurring disorders
 - 9.1.7. evidence-based care coordination
 - 9.1.8. screening and active referral strategies including SBIRT
 - 9.1.9. suicide risk identification and prevention
-
- 9.2** Coordinate with departments, SUD professionals and law enforcement to design and enhance existing trainings for all NH law enforcement professionals on: harm reduction; SUD treatment and recovery; de-escalation for behavioral health disorders; the disease model of addiction; and non stigmatizing language.
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GLOSSARY OF TERMS

2-1-1: A free referral and information service that connects New Hampshire residents with health-related resources including substance-related resources. (United Way (2022). 2-1-1. Retrieved May 17, 2022 from <https://www.211nh.org/>)

9-8-8: The 988 Suicide and Crisis Lifeline is a national text and call service for suicide and mental health-related crisis support. Individuals who call this service will have access to a trained crisis counselor. The service goes live on all devices on July 16, 2022. (Substance Abuse and Mental Health Services Administration [SAMHSA]. (2022). 988 suicide and crisis lifeline. <https://www.samhsa.gov/find-help/988>)

A

Adverse Childhood Experiences (ACEs):

ACEs are "potentially traumatic events that occur in childhood (0-17 years)" (CDC, n.d.). Examples of these events include, but are not limited to, experiencing violence, witnessing violence, and/or having a family member attempt or die by suicide. Childhood environments, such as growing up in a household with substance use or behavioral health problems, can also adversely impact early to late childhood development and health complications that may continue into adulthood. (Centers for Disease Control and Prevention [CDC]. (2021 April 2). Adverse childhood experiences (ACEs). <https://www.cdc.gov/violenceprevention/aces/index.html>)

Alcohol Use Disorder (AUD):

A medical condition which affects an individual's ability to stop or control their use of alcohol despite social, occupational or health consequences. (National Institute on Alcohol Abuse and Alcoholism. (n.d.). Understanding alcohol use disorder. Retrieved May 25, 2022, from <https://www.niaaa.nih.gov/publications/brochures-and-fact-sheets/understanding-alcohol-use-disorder>)

Ambulatory Withdrawal Management Services:

Clinical and/or medical services that stabilize individuals who are experiencing physical symptoms from their use of certain substances also referred to as "detoxification". There are five levels of withdrawal management services which provide a range of intensities for each service. Ambulatory services are provided in outpatient settings, which allow for engagement in ongoing recovery treatment (i.e. settings where patients are not admitted to a hospital or other facilities). (David, E.M. (2013). ASAM criteria: Treatment criteria for addictive, substance-related, and co-occurring conditions (3rd ed.). The Change Companies.)

The American Society of Addiction Medicine (ASAM) Criteria:

The ASAM Criteria is the most widely used and comprehensive set of guidelines, which assists in the development of individualized treatment planning for individuals with addiction and co-occurring conditions. (American Society of Addiction Medicine. (2022). ASAM Criteria. <https://www.asam.org/asam-criteria/about-the-asam-criteria>).

Ask the Question:

A New Hampshire initiative that encourages "agencies and organizations from a variety of provider sectors (including healthcare, social services, education, and others) to ask the question, 'Have you or a family member ever served in the military?', and provides information and assistance to providers regarding what to do when the answer is 'Yes'." (New Hampshire Department of Health and Human Services (n.d.). Ask the question. Retrieved May 25, 2022, from <https://www.ask-thequestion.nh.gov/index.htm>)

B

Behavioral Health:

An umbrella term which incorporates mental health and substance use conditions and its impact on an individual's health. (Agency for Healthcare Research and Quality. (n.d.). What is integrated behavioral health? Retrieved June 1, 2022, from <https://integrationacademy.ahrq.gov/about/integrated-behavioral-health>)

Built Environment:

Man-made spaces such as buildings, sidewalks, homes, and parks that affect an individual's physical well being. ([Centers for Disease Control and Prevention \[CDC\]. \(2011 June\). Impact of the built environment on health. https://www.cdc.gov/nceh/publications/factsheets/impactofthebuiltenvironmentonhealth.pdf](https://www.cdc.gov/nceh/publications/factsheets/impactofthebuiltenvironmentonhealth.pdf)).

