NEW HAMPSHIRE TECHNICAL ASSISTANCE CENTER

2025 Annual Report

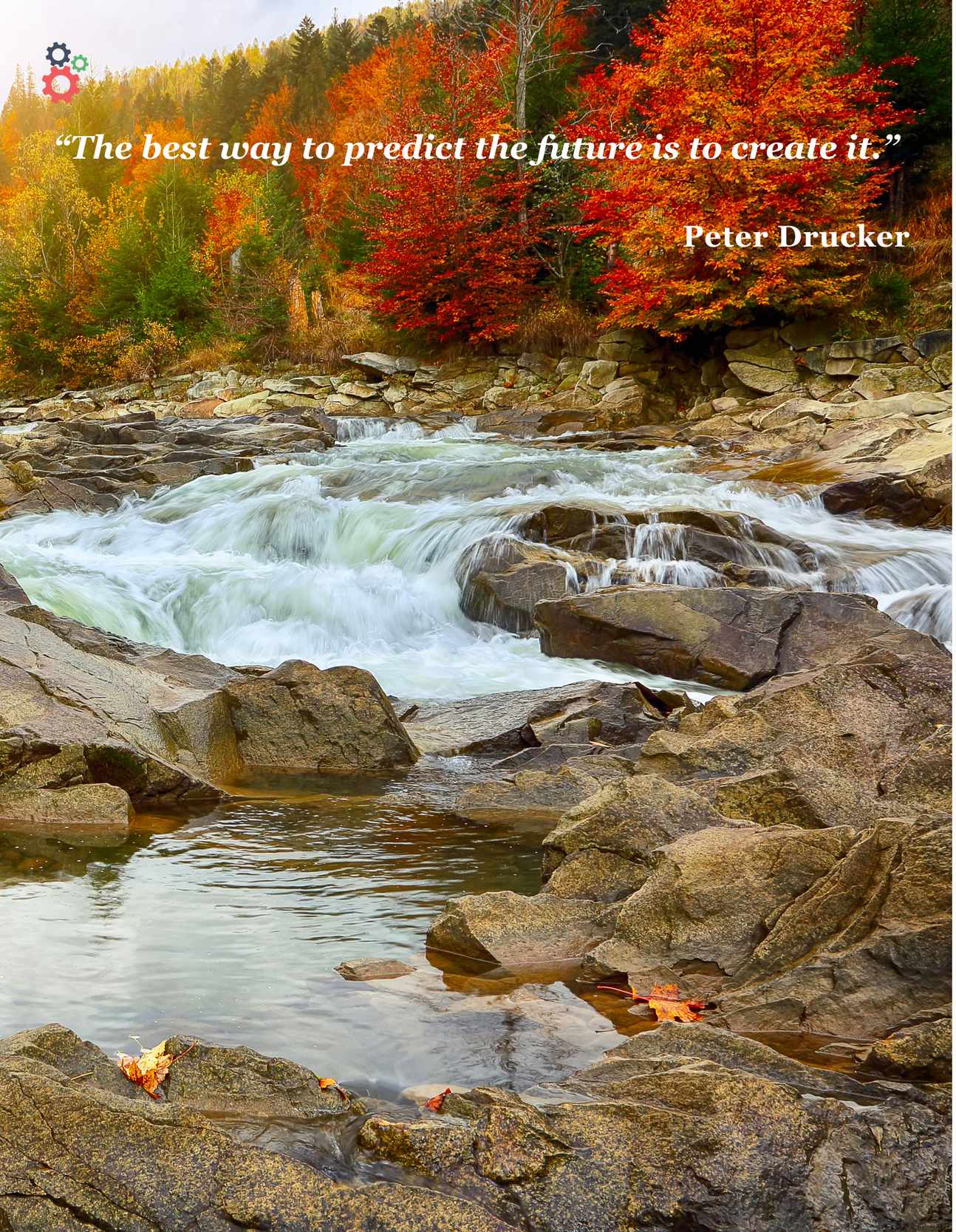


Shaping a Healthier Tomorrow Together

growth partners
NHTAC New Hampshire Technical Assistance Center

Department of HEALTH & HUMAN SERVICES

July 1, 2024–June 30, 2025





growth partners
NHTAC New Hampshire Technical Assistance Center
NHTAC.org • nhtac@growthpartners.llc

Every day, NHTAC staff work hard to fulfill the center’s mission to **solve problems**, **improve outcomes**, and **help people**.

Message from the Founder

Our Mission: Solving Problems • Improving Outcomes • Helping People

As we reflect back over the 5 years since NHTAC’s founding, we are filled with gratitude for the many partners who work with us each day to improve outcomes for New Hampshire residents and families, pride for the accomplishments that have been achieved, and optimism for the years to come.

NHTAC’s work touches every area of the alcohol and drug continuum of care. This includes helping communities, practitioners, and decision makers use data to diagnose problems and target responses; conducting research and training to ensure workforce members have access to the most relevant and up-to-date information; and supporting the continued development of Recovery Community Organizations (RCOs) by helping develop state Standards of Excellence. Nearly 2,000 workforce members belong to a Community of Practice (CoP) and/or Learning Community coordinated by NHTAC and its partners, and the Thriving in the Workplace (TIW) initiative has helped organizations across the state address occupational burnout and reduce chronic workforce shortages.

Achieving outcomes requires being clear-eyed about the problems to be solved, using data to identify root causes and effective solutions, and evaluating outcomes to ensure continuous improvement. We are proud to have helped the Department of Health and Human Services (DHHS) and the Division of Liquor Enforcement (DLE) use that approach to cut retailer violation rates (RVR) of tobacco and vape sales to minors by 50 percent in state fiscal years (SFY) 2023–2024 and keep the rate low in subsequent years.

In these challenging times—marked by the lingering effects of a pandemic, an opioid epidemic in its fourth decade, social polarization, changes in federal policy, and financial uncertainties—we know that the needs are greater than ever. We draw strength from our partners and our past accomplishments and our collective ability to turn adversity into opportunity. We can’t wait to see what we achieve together in years to come!

With gratitude,

Laurie Barger Sutter,
Founder & CEO



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About Us

The NHTAC team works closely with communities, practitioners, and state agencies to improve public health across New Hampshire. This involves enhancing clarity about why problems occur and designing research-backed solutions that deliver desired results.

The New Hampshire Technical Assistance Center (NHTAC) supports the critical work of communities, practitioners, policymakers, and other stakeholders by providing free technical assistance and support. NHTAC was established in August 2020 to help the Department of Health and Human Services' (DHHS) Bureau of Drug and Alcohol Services (BDAS) operationalize its mission to join communities and families in providing opportunities for citizens to achieve health and independence.

NHTAC supports the mission by providing individualized, high-quality, state-funded technical assistance (TA) that supports performance management and results-based approaches. NHTAC helps BDAS and its partners and providers use data-driven problem solving and evidence-informed solutions to prevent and reduce public health problems.

Individuals and organizations can request TA by visiting NHTAC.org and clicking the Request TA buttons featured on each webpage. NHTAC staff respond to requests within 2 business days or sooner to set up a call to discuss specific needs, then develop and submit a TA request for BDAS review and approval.

This is the third NHTAC Annual Report. It provides an overview and summary of key TA projects and products underway or completed during SFY 2025. These are organized into categories reflective of our mission to solve problems, improve outcomes, and help people. While many of our projects involve all three focus areas, each is presented in one primary category.

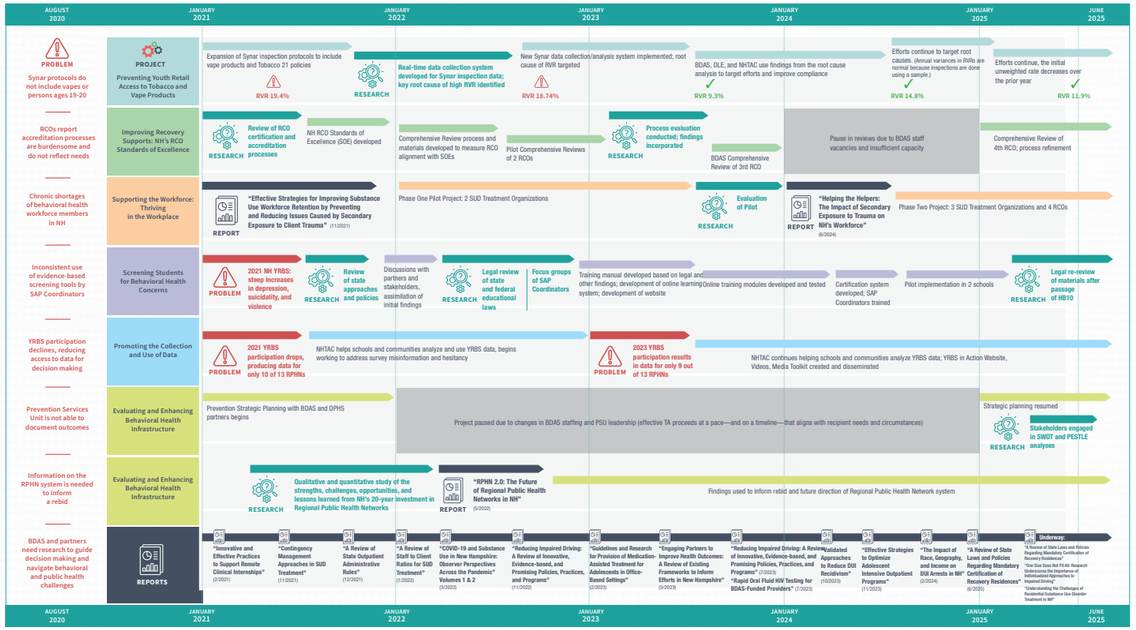
This report also includes information on TA outcomes to date, allocation of TA funds, and the NHTAC Team and its partners.

Research, Decision Making, and Program and Practice Improvement and Development in Action

It's difficult to capture NHTAC outcomes in a single annual report. While some projects are short-term, many are statewide, systems-level initiatives that span multiple years. The timeline on page 4 illustrates the development of some of these initiatives, many of which began soon after NHTAC's founding in 2020 and are continuing into SFY 2026. Current updates on these projects are provided in subsequent sections of this report.

As displayed in the timeline on pages 4 and five, each initiative started with a problem to be solved and involved state and/or national research. Sometimes the research resulted in a formal report, other times findings were incorporated directly into programs and products.

PROBLEM **RESEARCH** **REPORT**



A more detailed view of the timeline is on the following pages.

A brief description of the evolution of each project is provided below:

Preventing Youth Retail Access to Tobacco and Vape Products

In 2021, New Hampshire's retailer violation rate (RVR) of tobacco product sales to underage persons reached 19.4%, putting New Hampshire in jeopardy of millions of dollars in federal penalties. In addition, the inspection protocols used by law enforcement to monitor retail compliance did not include vape products or address changes in federal law raising the legal age to buy tobacco products to 21. NHTAC staff and statisticians worked with BDAS and the Department of Liquor Enforcement (DLE) to design and implement an inexpensive and easy-to-use data collection system so inspection results could be analyzed and acted on in real time. The new system quickly identified the key root cause for the high RVR, enabling BDAS and DLE to cut it in half in just 1 year.

Improving Recovery Supports: NH's RCO Standards of Excellence

In 2016, the rate of synthetic opioid overdoses began increasing exponentially in New Hampshire. In response, the State of New Hampshire began providing funding and TA to support RCO infrastructure development, leading to the robust, statewide system of 10 RCOs and 21 Recovery Community Centers in place now. To further RCO development, BDAS launched a new project in 2020 to design state RCO Standards of Excellence (SOE) and a comprehensive process to review and support alignment with the SOEs. This intensive, years-long process involved NHTAC, the Facilitating Organization Harbor Care, and BDAS working collaboratively with RCOs to conduct initial studies, pilot projects, and intensive evaluation and continuous improvement.

Supporting the Workforce: Thriving in the Workplace

In 2021, the effects of acute and persistent shortages involving the behavioral health workforce drew the attention and concern of state policy and decision makers. Research conducted by NHTAC identified multiple reasons but highlighted the significant impact of secondary exposure to trauma—an occupational hazard significantly exacerbated by the COVID-19 pandemic in combination with the decades-long opioid epidemic. With funding from BDAS and the Governor's Commission, NHTAC was able to create a small pilot project to implement findings from research. The successes and lessons, combined with a new study specific to NH workforce members, led to a second, expanded initiative. Initial findings show significant increases in self- and collective care practices, enhanced organizational practices, and decreased burnout.

Screening Students for Behavioral Health Concerns

In 2021, YRBS data showed significant increases in depression, suicidality, and violence among NH high school students. Driven by data and a desire to enhance the support SAPs provide to students, families, and schools, BDAS tasked NHTAC with helping to support SAP use of a consistent, evidence-based screening tool for students. What was originally envisioned as a straightforward, short-term project quickly became complex as the need to equip SAPs with a comprehensive understanding of state and federal laws governing privacy and consent became clear. Creating buy-in and partnership with parents, schools, and communities was another important task. NHTAC responded by increasing its team of writers and researchers to include experts in educational law, instructional and graphic designers, animators, website developers, and marketing professionals.

Promoting the Collection and Use of Data

A key NHTAC function involves helping schools and communities analyze and use data to understand what programming is working well and where efforts need to be strengthened to support youth who are struggling. In 2021 and 2023, YRBS participation began dropping, leaving several of the state's RPHNs without this data for decision making. In response, NHTAC began working with BDAS, DPHS, and other partners to understand and address school and parent concerns about YRBS participation. The resulting communication campaign and materials—which included a media kit and videos of NH youth and adults talking about the importance of YRBS data—were featured by the U.S. Centers for Disease Control and Prevention at its YRBS Administrators training in 2024.

Evaluating and Enhancing Behavioral Health Infrastructure

Two other infrastructure projects NHTAC has supported involve prevention strategic planning and evaluating strengths, challenges, and lessons learned from NH's 20-year investment in the RPHN system. BDAS launched a strategic planning process in 2021 to improve its ability to document prevention outcomes. While strong progress was made, the initiative was paused due to changes in BDAS staffing. The effort resumed in SFY 2025 with a refreshed focus on data, outcomes, and new financial and programmatic outlooks. The RPHN 2.0 initiative was a highly participatory process which used state and local partners' input—as well as quantitative data—to inform future investments and enhancements to the RPHN system.

AUGUST 2020 | JANUARY 2021 | JANUARY 2022 | JANUARY 2023 | JANUARY 2024 | JANUARY 2025 | JUNE 2025

PROBLEM

Synar protocols do not include vapes or persons ages 19-20

PROJECT

Preventing Youth Retail Access to Tobacco and Vape Products

- Expansion of Synar inspection protocols to include vape products and Tobacco 21 policies
- RVR 19.4%
- **RESEARCH** — **Real-time data collection system developed for Synar inspection data; key root cause of high RVR identified**
- New Synar data collection/analysis system implemented; root cause of RVR targeted
- RVR 18.74%
- BDAS, DLE, and NHTAC use findings from the root cause analysis to target efforts and improve compliance
- ✓ RVR 9.3%
- Efforts continue to target root causes. (Annual variances in RVRs are normal because inspections are done using a sample.)
- ✓ RVR 14.8%
- Efforts continue, the initial unweighted rate decreases over the prior year
- ✓ RVR 11.9%

RCOs report accreditation processes are burdensome and do not reflect needs

Improving Recovery Supports: NH's RCO Standards of Excellence

- **RESEARCH** — **Review of RCO certification and accreditation processes**
- NH RCO Standards of Excellence (SOE) developed
- Comprehensive Review process and materials developed to measure RCO alignment with SOEs
- Pilot Comprehensive Reviews of 2 RCOs
- **RESEARCH** — **Process evaluation conducted; findings incorporated**
- BDAS Comprehensive Review of 3rd RCO
- Pause in reviews due to BDAS staff vacancies and insufficient capacity
- Comprehensive Review of 4th RCO; process refinement

Chronic shortages of behavioral health workforce members in NH

Supporting the Workforce: Thriving in the Workplace

- **REPORT** — **"Effective Strategies for Improving Substance Use Workforce Retention by Preventing and Reducing Issues Caused by Secondary Exposure to Client Trauma"** (11/2021)
- Phase One Pilot Project: 2 SUD Treatment Organizations
- **RESEARCH** — **Evaluation of Pilot**
- **REPORT** — **"Helping the Helpers: The Impact of Secondary Exposure to Trauma on NH's Workforce"** (6/2024)
- Phase Two Project: 3 SUD Treatment Organizations and 4 RCOs

Inconsistent use of evidence-based screening tools by SAP Coordinators

Screening Students for Behavioral Health Concerns

- **PROBLEM** — **2021 NH YRBS: steep increases in depression, suicidality, and violence**
- **RESEARCH** — **Review of state approaches and policies**
- Discussions with partners and stakeholders, assimilation of initial findings
- **RESEARCH** — **Legal review of state and federal educational laws**
- **Focus groups of SAP Coordinators**
- Training manual developed based on legal and other findings; development of online learning system; development of website
- Online training modules developed and tested
- Certification system developed; SAP Coordinators trained
- Pilot implementation in 2 schools
- **RESEARCH** — **Legal re-review of materials after passage of HB10**

YRBS participation declines, reducing access to data for decision making

Promoting the Collection and Use of Data

- **PROBLEM** — **2021 YRBS participation drops, producing data for only 10 of 13 RPHNs**
- NHTAC helps schools and communities analyze and use YRBS data, begins working to address survey misinformation and hesitancy
- **PROBLEM** — **2023 YRBS participation results in data for only 9 out of 13 RPHNs**
- NHTAC continues helping schools and communities analyze YRBS data; YRBS in Action Website, Videos, Media Toolkit created and disseminated