C

Care Coordination:

The act of assisting individuals with obtaining appropriate and effective services, supports and other resources, which includes understanding the needs of the individual and facilitating communication between the right entities. (Agency for Healthcare Research and Quality (2018). Care coordination. <https://www.ahrq.gov/ncepcr/care/coordination.html>)

Closed-Loop Referrals:

Bi-directional information sharing and communication between practices and providers where an individual's information is shared with the provider who initially referred the individual to those services. (American College of Physicians. (n.d.). Closing the loop. <https://innovation.cms.gov/files/x/tcpi-san-pp-loop.pdf>)

Compassion Fatigue:

A condition that includes physical and emotional symptoms leading to decreased empathy and compassion among those who help others who are experiencing stressful and traumatic situations. (WedMD. Compassion fatigue: Symptoms to Look For. Retrieved May 26, 2022, from <https://www.webmd.com/mental-health/signs-compassion-fatigue#:~:text=Compassion%20fatigue%20is%20a%20term,-sense%20of%20fatigue%20or%20dissatisfaction>)

Continuum of Care:

A concept that involves an integrated systems approach to ensure effective and coordinated healthcare. The New Hampshire substance misuse continuum of care includes services that span the spectrum of prevention, intervention, treatment, recovery, overdose prevention, and health promotion. (New Hampshire of Health and Human Services. (n.d.) Substance misuse. Retrieved June 1, 2022 from <https://www.dhhs.nh.gov/programs-services/health-care/substance-misuse>)

Co-Occurring Mental Health and Substance Use Disorders:

Individuals who have one or more mental health conditions and one or more substance use disorders at the same time. The disorders need to be determined as independent of the other and not simply symptoms resulting from a single disorder. (Strengthening Systems of Care for People with HIV and Opioid Use Disorder. (2021 May 27). Glossary of HIV and opioid use disorder service systems terms. <https://ssc.jsi.com/resources/glossary-of-terms#introduction>)

Core Competencies:

Specific set of knowledge, skills, and abilities that are required to provide care in the discipline of interest. (Institute of Medicine (US) Committee on the Health Professions Education Summit. (2003). The core competencies needed for healthcare professionals. In A.C. Greiner & E. Knebel (Eds.), Health professions education: A bridge to quality. Washington DC: National Academies Press (US).

Crisis Response and Service Access System:

A system that quickly responds to “individuals who are in urgent need of substance misuse services”, such as referral services to professionals and support resources. New Hampshire’s service access system includes 211 and the Doorway NH. (New Hampshire Department of Health and Human Services. (n.d.). Crisis services. Retrieved May 27, 2022, from <https://www.dhhs.nh.gov/programs-services/health-care/crisis-services>).

Critical Time Intervention (CTI) Programs:

A time-limited, evidence-based practice that mobilizes support for vulnerable individuals during periods of transition. It facilitates community integration and continuity of care by ensuring that a person has enduring ties to their community and support systems during these critical periods. (Center for the Advancement of Critical Time Intervention. (n.d.). CTI model. Retrieved May 25, 2022, from <https://www.criticaltime.org/cti-model/>).