Prevention Services Unit is not able to document outcomes

Evaluating and Enhancing Behavioral Health Infrastructure

- Prevention Strategic Planning with BDAS and DPHS partners begins
- Project paused due to changes in BDAS staffing and PSU leadership (effective TA proceeds at a pace—and on a timeline—that aligns with recipient needs and circumstances)
- Strategic planning resumed
- **RESEARCH** — **Stakeholders engaged in SWOT and PESTLE analyses**

Information on the RPHN system is needed to inform a rebid

Evaluating and Enhancing Behavioral Health Infrastructure

- **RESEARCH** — **Qualitative and quantitative study of the strengths, challenges, opportunities, and lessons learned from NH's 20-year investment in Regional Public Health Networks**
- **REPORT** — **"RPHN 2.0: The Future of Regional Public Health Networks in NH"** (5/2022)
- Findings used to inform rebid and future direction of Regional Publlic Health Network system

BDAS and partners need research to guide decision making and navigate behavioral and public health challenges

REPORTS

- **"Innovative and Effective Practices to Support Remote Clinical Internships"** (2/2021)
- **"Contingency Management Approaches in SUD Treatment"** (11/2021)
- **"A Review of State Outpatient Administrative Rules"** (12/2021)
- **"A Review of Staff to Client Ratios for SUD Treatment"** (1/2022)
- **"COVID-19 and Substance Use in New Hampshire: Observer Perspectives Across the Pandemic" Volumes 1 & 2** (3/2022)
- **"Reducing Impaired Driving: A Review of Innovative, Evidence-based, and Promising Policies, Practices, and Programs"** (11/2022)
- **"Guidelines and Research for Provision of Medication-Assisted Treatment for Adolescents in Office-Based Settings"** (2/2023)
- **"Engaging Partners to Improve Health Outcomes: A Review of Existing Frameworks to Inform Efforts in New Hampshire"** (5/2023)
- **"Reducing Impaired Driving: A Review of Innovative, Evidence-based, and Promising Policies, Practices, and Programs"** (7/2023)
- **"Rapid Oral Fluid HIV Testing for BDAS-Funded Providers"** (7/2023)
- **"Validated Approaches to Reduce DUI Recidivism"** (10/2023)
- **"Effective Strategies to Optimize Adolescent Intensive Outpatient Programs"** (11/2023)
- **"The Impact of Race, Geography, and Income on DUI Arrests in NH"** (2/2024)
- **"A Review of State Laws and Policies Regarding Mandatory Certification of Recovery Residences"** (6/2025)

Underway:

- "A Review of State Laws and Policies Regarding Mandatory Certification of Recovery Residences"
- "One Size Does Not Fit All: Research Underscores the Importance of Individualized Approaches to Impaired Driving"
- "Understanding the Challenges of Residential Substance Use Disorder Treatment in NH"

AUGUST 2020 | JANUARY 2021 | JANUARY 2022 | JANUARY 2023 | JANUARY 2024 | JANUARY 2025 | JUNE 2025

When Youth Speak... Data Comes Alive

Student Voices Give Data Meaning and Urgency

Numbers on their own don't tell the full story. The YRBS in Action campaign amplifies student and community voices, providing real-life context to the data provided by the biennial Youth Risk Behavior Survey (YRBS). By putting youth and stakeholders on camera, the project transforms survey results into powerful narratives that policymakers and communities can trust.

The YRBS has been administered to high school students biennially since 1991. It monitors trends in health-related behaviors; identifies emerging health issues; and provides data to plan, evaluate, and prioritize programs aimed at improving adolescent health and well-being. Approximately 70 New Hampshire high schools participated in the 2023 YRBS, which represents a significant decline since 2019.

Concerns among parents about the validity and confidentiality of the survey, polarization around public health, and legislative efforts to require parents to provide active consent for their students to participate place this valuable public health tool at risk. In 2019, all 13 Regional Public Health Networks (RPHNs) received YRBS data reports for their service areas. By 2023, only 9 of the 13 regions had sufficient participation to receive data reports. As participation dwindles, parents, schools, and communities lose access to critical data that shows where students are doing well and where they need support. The loss of data also affects the ability of coalitions, stakeholder groups, and local and state officials to make informed decisions about programming and resource allocations.

YRBS Video Project Overview

To improve access to YRBS data, NHTAC and partners worked to build people's confidence in the confidentiality and validity of the survey, while showcasing all the ways YRBS data helps their communities.

This involved developing, testing, and launching a multipronged communications campaign, starting with a simple, animated explainer video designed to help parents and stakeholders understand the purpose and importance of the YRBS (https://nhtac.org/yrbs/). The video is hosted on a website that provides information about the YRBS and features infographics using YRBS data that NHTAC has created with partners around the state (https://nhtac.org/yrbs-data-in-focus/).

YRBS in Action

The next phase of the campaign—YRBS in Action—was the most ambitious. With BDAS's help, NHTAC engaged students from around the state to be interviewed on camera speaking about the importance of the YRBS to their lives. Twelve adult community members—representing schools, law enforcement, local businesses, healthcare, and youth- and community-serving groups—also took part, speaking about how they use the YRBS data and why it's important to their communities. The resulting videos brought together real-life perspectives and insights from youth and frontline professionals around a shared message that underscores the importance of YRBS data.

Campaign Reach and Results

The YRBS in Action web pages feature full videos in desktop format as well as brief clips suitable for sharing on social media.

Materials were distributed through RPHNs, which were provided with ready-to-use outreach kits that included social media graphics and directions on how to share the videos. The campaign clearly resonated with its audience, as evidenced by strong average view durations, above-average click-through rates, and repeated visits to the landing page. The reach of the videos was broad, and the usage data suggests there is room to grow.

This public health marketing approach aligns with DHHS's mission of meeting people where they are, through authentic Granite State voices they trust and can identify with. It can be accessed at: https://nhtac.org/yrbs-in-action.

Scan for videos



545

Views of the full YRBS in Action featured videos on YouTube *

253

Pageviews of the YRBS in Action page on NHTAC.org

* "Shorts" accounted for another 71 views.



Data That Guides, Stories That Matter: Carroll County's Youth Trends in Focus





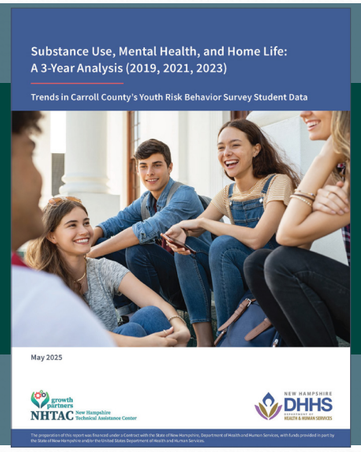
In its aggregated report form, the sheer volume of YRBS data can be overwhelming. NHTAC helps schools and communities "separate the signal from the noise" to know where to start. The Carroll County Coalition for Public Health (C3PH) has been a repeat customer in seeking NHTAC's assistance with analyzing YRBS data. In SFY 2025, NHTAC once again helped C3PH analyze Carroll County's YRBS data to identify priority areas to guide its work.

To help C3PH reach a broad audience, NHTAC also designed an infographic that included an explanation of what the YRBS is and how the data is analyzed.

The infographic displayed Carroll County's 2021 YRBS data in a way that illustrated the most powerful protective factors while also identifying key risk factors that compromise youth success.

Being able to talk to a trusted adult proved to be a very powerful protective factor, whereas unstable home situations placed youth at risk. NHTAC and C3PH built on these findings by devoting the second page of the infographic to demonstrating how adults can support the young people in their lives.





C3PH also asked NHTAC to develop a trend analysis using YRBS data from 2019, 2021, and 2023. This information—which provides a look at changes occurring over the course of the COVID-19 pandemic and beyond—is helping C3PH and community partners identify what is working well, and where more attention needs to be paid to support youth in Carroll County.

Mapping the Risks, Highlighting the Strengths



YRBS data and stakeholder input helped the Capital Area Public Health Network (CAPHN) identify three important areas to focus on in community education and awareness campaigns: binge drinking, cannabis use, and mental health.

NHTAC conducted statistical analysis of CAPHN's 2023 YRBS data to determine risk and protective factors for those three areas. Parental support, stable home environment, and students being able to find help they needed all emerged as powerful protective factors. The infographic NHTAC produced also explained the benefits of YRBS data to communities by helping them plan health programs, inform professional development for teachers, and identify effective, health-promoting policies. NHTAC's work with CAPHN will help it strengthen its community's ability to support positive youth development.



Winnipesaukee 2023 YRBS analysis and PPT presentation

Staff from the Partnership for Public Health (PPH) were concerned about low perception of harm from electronic vapor products, alcohol, and cannabis use among Winnipesaukee youth. So, they reached out to NHTAC for help analyzing their YRBS data and communicating findings to the community.