Culturally Appropriate:

The acknowledgment, respect, and incorporation of cultural systems in health services to meet the unique needs of diverse patient populations. (American Hospital Association. (2013, June). Becoming a culturally competent healthcare organization. <https://www.aha.org/system/files/hpoe/Reports-HPOE/becoming-culturally-competent-health-care-organization.PDF>)

D

Data Driven: The use of quantitative and/or qualitative data to inform decision making. (Dataversity. (2021 March 31). What is data-driven? <https://www.dataversity.net/what-is-data-driven/>)

Discrimination: The “unfair or prejudicial treatment of people and groups based on characteristics such as race, gender, age or sexual orientation”. (APA, 2019). In healthcare, discrimination is a contributing factor to health disparities across populations. (American Psychological Association [APA]. (2019 Oct 19). Discrimination: What it is and how to cope. <https://www.apa.org/topics/racism-bias-discrimination/types-stress>)

Doorways: A program that provides individuals affected by substance use with access to treatment, support or other resources. There are nine Doorway locations across New Hampshire. (The Doorway. (n.d.). About the Doorway. Retrieved May 25, 2022, from <https://www.thedoorway.nh.gov/about-doorway>).

Drop-In Centers: Spaces that respond to immediate, unmet basic needs, including social services, healthcare, food, rest, sanitation, and community, and facilitates long-term change through empowerment and health justice for individuals. Harm reduction should be core to a comprehensive drop-in center and any considerations for creating a drop-in center should be co-designed with community partners. (Global Partnership of the Yale Law School and Yale School of Public Health (2020, July). The case for low-barrier, wrap and drop-in centers in New Haven, Connecticut. https://law.yale.edu/sites/default/files/area/center/ghjp/documents/the_case_for_low-barrier_wrap_around_drop-in_centers_in_new_haven_connecticut_july_2020.pdf)

Drug Checking Services: Services that use technology to provide information on the composition of illicit drugs from the unregulated market to reduce substance use related risks. These services have the opportunity to expand service accessibility and to reduce risks within a larger group beyond the individual level interaction. (Larnder, A., Burek, P., Wallace, B., & Hore, D.K. (2021). Third party drug checking: accessing harm reduction services on the behalf of others. Harm Reduction Journal, 18 (99). <https://doi.org/10.1186/s12954-021-00545-w>)

E

Equitable: The act of giving all individuals the same resources and treatment. Providing equitable care means adjusting for the specific needs of populations or individuals who do not have the same access to resources and opportunities in comparison to other groups so that all people experience healthy lives. (United Way. (2021 Jun 22). Equity vs. equality: What's the difference? <https://unitedwaynca.org/blog/equity-vs-equality/>)

Evidence-Based Practices (EBPs): Research efforts that are conducted and organized through validated scientific processes, oftentimes in clinical environments. These active practices are frequently replicated to ensure that all evidence is relevant for the duration of a program or initiative. (Bolten, L. (2018, Aug 3). Evidence-based and evidence informed research: Why the difference matters. <https://growfreetn.org/2018/08/03/evidence-based-and-evidence-informed-research-why-the-difference-matters/>); (Jacobs, J.A., Jones, E., Gabella, B.A., Spring, B., Brownson, R.C. (2012). Tools for implementing an evidence-based approach in public health practice. Preventing Chronic Disease, 9(110324). <http://dx.doi.org/10.5888/pcd9.110324>.)

Evidence-Informed Practices (EIPs): The integration of pre-existing, long-established, science-based research into practice and care coordination efforts. This approach accounts for practitioner expertise and patient preferences to holistically address population needs throughout implementation stages. (Bolten, L. (2018, Aug 3). Evidence-based and evidence informed research: Why the difference matters. <https://growfreetn.org/2018/08/03/evidence-based-and-evidence-informed-research-why-the-difference-matters/>); (Jacobs, J.A., Jones, E., Barbara, G.A., Spring, B., & Brownson, R.C. (2012). Tools for implementing an evidence based approach in public health practice. Preventing Chronic Disease, 9(110234). <http://dx.doi.org/10.5888/pcd9.110324>)

F

Faith-Based Services: Organizations that deliver services based on a specific faith and/or belief. (Wikipedia. (n.d.). Faith based organizations. Retrieved May 26, 2022, from https://en.wikipedia.org/wiki/Faith-based_organization).