NHTAC analyzed Winnipesaukee's 2023 YRBS data, paying close attention to 30-day and lifetime prevalence as well as perception of harm for binge drinking, vaping, cannabis use, smoking, and prescription drug use.

NHTAC then conducted a comparative analysis of YRBS data from 2019, 2021, and 2023 to identify differences and trends across the years for these indicator areas as well as methamphetamine use.

NHTAC worked with PPH to develop a PowerPoint presentation that includes an overview of what the YRBS is and how it's conducted, with links to the YRBS explainer video hosted on NHTAC's website. The PPT builds the capacity of PPH staff to help parents and stakeholders understand the importance of the YRBS and the information it provides to schools and communities.

> *I really appreciate seeing the correlations and we've been using it and sharing those infographics with a number of our community partners . . . they can say, "Oh, here it is, we don't have to interpret it . . . this is what we're looking at for Carroll County."*

CARROLL COUNTY COALITION FOR PUBLIC HEALTH
United Way An Initiative of Granite United Way

Solving Problems

From Initiatives to Awareness

Playful Paths to YRBS Awareness



NHTAC partnered with BDAS, the Department of Public Health Services (DPHS), and a workgroup of RPHN staff, students, and parents to support stronger youth engagement with the YRBS.

This yearlong project was developed by BDAS to spark curiosity and encourage students to explore the joy of "figuring it out." Conversations involving risky youth behavior are less challenging when they are used to develop creative projects and design awareness activities as a team.



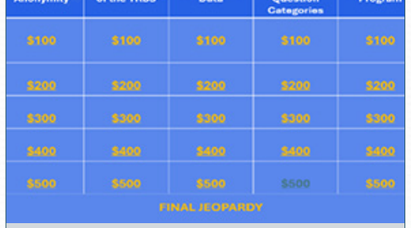
In February 2024, members of workgroups organized by BDAS—which included RPHNs, DPHS, and NHTAC—invited youth to join their efforts to ensure student voices were represented. The goal was to support students in the Getting to 'Y' program as they developed a senior capstone project focused on raising awareness about the YRBS.

Students actively participated in workgroup meetings, contributing creative ideas to help build awareness about the importance of the YRBS

Youth participation also helped to:

- Improve communication among students, teachers, and administrators by highlighting the importance of student perspectives.
- Use student creativity to translate their ideas into realistic, actionable activities.

NHTAC worked with the BDAS Parent Workgroup to develop a flyer for distribution at the start of the school year to provide information about the YRBS and encourage student participation.



Creative Student Engagement

A flyer designed for Red Ribbon Week invited students to anonymously ask questions about the YRBS, helping BDAS and DPHS address misinformation and build trust.

Students also enjoyed developing a Jeopardy-style quiz game that made learning fun while encouraging teamwork and communication. NHTAC helped out by developing a Facilitator's Guide.

Individualized Care Saves Lives on NH Roads



Driving under the influence (DUI) of alcohol and other drugs is a significant concern in New Hampshire. In 2019, there were 40 alcohol-impaired driving fatalities, which accounted for 39.6 percent of all traffic fatalities. Of those deaths, 68 percent involved drivers with a blood alcohol concentration (BAC) of 0.15 g/dL or higher, and each impaired driver was a repeat offender. From 2020 to 2021, the number of drivers with a BAC of 0.08 g/dL or higher involved in fatal crashes increased by 32 percent and the number of alcohol-impaired fatalities increased to 45.

Over the past 2 years, NHTAC has produced a series of research papers on this issue to help BDAS, other state partners, and Impaired Driver Care Management Program providers leverage the latest science to prevent DUI and reduce recidivism. The latest brief in this series was produced in SFY 2025: "One Size Does Not Fit All: Research Underscores the Importance of Individualized Approaches to Impaired Driving." This research paper used findings from a national literature review to answer two key questions: 1) Does every DUI offender need SUD treatment? and 2) Should DUI treatment be individualized or standardized?

As the research cited in the paper documents, people vary in their risks, needs, and motivation to change. Some may benefit from education and supervision, while others with a history of substance misuse need more intensive support. As a result, not every person charged with a DUI offense needs the same kind of treatment and not every DUI offender requires SUD treatment. Research also documents the importance of identifying and addressing high-risk drivers, who tend to have BAC of 0.15 g/dL or higher, be repeat offenders, and lack the self-control to resist driving while impaired. The paper provides New Hampshire with examples of successful approaches being implemented in other states and communities, along with the outcomes achieved.

Solving Problems

Using Recovery Language:

Training Helps People in Recovery Own Their Stories

Media coverage of problems related to SUD and drug overdoses often focuses on the ravages of addiction rather than the transformational aspects of recovery for those with SUDs and their families and communities.

To address this, NHTAC has been supporting BDAS's Recovery and Development Unit in planning and coordinating a daylong in-person training on positive recovery storytelling to be held in Concord in SFY 2026. Intended outcomes include:

- Teaching recovery storytelling skills that promote hope and build recovery capital.
- Addressing the consequences that may follow a decision to publicly share a recovery story.
- Lessening discrimination faced by people in recovery.
- Strengthening support for peer recovery staff.
- Providing inspiration for those who work with persons affected by an SUD.



Andrew Kiezulas, Co-Founder of Young People in Recovery – Portland, ME Chapter, and Co-Founder of the University of Southern Maine Recovery Oriented Campus Center, will serve as the featured speaker for this training.

1,424+ members and community members received outreach materials.

Prevention Powered by State Partnership

In SFY 2025, NHTAC resumed work with BDAS's Prevention Services Unit (PSU) to create a strategic plan that identifies state priorities and provides a path for preventing and reducing substance misuse–related problems across NH.

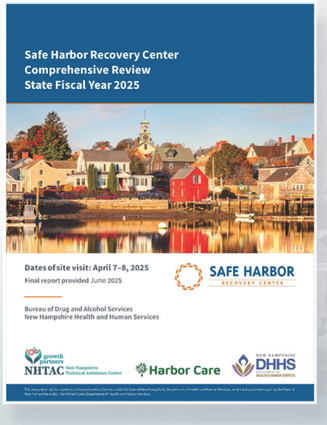
This has involved conducting in-person and remote visioning exercises and SWOT and PESTLE analyses with state and local partners and stakeholders.

The former involves identifying internal strengths, weaknesses, opportunities, and threats; while the latter analyzes external conditions involving policies, economics, social issues, technology, legal issues, and the environment. NHTAC also worked with PSU to design next steps in the discovery process, which entail additional qualitative analysis involving key informant interviews with state partners and quantitative analysis involving state data and stakeholder surveys.



Supporting RCO Alignment

With NH's Standards of Excellence





NH's Comprehensive Review process evaluates alignment with the state's RCO Standards of Excellence (SOE) and guides TA to support continuous quality improvement.

When vacancies and insufficient staffing compromised BDAS's ability to participate in the process, NHTAC was tasked with helping to design a solution for fully implementing the process with reduced demand on BDAS. Toward that end, NHTAC partnered with BDAS and the Facilitating Organization (FO) to quantify the level of effort required and identify efficiencies that could be implemented without compromising quality.

The Safe Harbor Recovery Center (SHRC) also partnered in this effort by participating in a comprehensive review and providing feedback on the experience. While this work is ongoing, SHRC's feedback was extremely helpful and is being used to refine future processes.

> We loved the onsite process and found it helpful, dynamic, and quite thorough. Through that dialogue and the resulting report, we came away with a firm idea of which action items to attend to next for our Comprehensive Review. The new report format was concise and cogent, and we really appreciated the summary and clarity.
>
> SAFE HARBOR RECOVERY CENTER
> *Recovery Runs Deep*





Residential SUD Treatment at a Crossroads

During SFY 2025, three of the five state-contracted residential SUD treatment providers in New Hampshire announced they were discontinuing these services. The loss of beds and capacity will significantly impact those in need of care at those levels.

At BDAS's request, NHTAC conducted key informant interviews (KIIs) with all eight state-funded SUD treatment providers to identify: 1) the primary reasons for the discontinuance of these levels of service, 2) any challenges being experienced by the remaining providers of these services, and 3) actionable steps BDAS can take to support the remaining residential SUD treatment provider organizations while attracting new ones.

The findings from the report will be released early in September 2025.

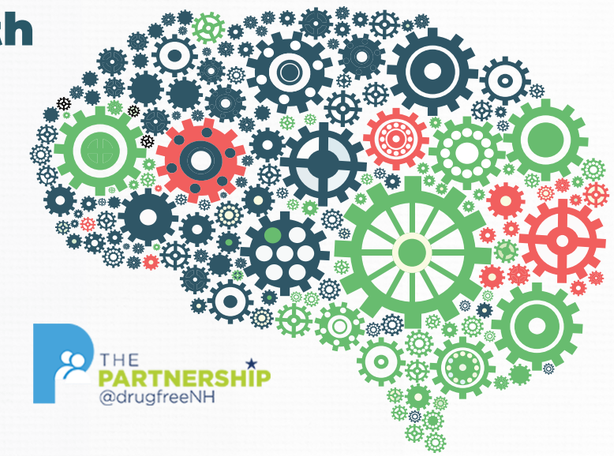
Data Correlations:
SUD and Mental Health

The Partnership@drugfreeNH had a problem: while prevention professionals and coalitions are encouraged to use data to drive decision-making processes, many struggle because data is not available in ways that are readily usable or understandable.

At The Partnership's request, NHTAC provided a PPT presentation called The Power of Data in Focus that provided an overview of:

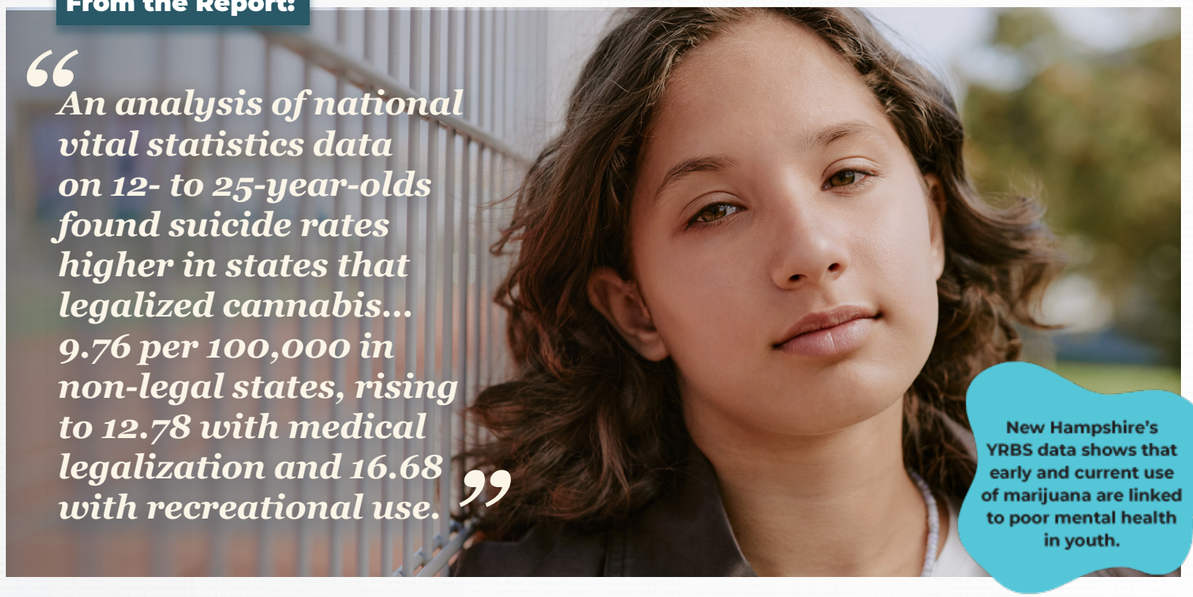
- The types of analysis that can be done with YRBS data and how New Hampshire communities are using it.
- Trends involving substance use and mental health among New Hampshire students.
- New resources for promoting YRBS participation and use of data.

The PPT includes tips for strategically analyzing YRBS data by focusing on local problems, the behaviors that drive them, and the conditions that promote the behaviors. The presentation also used YRBS data to demonstrate what's going well among New Hampshire youth and what warrants attention.



Cannabis Use and Health:
Findings from Research and Implications for Legalization

From the Report:



As New Hampshire debates cannabis legalization, data shows that youth use is higher in the Granite State than nationally, but lower than in surrounding states that have legalized recreational use of cannabis. Research documents that earlier initiation and easier access to cannabis products by youth are tied to poor mental health and other substance misuse. Research also shows cannabis use affects brain development, memory, and learning.

At New Future's request, NHTAC conducted a literature review and produced a report of findings on the physical, mental, and developmental impacts of cannabis use. This study also looked at the impacts of cannabis legalization across the country.

Research findings underscored the need for greater public awareness about the potential risks of cannabis use. This is particularly true for adolescents and young adults since its impact on brain development can have long-term consequences on memory, learning, and mental health.

Research also indicated that frequent or heavy use of high-potency cannabis is associated with an increased risk of psychiatric disorders, including depression, anxiety, psychosis, and suicidality.

New Futures used NHTAC's infographics to bolster their efforts to educate legislators and stakeholders about the potential risks of increased youth access as a result of legalization.



Read the Report

Improving Outcomes

Carrying the Invisible Weight

The future of care depends on caring for caregivers

In SFY 2024, BDAS tasked NHTAC with examining how trauma-informed care can be used to reduce the impact of secondary exposure to trauma (SET) among New Hampshire's helping professionals. With the help of community and regional partners, NHTAC convened community conversations and focus groups across the state, which attracted more than 190 participants from a variety of fields, including mental health counselors, nurses, teachers, firefighters, clergy, and SUD professionals. Participants described carrying the invisible weight of what they witness: domestic violence, substance-related deaths, abuse, and despair. The toll on the professionals was stark. Participants reported deteriorating health, strained relationships, and doubts about staying in their chosen professions. Hearing these workers' stories and understanding their challenges was instrumental in designing phase two of the Thriving in the Workplace (TIW) initiative, which focused on tackling burnout and turnover at their root, through support, structure, and culture change.

Sites convened to explore leadership and change strategies. NHTAC led participants on a deep dive into critical elements of the change process.

Infrastructure as Prevention

TIW uses training, coaching, and peer- and team-based meetings to build an infrastructure of support within and across participating sites. Funded by BDAS and coordinated by NHTAC, TIW offers financial stipends, coaching, training, and tailored resources to improve resilience, self-care, and individual and organizational outcomes. Core Implementation Teams (CITs) at six sites integrated feedback loops across staff and leadership. Instead of one-off wellness sessions, each organization committed to embedding supportive practices into their workplaces. Strategies included:

- Regular meetings to generate staff input to guide decision making.
- Leadership Circles that modeled key trauma-informed leadership and supervision concepts.
- Organizational self-assessments that sparked ideas for policy changes and strategies related to staff and organizational well-being.
- Workshops, coaching, and implementation guidance that equipped CITs to make their organizational environments safer, more equitable, and sustainable.

The CIT structure provided continuity. When staff leave or leadership changes, the infrastructure remains, providing stability in fields often impacted by turnover.

A Model for Helping the Helpers

The infrastructure created through TIW is essential in supporting staff wellness outcomes. Workshops, trainings, meetings, and coaching are not just "extra work"—they are the scaffolding that allows positive organizational change to be created.

The long-term outcomes from TIW are bright: resilient staff, sustainable organizations, and communities better served by workforce members who are thriving, not just surviving.

Early Gains Among Participants

Archways NH is incorporating monthly sessions where staff can share ideas and transfer knowledge from trainings, adding a wellness hours policy, and updating the employee handbook with a "Health and Wellness" section.

SOS Recovery implemented childcare and healthcare benefits, responding directly to staff needs.

Navigating Recovery addressed PTO policies, blending policy reforms with trauma-informed values, and made workplace changes involving lighting, music, and art to provide a more welcoming and warm environment.

Revive Recovery launched team-building and wellness initiatives tied directly to retention.

Harbor Care built a Resilience and Belonging Workgroup to carry the work forward.

Hope on Haven Hill instituted "coffee and connect" conversations between staff and leadership and implemented an internal staff check-in survey.

Kickoff and Visioning (Fall 2024)

Assessment & Reflection (Winter 2024–2025)

Implementation (Spring–Summer 2025)

Healthier Staff, Stronger Systems (Early Wins)



From Stress to Strength: A Journey to Belonging

Staff assessment surveys developed by the National Council on Mental Wellbeing (NCMW) revealed organizational stressors but also opportunities for growth. Equipped with this data, CITs participated in NCMW workshops on trauma-informed care. NHTAC expert consultants guided sites through implementation planning and execution.

NCMW Workshops:

Creating and Sustaining Safe, Secure Environments — September 10, 2024

Having Hard and Difficult Conversations — October 8, 2024

Compassion Fatigue, Loss, and Attuning to Cultural Needs — November 12, 2024

Building on previous work, organizations began rolling out practical supports such as wellness hours, trauma-informed supervision practices, PTO policy reform, and mentorship. They continue to embed these changes into long-term policies and practices.



"These aren't just trainings. They're building a system where we feel seen, safe, and supported, and that's what keeps us here."

Data Drives Tobacco Compliance

Improving Data Collection and Analysis

NHTAC continues to help New Hampshire reduce retail sales of tobacco and nicotine products to youth. Federal Synar legislation requires states to have a law prohibiting sales of tobacco products to underage persons, inspect tobacco retailers for compliance with the law, and maintain an RVR of no more than 20%. States that exceed that rate risk losing up to 10% of their federal Substance Use Prevention, Treatment, and Recovery Services Block Grant funding or face alternative penalties that can cost millions of dollars.