H

Harm Reduction:	Set of practical strategies and ideas aimed at reducing negative consequences associated with drug use (e.g., providing sterile needles and other injection equipment, disease testing and referrals, providing a safe place to use substances (safe injection sites)). Harm reduction incorporates a spectrum of strategies that includes respectful, non-judgmental, non-coercive provision of services focused on safer use, managed use, abstinence, meeting people who use drugs “where they are,” and addressing conditions of use along with the use itself. (National Harm Reduction Coalition. (n.d.). Principles of harm reduction. Retrieved May 25, 2022, from https://harmreduction.org/about-us/principles-of-harm-reduction/)
Health Promotion:	Programs that use social and environmental interventions to empower individuals and communities in making healthy decisions. (World Health Organization. (n.d.). Health promotion. Retrieved May 26, 2022, from https://www.who.int/western-pacific/about/how-we-work/programmes/health-promotion#:~:text=Health%20promotion%20is%20the%20process,of%20social%20and%20environmental%20interventions)
Healthy Families America:	An international, evidence-based home visiting program with the goal of supporting families through community resource referrals, family planning services, and healthcare coordination support. (New Hampshire Department of Health and Human Services. (n.d.). Home visiting. https://www.dhhs.nh.gov/programs-services/population-health/maternal-child-health/home-visiting)
Home Visiting Programs:	Evidence-based healthcare practices that provide pregnant and newly parenting families with education, resources and support to promote healthy child growth and safe home environments. Home visiting activities may include family goal setting, parent-child relationship building, or referrals to family and child support services (i.e., healthcare, financing, education, etc. (New Hampshire Department of Health and Human Services. (n.d.). Home visiting. Retrieved May 26, 2022, from https://www.dhhs.nh.gov/programs-services/population-health/maternal-child-health/home-visiting)

K

Kinship Caregivers:	Relatives or close family friends (also referred to as “fictive kin”) who care for children in the event that the children’s parents are unable to care for them. (New Hampshire Department of Health and Human Services (n.d.). Relative care and kinship care. Retrieved May 26, 2022, from https://www.dhhs.nh.gov/programs-services/child-protection-juvenile-justice/foster-care/relative-care-and-kinship-care)
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M

Medication for Addiction Treatment (MAT):

The use of medications to treat substance use disorders, sustain recovery, and prevent overdose. Oftentimes, MAT is provided in conjunction with treatment. Currently, medication is available for opioid use disorder, alcohol use disorder and tobacco use disorder. (Substance Abuse and Mental Health Services Administration [SAMHSA]. (2022 May 10). Medication assisted treatment (MAT). <https://www.samhsa.gov/medication-assisted-treatment>)

Mindfulness:

Defined as “a practice derived from Buddhist teachings that centers on a conscious presence in the here and now with focused attention and nonjudgmental monitoring”. Systematic review concluded that mindfulness behavioral interventions could reduce consumption of cocaine and amphetamines to a greater extent than controls. (Rawson, R., Hasson, A., Stimson, J., & McCann, M. (2021 March 15). Treatment for individuals who use stimulants (TRUST). https://mataccesspoints.org/wp-content/uploads/2021/04/TRUST_Therapist_Guide.pdf)

Mutual Aid Groups:

An organized network of two or more people who share experiences with substance use related problems to provide support and problem solving amongst each other. Examples include 12-step meetings such as Alcoholics Anonymous/Narcotics Anonymous meetings and SMART Recovery. (Kelly, J.F., & Yeterian, J.D. (2011). The role of mutual-help groups in extending the framework treatment. Alcohol research & health: the journal of the National Institute on Alcohol Abuse and Alcoholism, 33(4), 350-355. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3860535/>)

N

Non-Traditional Supports:

Evidence-supported, non-clinical, alternative activities that are used to enhance an individual's recovery. These interventions focus on empowering individuals and may include non-verbal approaches. Examples include mindfulness, yoga, meditation, breathwork, acupuncture and art therapy. (Substance Abuse Mental Health Services Administration [SAMHSA]. (n.d.). SAMHSA's working definition of recovery. <https://store.samhsa.gov/sites/default/files/d7/priv/pep12-recdef.pdf>)