Improving Data Collection and Analysis

By improving data collection and analysis, NHTAC was able to help BDAS and DLE decrease NH's RVR more than 50% in just 1 year to 9.3% during federal fiscal year (FFY) 2024.

By collecting additional inspection data and moving to a real-time data collection and analysis system, NHTAC was able to help BDAS and DLE identify the most important root cause of sales to youth and target New Hampshire's efforts accordingly. While some theorized that including vape products in inspection protocols was driving the RVR up, data showed that the most significant contributor to the state's higher RVR was whether or not the clerk asked the youth for their ID. Over the past 3 years since that finding, clerks who do not ask for ID remain approximately 10 times more likely to sell tobacco and nicotine products to underage persons than those clerks that do.

Sustaining Outcomes

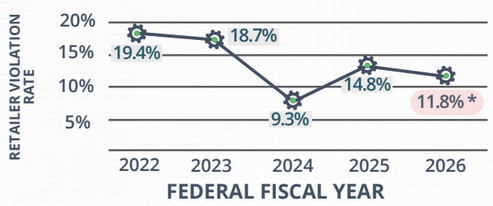
Sustaining outcomes is an ongoing process that requires monitoring them and making program enhancements as needed. Since FFY 2022, the number of clerks that do ask for an ID has increased 3 to 6 percentage points. Since 2024, the RVR has averaged 12 percent.

While the partnership continues to target efforts to ensure all clerks request IDs before selling tobacco and nicotine products to persons who may be underage, future efforts will continue to use data findings to target additional key root causes of violations as they are identified. This will include:

- Identifying and incorporating new data elements that could provide significant insights into other key factors influencing New Hampshire's RVR.
- Improving the quality and quantity of tobacco retail inspection data and significantly accelerating data availability.
- Continuing use of the Data Collection Template to improve the completeness and accuracy of inspection data.



NH Retailer Violation Rates Drop and Stay Low



* Unweighted

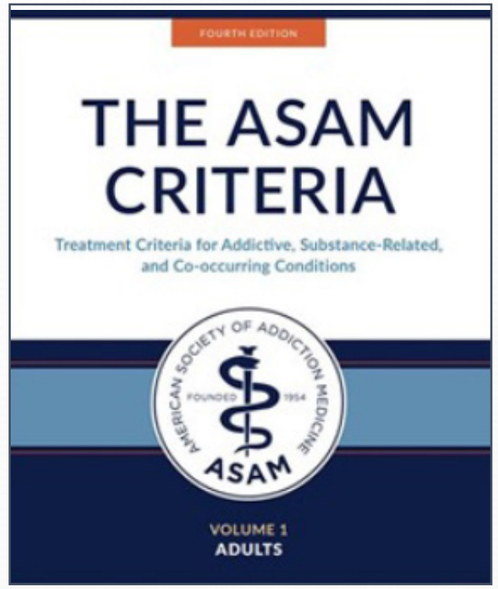
Strengthening Care Through ASAM Training

NHTAC and BDAS brought national experts to New Hampshire to train SUD treatment providers on the fourth edition of the ASAM Criteria.

In 2023, the American Society of Addiction Medicine (ASAM) updated and enhanced its ASAM Criteria to reflect current research and clinical best practices. This update is designed to facilitate better patient-centered care and improve outcomes for the millions of people diagnosed with SUDs each year, but a survey designed and administered by NHTAC revealed that many New Hampshire providers were not trained on the new fourth edition.

To address this need, NHTAC engaged ASAM to come to Concord in November 2024 to conduct a daylong training on the Foundations of *The ASAM Criteria 4th Edition.*

NHTAC promoted the event and coordinated purchase



of *The ASAM Criteria 4th Edition* for all attendees. The training equipped clinicians to document their clients' SUD diagnosis in ways that justified treatment. Demand for training on *The ASAM Criteria 4th Edition* continues to be strong, so NHTAC is bringing ASAM back in September 2025.

Enduring Importance of GAIN-SS

The GAIN-SS project is an ongoing effort to help student assistance programs (SAPs) use a consistent, evidence-based screening tool to assess student risk for behavioral health issues and help them and their families access needed supports.

GAIN-SS was implemented in two schools in the 2024–2025 school year with more coming on board for 2025–2026. Thirty-six SAPs have completed the online training and are prepared to use the GAIN-SS when their schools fully implement it. In the upcoming third year of the GAIN-SS project, NHTAC will continue to ensure that the materials and training are accurate, assist in the routine maintenance of usernames and passwords, and monitor policy changes that may require updates to training materials and screening processes.



Toward that end, NHTAC consulted with education law experts to determine whether HB10—the Parental Bill of Rights passed by New Hampshire's legislature in SFY 2025—would require any changes to GAIN-SS implementation. While it was determined that no changes are needed at this time, NHTAC will continue to work with BDAS to monitor policy changes and update materials accordingly.

The Hidden Cost of Compassion

Secondary Trauma in the Helping Professions



Behavioral health professionals in New Hampshire face growing and increasingly complex caseloads of clients who often experience both mental health and substance use issues. At the same time, health professional shortages in New Hampshire mean that approximately 47 percent of those who need mental health services don't have access to them and 76 percent of those who need SUD treatment do not receive it. In SFY 2024, BDAS tasked NHTAC with helping to glean insights into the effects of SET among members of the "helping professions." NHTAC worked with community and regional groups to conduct community conversations and focus groups in four regions of the state. More than 190 persons representing multiple sectors participated, sharing their insights and experiences. In SFY 2025, NHTAC released the report of findings, "Helping the Helpers: The Impact of Secondary Exposure to Trauma on New Hampshire's Workforce."

The report underscores the extent and impact of SET across the state, with participants from an array of professions reporting experiencing secondary trauma from witnessing or hearing about the personal trauma experienced by those they serve. Key themes involved child abuse and neglect, marginalization and feelings of hopelessness and helplessness, victimization of women and domestic violence, substance use–related death and despair, and harmful relationships.

Participants also shared stories of hope and resilience and offered strategies that individuals, organizations, and the state could use to support workforce members. The findings from the "Helping the helpers" report were instrumental in shaping phase two of the TIW initiative.

76% of those needing **SUD treatment** don't receive it

Centers for Disease Control and Prevention. "2021-2022 National Survey on Drug Use and Health: Model-Based Prevalence Estimates (50 States and the District of Columbia)." Table 30. https://www.samhsa.gov/data/sites/default/files/reports

47% of those needing **mental health** services don't have access

Bureau of Health Workforce, Health Resources and Services Administration. (2024). "Designated Health Professional Shortage Areas Statistics: Third Quarter of Fiscal Year 2024 Designated HPSA Quarterly Summary." https://data.hrsa.gov

190+ people **participated** in conversations and focus groups

Protecting Residents, Powering Recovery

Safety Brings a Promise of Belonging that Moves People

In SFY 2025, New Hampshire began making significant changes to improve certification processes for recovery residences. As part of these changes, BDAS requested a comprehensive review of how other states are certifying and/or licensing recovery residences to safeguard residents and improve recovery outcomes.

Recovery residences provide peer-based alcohol- and drug-free environments that support individuals in recovery and encourage accountability and participation in a variety of recovery supports.

Studies have demonstrated that recovery residences significantly improve outcomes, including: reduced substance use, fewer arrests, improved psychiatric health, and better employment status. Research attributes these outcomes to peer support and active engagement in recovery groups, long-term residential stability and structure, life skills development, and a sense of safety and community.

To support state decision making, NHTAC compiled information from 12 states, covering statutes, administrative rules, penalties for violations, outcomes, best practices, and contact information for key individuals.

The study found that states have adopted a range of models, with seven using certification alone and two requiring licensing. Common features include provisions for acceptance of medication-assisted treatment, clear grievance and complaint processes, safety standards, and transparency through public registries.





Helping People



In New Hampshire and across the nation, the behavioral health workforce is working valiantly to address evolving and increasingly complex needs against a backdrop of workforce shortages, high turnover rates, and insufficient resources. As a result, training and professional development are more important than ever for helping both new and seasoned workforce members collaborate effectively across sectors, provide inclusive care to reduce disparities, and optimize the use of technology to improve outcomes.

Some of the challenges associated with training and professional development, however, include the financial costs to participants and time away from work. For those in rural areas, these challenges are particularly acute.

NHTAC helps New Hampshire workforce members mitigate these challenges and improve client outcomes by convening and coordinating Communities of Practice (CoP) and Learning Communities (LC) on a quarterly, bimonthly, and as-needed basis. Participation is free and topics and speakers are identified based on member input and needs. CoPs and LCs typically last 60 to 90 minutes and promote learning by allowing members to explore areas of interest in collaborative settings and through the exchange of perspectives and experiences that can be applied to real-life situations. All CoPs are provided either remotely or on a hybrid basis, so distance and travel is never a barrier to attendance. (Some LCs occur in-person-only, depending on the topic.) CoP participants are also able to earn CEUs to apply toward educational requirements associated with their professions.