O

Opioid Reversal Education:

Intervention efforts that aim to reduce opioid overdoses or related deaths, such as naloxone training. Naloxone is a drug that reverses the effects of opioids and can save lives in the event of an overdose. (Substance Abuse Mental Health Service Administration [SAMHSA]. (2018). Opioid overdose prevention toolkit. HHS Publication No. (SMA) 18-4742. <https://store.samhsa.gov/sites/default/files/d7/priv/sma18-4742.pdf>)

Opioid Use Disorder (OUD):

A brain condition that is defined by problematic use of opioids where the individual is physically and psychologically dependent despite social, occupational or health consequences. (Johns Hopkins Medicine. (n.d.). Opioid addiction. Retrieved May 27, 2022 from <https://www.hopkinsmedicine.org/opioids/signs-of-opioid-abuse.html>)

Overdose:

A medical emergency in which a toxic amount of one or multiple substances is consumed. (The Doorway. (n.d.). Avoid overdose. <https://www.thedoorway.nh.gov/avoid-overdose>)

P

Peer Support Services:

Services created by and for individuals and/or their families to help stabilize and support recovery. Peer support may include recovery coaching, mutual aid support groups such as 12-step programs, employment services, anger management classes, and recovery mentoring/relapse prevention management. (Substance Abuse and Mental Health Services Administration [SAMHSA]. (2022 April 21). Person-and family-centered care and peer support. <https://www.samhsa.gov/section-223/care-coordination/person-family-centered#:~:text=Peer%20support%20services%20are%20services,members%20of%20those%20in%20recovery>)

Plan of Safe Care (POSC):

A critical tool not only for every infant born exposed to prenatal substance exposure but for all pregnant/parenting people and their infants. This tool is completed collaboratively with the pregnant/parenting person and works to coordinate existing support and referrals to new services to help infants and families stay supported and connected when they leave the hospital. (Center for Excellence on Addiction. (n.d.). Plans of safe care [POSC]. Retrieved June 1, 2022 from <https://nhcenterforexcellence.org/governors-commission/perinatal-substance-exposure-task-force/plans-of-safe-care-posc/>)

Prevention:

Population- and community-based activities that aim to “prevent the onset and reduce the progression of substance misuse across all age groups, including underage drinking and the misuse of alcohol and/or other drugs, and to reduce the negative consequences of substance misuse for individuals, families, and communities”. (New Hampshire Department of Health and Human Services. (n.d.). Substance misuse prevention services. Retrieved May 27, 2022, from <https://www.dhhs.nh.gov/programs-services/health-care/substance-misuse-prevention-services>)

R

Recovery Coaching:

A form of peer support in which recovery coaches use their lived experiences and training to give and receive non-clinical advice to support recovery from substance use disorders. (Substance Abuse Mental Health Service Administration [SAMHSA]. (2017). Peers supporting recovery from substance use disorders. https://www.samhsa.gov/sites/default/files/programs_campaigns/brss_tacs/peers-supporting-recovery-substance-use-disorders-2017.pdf)

Recovery Community Organizations (RCOs):

Peer-led and peer-run agencies that provide services to support people in their recovery from substance misuse. New Hampshire RCOs support all pathways to recovery and offer peer recovery coaching, telephone support, and mutual aid groups. (New Hampshire Department of Health and Human Services. (n.d.). Recovery support services. Retrieved May 26, 2022, from <https://www.dhhs.nh.gov/programs-services/health-care/recovery-support-services>)

Recovery Friendly Workplace Initiative:

A program that promotes the wellness of New Hampshire employees who are affected by substance use by “empowering workplaces to provide support for people recovering from substance use disorder”. (Recovery Friendly Workplace (n.d.). The recovery friendly workplace initiative. Retrieved May 27, 2022, from <https://www.recoveryfriendlyworkplace.com/>)

Recovery Housing:

Safe living environments that support individuals in addiction recovery through peer support and recovery services. (New Hampshire Department of Health and Human Services. (n.d.). Recovery housing. Retrieved May 27, 2022 from <https://www.dhhs.nh.gov/programs-services/health-care/recovery-housing>)

Recovery-Oriented:

A concept that promotes and sustains a person's recovery from a behavioral health condition. Care providers identify and build upon each individual's assets, strengths, and areas of health and competence to support the person in managing their condition while regaining a meaningful, constructive sense of membership in the broader community. (Substance Abuse and Mental Health Services Administration [SAMHSA]. (2022 April 4). SAMHSA's working definition of recovery. <https://www.samhsa.gov/find-help/recovery>)

Recovery:

A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential. All individuals can, with help, achieve the state of health and social function that they determine optimal for their life. (Strengthening Systems of Care for People with HIV and Opioid Use Disorder. (2021 May 27). Glossary of HIV and opioid use disorder service systems terms. <https://ssc.jsi.com/resources/glossary-of-terms#introduction>)

Regional Public Health Networks (RPHNs):

An integrated network of 13 regions in New Hampshire which involves different sectors coordinating and collaborating together to address community-specific substance misuse prevention, treatment and recovery needs through a variety of initiatives. (New Hampshire Regional Public Health Networks. (n.d.). New Hampshire regional public health networks: Building a safe and healthy New Hampshire. Retrieved June 1, 2022, from <https://nhphn.org/>)

Residential Services:

On-site, 24-hour programs that offer clinical care and other support for individuals who require intensive structure for their use of substances. (The American Society of Addiction and Medicine. (2015). An introduction to The ASAM criteria for patients and families. <https://www.aetna.com/document-library/healthcare-professionals/documents-forms/asam-criteria.pdf>)

Risk Factors:

Any environmental factor, behavior, genetic/biological trait, or social circumstance that places individuals at risk of developing a disease or medical condition, such as sex, age, smoking status, physical activity, or socioeconomic status. (New Hampshire Department of Health and Human Services. (n.d.). Behavioral risk factor surveillance system. Retrieved May 27, 2022, from <https://www.dhhs.nh.gov/programs-services/population-health/health-statistics-informatics/behavioral-risk-factor>)

S

Screening, Brief, Intervention and Referral to Treatment (SBIRT):

A strategy in the healthcare sector for reinforcing healthy behaviors, identifying problematic drug and alcohol use early, reducing substance misuse, and referring to treatment among those who need it. SBIRT represents the progressive steps that a health professional takes to assess alcohol and drug use behaviors and reduce risks to the individual's health and well being. (Screen and Intervene New Hampshire SBIRT. (n.d.). Process. Retrieved May 26, 2022, from <https://sbirtnh.org/process/>)

Social Determinants of Health (SDOH):

Considers the environment in which people live such as their access to healthcare and education, economic stability, neighborhood and resources available within their environment and how these factors affect people's health and quality of life. (US Department of Health and Human Services. (n.d.). Social determinants of health. Retrieved June 1, 2022, from <https://health.gov/healthypeople/priority-areas/social-determinants-health>)

Stigma: Irrational or negative attitudes, beliefs, and judgments toward people with a particular characteristic, circumstance, or condition (e.g. socio-economic status, gender, race, sexual orientation, age, medical condition, health status). Stigma occurs on many levels, including individual, interpersonal, organizational, and structural/systemic. Stigma at the individual level pertains to personal beliefs, attitudes, and internalization of stigma, including through shame. Interpersonal stigma is manifested in the interaction between individuals, such as health service staff/providers and clients. Stigma at the organizational level encompasses harmful norms and inequitable policies, procedures, and practices. Structural/systemic stigma includes societal-level conditions, cultural norms, and institutional policies that may result in discrimination against particular groups. (Strengthening Systems of Care for People with HIV and Opioid Use Disorder. (2021 May 27). Glossary of HIV and opioid use disorder service systems terms. <https://ssc.jsi.com/resources/glossary-of-terms#introduction>)