NHTAC works closely with BDAS, Harbor Care, and the Foundation for Healthy Communities to coordinate and market these important professional development and peer networking events, while also working to create opportunities for shared leadership among members.

A listing of CoPs and LCs provided in SFY 2025 is provided on the following pages.

1,933

Total number of CoP members

COPs provide FREE CEUs to help participants meet credentialing requirements



Praise from the Planning Committee

The Hospital Systems Addiction Care Community of Practice has consistently produced high-quality educational programming for hospital-based healthcare providers working in the substance use treatment field. This results from the collaborative effort between the Foundation for Healthy Communities, Growth Partners (parent organization of NHTAC), and the planning group that guides the work.

Growth Partners team members bring a lot to the table. Their extensive network both nationally and in New Hampshire has allowed us to identify topics and presenters who can address the needs of frontline providers. Their excellent website allows that valuable material to be archived for on-demand viewing, a necessity for people working in the dynamic environment of substance use care.

Their team of professionals provides excellent technical support for our remote platform meetings, allowing us to focus on content and facilitation. They have worked hard to increase attendance with extensive marketing and have achieved very good results.

Dan Andrus,
M.S., M.P.A., CPHQ, CPPS
Director, SUD Treatment Project,
Foundation for Healthy Communities

Helping People

Hospital Systems Addiction Care CoP

The Hospital Systems Addiction Care CoP promotes hospital systems that:

- identify, engage, treat, and coordinate care for people with SUDs
- use "reachable moments" to improve patient-centered care and outcomes
- provide medication-assisted treatment and other interventions in the hospital
- link patients to SUD care and harm reduction support after discharge

Care After the Crisis: Alternatives After ED Discharge

Presenters shared tools and strategies to support warm handoffs and highlighted community-based resources that improve continuity of care after ED discharge.



Jill Fitzgerald, M.S.W., LICSW,
Confidant Health



Zach Jenson,
Aspire 365



Jon Peters, D.O.,
Better Life Partners

Services for SUDs: NH Managed Care Organizations and Behavioral Health Support

Presenters provided an overview of behavioral health and SUD services offered by NH's managed care organizations and explained referral pathways and supports.



Donald McNally, D.O.,
NH Healthy Families



Steven Descoteaux, M.D.,
AmeriHealth

Unpacking 42 CFR Part 2 for Healthcare Leaders

Lucy Hodder provided a practical overview of 42 CFR Part 2, outlining confidentiality rules for SUD records and guidance for applying them in clinical and interdisciplinary settings.



Lucy C. Hodder,
UNH Franklin Pierce School of Law

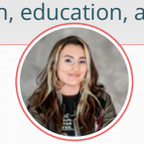
Scan to visit the CoP's resource page

346
Members received regular updates in SFY 2025.

186
Attendees participated in CoPs in SFY 2025.

What's New at the New Hampshire Harm Reduction Coalition

This session highlighted the work of the NH Harm Reduction Coalition, focusing on how harm reduction supports wellness and public health. The presenter outlined services including outreach, education, and engagement strategies.



Liz Bealeau,
NH Harm Reduction Coalition

Compassionate Conversations with People Who Use Substances

The presenter explored compassionate communication with people who use substances, covering stigma-reducing language, SBIRT, MI, and harm reduction strategies to improve engagement and outcomes.



Jason Lucey, D.N.P., FNP-BC, MGH
Institute of Health Professions

Community, Connection, and Collaboration: A Conversation about Caring for Persons with Substance Use Disorder Who Are Unhoused

Presenters shared data and initiatives on supporting unhoused individuals who use substances, highlighting collaboration, community engagement, and resource sharing.



Andrew Warner,
City of Manchester



Jennifer Chisholm, LICSW, MLADC,
NH Coalition to End Homelessness

Helping People

Prevention CoP

The Prevention CoP connects substance misuse prevention professionals to:

- increase knowledge of best practices
- build collegiality and professional mentoring
- improve communication between and within systems of care addressing substance misuse
- promote evidence-based strategies that ensures community resiliency

Crossroads of Prevention and Recovery

Presenters explored collaboration between prevention and recovery, sharing tools, highlighting Recovery Month, and discussing applications like youth engagement and school partnerships.



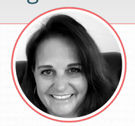
Heidi Cloutier,
University of New Hampshire Institute on Disability



Erica Gilbert, CRSW-S,
Navigating Recovery of the Lakes Region

Correlations: Substance Misuse, Mental Health and Dating Violence

Presenters reviewed 2023 YRBS data on substance misuse, mental health, and dating violence, highlighting trends, shared risk and protective factors, and ways data can guide advocacy and prevention.



Laurie Barger Sutter,
Growth Partners



Marissa Carlson, M.S., CPS,
NH Teen Institute

Youth Voices in Substance Misuse, Mental Health, and Dating Violence

The presenter highlighted the importance of youth perspectives in understanding SUD, mental health, and dating violence, introducing the Getting to 'Y' initiative and showing how YRBS data can inform prevention.



Emily Provencher,
The NH Coalition Against Domestic and Sexual Violence



Liz Brochu,
Getting to 'Y,' CADY

Scan to visit the CoP's resource page

346
Members received regular updates in SFY 2025.

91
Attendees participated in CoPs in SFY 2025.

Building Connections Resource Fair for Prevention Partners

The presenter hosted an in-person resource fair where partners shared resources, explored collaboration, and identified themes to guide next year's Prevention CoP events.



Kandyce Mohan, M.A.,
Bureau of Drug and Alcohol Services

Prevention Research Testimonial



Kate Frey
Vice President of Advocacy, New Futures

New Futures relies on partners like NHTAC to research the latest trends on issues like youth substance misuse. NHTAC created a literature review regarding the health and mental health impacts of cannabis use among young adults in other states that legalized cannabis for recreational use. This work helps New Futures define a policy framework to minimize negative impacts to present to legislators for consideration, if and when NH moves in that direction. NHTAC's work on this document—along with infographics and videos—makes it easier to educate the policymakers and the public on prevention best practices.

SUD Treatment Learning Community

This learning community connects clinicians, other SUD professionals, and other providers working with individuals who have SUDs.

Deconstructing and Addressing Addiction Stigma

The instructor presented on the nature of addiction stigma, examining its roots, impact, and how stigma at multiple levels creates barriers to care and recovery.



Dr. John Kelly,
Harvard Medical School

Using the *ASAM 3rd Edition* Criteria for Documentation along the Continuum of Care for Pregnant and Early Parenting People

The instructor reviewed the *ASAM 3rd Edition* Criteria for residential care, focusing on placement, continued-stay decisions, assessment, documentation, and case studies.



Glenn Duncan, LPC, LCADC, CCS, ACS,
Advanced Counselor
Train for Change

> [The ASAM training] will better help me with my progress notes and understanding how to give correct recommendations to the correct level of care.
>
> **–SUD Treatment Learning Community Participant**

> I work with ASAM and assessments as well as treatment planning regularly and this helps me better understand the changes with ASAM.
>
> **–SUD Treatment Learning Community Participant**

Scan to visit the CoP's resource page

312
Members received regular updates in SFY 2025.

125
Attendees participated in CoPs in SFY 2025.

Documentation: Changes in Dimensions and Levels of Care

The instructor reviewed updates to the *ASAM 4th Editio*n and DSM-5-TR, focusing on dimensions, levels of care, treatment planning, and documentation, with case studies to apply the updates.



Glenn Duncan, LPC, LCADC, CCS, ACS,
Advanced Counselor
Train for Change

SUD Treatment Trainer—Train for Change



Glenn Duncan
Trainer, Train for Change

Working with Growth Partners and the NH Technical Assistance Center has been a great experience. It provided me with the opportunity to work with a diverse audience of behavioral healthcare professionals, each bringing unique perspectives and a strong commitment to improving client care. Growth Partners and the NH Technical Assistance Center team have always been supportive, organized, and committed to providing high-quality, relevant trainings for NH behavioral healthcare professionals.

TRAIN for CHANGE

PRSS CoP

This CoP connects Recovery Community Organizations and others who deliver peer recovery support services (PRSS).

Change the Way the Story Ends: Breaking the Silence

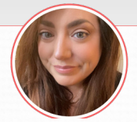
Presenters explored collaboration between prevention and recovery, sharing tools, highlighting Recovery Month, and discussing applications like youth engagement and school partnerships.



Danielle Toussaint
Bridges: Domestic and Sexual Violence Support



Amy Jo Muscott,
Bridges: Domestic and Sexual Violence Support



Laina Reavis,
CRSW, Harbor Care, Inc.

A Discussion on Medications for Addiction Treatment

Presenters provided an overview of medications in addiction treatment, addressing myths and stigma and offering resources to help professionals support clients in medication-based recovery.



Jennifer Smith, D.O., FASAM, MaineHealth



Troy Barnes, CRSW, White Horse Recovery



Angelic Macut, CMA, MaineHealth

Happy, Healthy, Holistic: Flourishing as an Effective Team

This session addressed workforce wellness by examining compassion fatigue and vicarious trauma. Presenters highlighted supervision models, peer support, and organizational practices that build resilience and well-being.



Mana Rose, M.P.H., Growth Partners



Daniel Wargo, LADC, CRSW-S, TLC Recovery Program



Mike Gallagher, CRSW, Navigating Recovery of the Lakes Region

Scan to visit the CoP's resource page

224
Members received regular updates in SFY 2025.

369
Attendees participated in CoPs in SFY 2025.

Supporting Unhoused Individuals in Building Connections & Navigating Resources

This session focused on the needs of unhoused individuals and practical steps to provide effective support through resource navigation and community outreach. Presenters shared local and statewide insights, highlighted successful service models, and encouraged discussion around challenges providers face when supporting this population.



Erik Becker,
Tri-County Community Action



Dan Lavigne, B.S., LADC, Way Station



Jennifer Chisholm, LICSW, MLADC, CRSW, NH Coalition to End Homelessness

PRSS Planning Committee Testimonial



Cheryle Pacapelli
Project Director, Harbor Care

As a member of the Planning Committee, I've seen firsthand how we work together—guided by Growth Partners' leadership—to bring in cutting-edge training that strengthens our workforce. Each session is carefully planned to meet real needs, giving peers the tools and confidence to provide high-quality recovery support services.

I've also witnessed how the stepped-up marketing efforts have increased participation in the PRSS Communities of Practice. These CoPs have become vibrant spaces where peers connect, learn, and grow—helping to build a stronger recovery-oriented system of care across New Hampshire.

Harbor Care

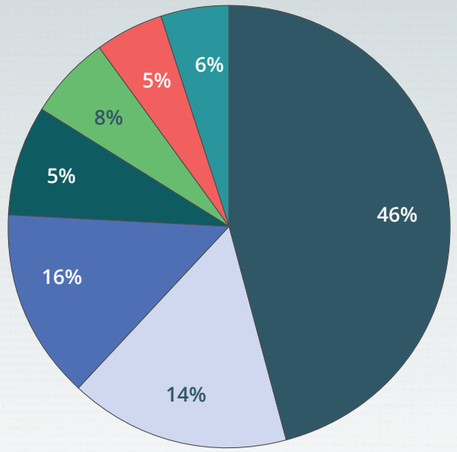
Allocations and Expenditures at a Glance

In SFY 2025, DHHS allocated $1,240,418 in state and federal funding to support projects implemented by NHTAC. This comprised base funding of $325,380 plus supplemental funding of $915,038—$200,000 to support Block Grant TA, $68,500 to support YRBS analysis, and $646,538 to support the TIW project. NHTAC also carried over $249,438 in funding from the previous year. This comprised $70,739 to complete the GAIN-SS project and $178,699 to complete the trauma-informed care project that led to the "Helping the Helpers" report.

Workforce development and capacity building were key areas of effort for both NHTAC staff and consultants. Most of these labor hours and expenditures supported the TIW project, CoPs and LCs, and the trauma-informed care study that led to the development of the "Helping the Helpers" report. The next highest areas of effort involved the categories of Program and Practice Improvement and Assessment. The former included completing and implementing the GAIN-SS project as well as conducting research and developing briefs on a number of topics to support prevention, SUD treatment, and recovery initiatives. Assessment activities included helping state, regional, and local organizations analyze YRBS and other data to inform and improve programming.

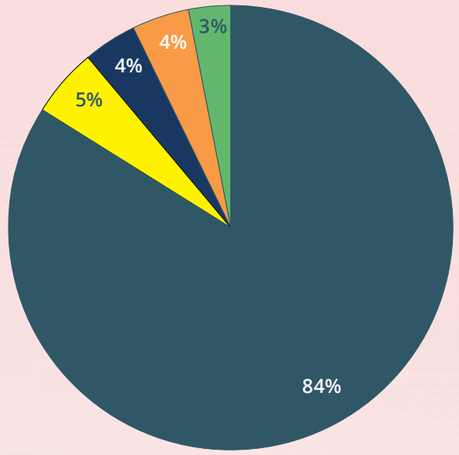
Summaries of expenditures by the focus areas highlighted in this report are summarized below.

Percentage of NHTAC Staff Hours by Focus Area (SFY 2025)



Assessment (14%)
Workforce Development (46%)
Program & Practice Improvements (16%)
Strategic Planning (5%)
Other (8%)
Evaluation (5%)
Synar (6%)

Percentage of Consultant Expenditures by Focus Area (SFY 2025)



Assessment (5%)
Program & Process Improvements (4%)
Workforce Development (84%)
Synar (3%)
Other (4%)

Our Team



Laurie Barger Sutter, CEO and founder, helps people design systems that enhance well-being



Jeff Barr, COO, helps people use data to improve programming and keep tobacco and vape products out of the hands of youth.



Melissa Silvey, Technical Assistance Director, crafts and guides interventions that improve outcomes for people.



Mana Rose, Director of Research and Evaluation, helps people use science to improve organizational outcomes and people's lives.



Kai Eason, Operations and Logistics Coordinator, manages CoP processes that support change.



Antonio Powers helps people implement and manage comprehensive approaches to solve social and health issues.



Paul Sutter helps people strengthen public health systems by using research, data, and compliance strategies to improve community well-being.



Elliott Vanskike, Managing Editor, creates and produces materials that empower people to make positive change.



Randy Moser develops and directs creative projects across web, print, and video.



NHTAC's leadership team is visionary and grounded, turning bold ideas into real-world impact.



NHTAC's operations team is agile and precise, driving insight and execution across every detail.



NHTAC's production team is creative and disciplined, shaping messages for print, digital, and online impact.

Key TA Partners and Consultants

Harbor Care is an innovative network of nonprofit healthcare, housing, and human services organizations. As BDAS's FO for its PRSS services, Harbor Care partnered with NHTAC to develop the state RCO SOEs and Comprehensive Review process, and co-coordinates PRSS CoP events.

Foundation for Healthy Communities works to improve health and healthcare statewide through innovative partnerships among New Hampshire hospitals and other healthcare stakeholders. As BDAS's FO for the HSAC initiative, the Foundation partners with NHTAC to coordinate HSAC CoP events.

The National Council for Mental Wellbeing works with mental health and substance use treatment organizations to implement trauma-informed, resilience-oriented change. NCMW staff and consultants helped support the TIW initiative.

CamBright Research has extensive experience with survey and statistical analysis, including YRBS and Synar program data. CamBright worked with NHTAC to support New Hampshire's Synar program.

Keene State College, Behavioral Health Institute, evaluates behavioral health programs in New Hampshire and surrounding areas. Institute staff helped conduct the focus groups that led to the "Helping the Helpers" report.

American Society for Addiction Medicine (ASAM) provided a 6-hour, in-person training to help New Hampshire SUD treatment providers understand and use the *ASAM 4th Edition Criteria* to develop patient-centered service plans and make objective decisions about patient care.

Dean Eggert, an attorney with Wadleigh, Starr & Peters, has extensive experience in state and federal education law. Along with his colleague Allison Tamposi, Dean provided guidance on the GAIN-SS Project.

Kameisha Bennett, M.A., is a health equity consultant and organizational strategist who uses her organizational development and project management expertise to create, maintain, and scale sustainable organizational change. Kameisha served as a lead consultant for the TIW initiative.

Amy Snyder, Purpose Studio, is a graphic design and brand communications expert. Amy supported the creative needs of a diverse array of NHTAC TA projects, including infographics, reports, and CoP promotional materials.

Akiah Morgan, Ed.S., M.B.A., is an instructional designer and training specialist with 15 years' experience in eLearning and Learning Management Systems. She created the online GAIN-SS training system and continues to support its implementation.

Rose Medeiros, Ph.D., Medeiros Consulting, specializes in biostatistics and advanced statistical modeling. Rose supported YRBS data analysis for state and community TA requesters.

Bill Millios, Back Lot Films, has produced and distributed a wide range of productions since 1993. The company, which is based in southern New Hampshire, created the videos and reels for the YRBS in Action project.

Lisa Leary works in the areas of professional development, organizational evaluation and assessment, and process improvement. She served as a consultant for the TIW initiative.

Lisa Mure, M.Ed., has worked across the alcohol and other drug continuum for over 20 years. She supported the analysis of KII findings involving recent closures of residential SUD treatment programs in New Hampshire.

Glenn Duncan, Train for Change, lectures nationally on SUD treatment. He provided trainings to help SUD treatment providers understand updates to the *ASAM 4th Edition*, and to use the *ASAM 3rd Edition* criteria to determine placement and level-of-care needs for pregnant and parenting clients.

Danny Hansen and **Brook Mincin** are accomplished videoconferencing hosts who use their extensive professional and technical expertise to support the Prevention, PRSS, and HSAC CoPs.

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Building Health, Building Hope

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