Street Outreach: Services provided within the community, usually in hard-to-reach and/or marginalized communities such as people experiencing homelessness. Services can include education and outreach, direct medical and behavioral healthcare, prevention and harm reduction education, information and referrals, delivering harm reduction supplies, and follow-up support. (National Harm Reduction Coalition. (n.d.). Guide to developing and managing syringe access programs. Retrieved June 1, 2022, from <https://harmreduction.org/issues/syringe-access/guide-to-managing-programs/module-4-external-issues/>)

Substance Misuse: Consuming or using substances inappropriately to the extent that it negatively affects one's health, social relationships, and overall quality of life. (Office of the Surgeon General. (2022 April 8). Addiction and substance misuse reports and publications. <https://www.hhs.gov/surgeongeneral/reports-and-publications/addiction-and-substance-misuse/index.html>)

Substance Use Disorder (SUD): Clinical diagnoses that occur when the recurrent use of alcohol and/or drugs causes clinically significant impairment, including health problems, disability, and failure to meet major responsibilities at work, school, or home. 'Substances' include illicit or illegal drugs, as well as legal drugs such as alcohol, nicotine, and prescription medications. (Strengthening Systems of Care for People with HIV and Opioid Use Disorder. (2021 May 27). Glossary of HIV and opioid use disorder service systems terms. <https://ssc.jsi.com/resources/glossary-of-terms#introduction>)

T

Telehealth: The use of technology (also referred to as “telemedicine”) to facilitate remote visits between individuals and their care providers. Access to the internet and other technology such as a smartphone, tablet or computer is necessary to ensure effective communication. Telehealth can reduce travel time and wait times and increase access to services and specialists. (Department of Health and Human Services. (2022 May 27). What is telehealth? <https://telehealth.hhs.gov/patients/understanding-telehealth/>)

Tobacco Use Disorder: Medical condition and most common substance use disorder in the United States in which an individual has a physical dependence on products containing nicotine, including cigarettes, cigars, vape pens, e-cigarettes, rolled tobacco, etc. (American Academy of Addiction Psychiatry. (2015 May). Nicotine dependence. <https://www.aaap.org/wp-content/uploads/2015/06/AAAP-nicotine-dependence-FINAL.pdf>)

Trauma-Informed: Defined as “resulting from an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual’s functioning and mental, physical, social, emotional, or spiritual well-being” (SAMHSA, 2014). Using a trauma-informed approach realizes trauma’s impact on an individual or community, recognizes signs and symptoms of trauma, and responds by integrating knowledge of trauma into policies, procedures, and practices while actively resisting re-traumatization in individuals. (Substance Abuse and Mental Health Services Administration [SAMHSA]. (2014). SAMHSA’s concept of trauma and guidance for a trauma-informed approach, HHS Publication No. (SMA) 14-4884. Rockville, MD: Substance Abuse and Mental Health Services Administration. https://ncsacw.acf.hhs.gov/userfiles/files/SAMHSA_Trauma.pdf)

Treatment: Clinical interventions that are used to help individuals change how they identify with and use substances based on their individual goals. This process can utilize a variety of interventions and often occurs at intervals and is a lifelong process. (National Institute on Drug Abuse. (2020 Sept 18). What is drug addiction treatment? <https://nida.nih.gov/publications/principles-drug-addiction-treatment-research-based-guide-third-edition/frequently-asked-questions/what-drug-addiction-treatment>)

W

Whole-Person Care: The optimal use of diverse healthcare resources to deliver the physical, behavioral, emotional, and social services required to improve care coordination, well-being, and health outcomes while respecting patients’ treatment choices. ([Welkin Health. \(2021 April 6\). Whole person care comes full circle. https://welkinhealth.com/whole-person-care/](https://welkinhealth.com/whole-person-care/))

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