

Carroll County Misuse of Alcohol and Drugs – 2016-2019 Prevention Plan

I. THE CARROLL COUNTY REGIONAL SUBSTANCE MISUSE PREVENTION NETWORK

The Carroll County Regional Public Health Network is one of 13 Regional Public Health Networks (RPHN) in the state of New Hampshire. The function of the RPHN is to deliver public health services within the region. Each region has a Public Health Advisory Council (PHAC) which represents communities, organizations and sectors interested or involved in public health activities within the region. The role of the PHAC in each region is to assess needs, guide decision-making, and encourage shared resources and investments in positive health outcomes.

New Hampshire's Regional Public Health Networks (RPHN) provide the infrastructure for a regional substance misuse prevention network. The role of the prevention network is to conduct three core prevention functions: 1) Align regional prevention efforts with the goals of the state plan and the New Hampshire State Health Improvement Plan (SHIP), 2) Build, maintain and sustain a regional network of professionals and community members who are concerned about substance misuse in the region, and 3) Leverage resources and providing technical assistance to promote best practices within six core sectors (Safety and Law Enforcement, Health & Medical, Education, Government, Business, and Community and Family Supports) in the community.

The Carroll County Regional Prevention Network, along with the other thirteen Regional Public Health Networks, work in concert with other state agencies to address the goals and objectives outlined in the state plan, [Collective Action – Collective Impact \(CA-CI\): New Hampshire's Strategy for Reducing the Misuse of Alcohol and Other Drugs and Promoting Recovery](#), which was released in February 2013. During the planning process, the New Hampshire Governor's Commission on Alcohol and Drug Abuse established two over-arching goals for the state: 1) To reduce the number of residents misusing alcohol and other drugs and 2) To increase the number of residents with a substance use disorder accessing treatment and recovery support services. Within the first goal, the reduction of alcohol abuse, marijuana use and non-medical use of pain relievers and prescription drugs were specific areas identified for prevention efforts. The Commission has also identified the use of heroin and synthetic drugs as priority areas for prevention efforts since its state plan was released.

The Commission's substance misuse goals are broad and provide an opportunity within which public health regions and local communities may determine more specific goals and objectives that align with factors that contribute to the problem of substance misuse identified by those living and working in the community. The Commission also identified goals and objectives within strategy areas; leadership, financial resourcing, public education training & professional development, data utilization and effective policy, practice & programs. Commission, task force and stakeholder activities are described for each strategy area. (See *Collective Action-Collective Impact*, pages 35-43)

The Carroll County Prevention Network is the Substance Misuse Prevention arm of the Carroll County Regional Health Network. Originally, Carroll County was included as part of the former Lakes Region/Mount Washington Valley Prevention Network based at Lakes Region Public Health. In 2013 with the realignment of NH's substance misuse prevention networks to existing public health regions, the Carroll County Substance Misuse Prevention Network was born.

Building on three leadership team members from the original Lakes Region/Mount Washington Valley Region who lived and/or worked in Carroll County, the Prevention Network Leadership Team has evolved to include representatives from healthcare, education, government, community and family supports, law enforcement, and to a limited extent, the business community. In addition to sector representation, the team now includes representation from across the substance misuse continuum of care. This group of individuals is serving as the work group addressing the goal presented in the Community Health Improvement Plan (**Carroll County 2020**). The PHAC Substance Use Disorder (SUD) Workgroup will work with the larger council to identify strategies and activities to meet the PHAC Priority: *Increasing the Number of Addiction Free Families in the county*. Within the workgroup, subgroups will focus on specific prevention and early intervention strategies and activities; treatment issues including improving treatment options in the region and addressing access to evidence-based treatment options; and a third group centering their attention and activities to building an effective Recovery Support System for the county. They will build on the work that has begun as a result of the Continuum of Care Round Table held during the summer of 2014, and most recently as a result of the very successful, *Pathways from Silence to Solutions: Carroll County Tackles Heroin* forum that took place in the Spring of 2015.

Although born through the efforts of the Carroll County Regional Prevention Network and its partners, these initiatives will be supported through the new Continuum of Care Facilitator position:

- Exploring sites and resources to develop a Sober Living Housing Facility
- Exploring and supporting new treatment options for Carroll County residents
- Building Family Support Groups in Ossipee and elsewhere with the help of one faith community and guidance from Donna Marston and HOPE For Recovery NH
- Promoting an annual county-wide relay walk, Take a Walk in Our Shoes, to highlight that Treatment Works and Recovery is possible, building on a successful initial walk in September 2015.

- Working with Local Law Enforcement Agencies and the Carroll County Sheriff to develop Carroll County partnerships to develop a prevention, enforcement and intervention system that provides support to the drug-dependent individual as he/she enters recovery.

In developing the Substance Misuse Prevention Strategic Plan for 2016-2019 the planning groups considered Carroll County’s special demographics, geography and economic base to inform prevention goals for the region. Carroll County is the oldest county in New Hampshire. The median age in Carroll County (total population) is 48.3 years. 20.6% of the total population is over 65 years. This has implications economically and socially, and is a concern expressed by the Carroll County Public Health Advisory Council, the Hospital Needs Assessment reports for both Huggins Hospital and Memorial Hospital, and the planning group for prevention.

The following table represents age range estimations of the population in the Carroll County Regional Prevention Network based on the 2010 U.S. Census.

Carroll County Regional Prevention Network Population by Age and Gender

AGE	TOTAL #	TOTAL %	TOTAL # MALE	TOTAL % MALE	TOTAL# FEMALE	TOTAL% FEMALE
Total Population	47,818	100.0	23,686	49.5	24,132	50.5
Under 5	1,970	4.1	1,042	2.2	928	1.9
5 to 9 years	2,317	4.8	1,156	2.4	1,161	2.4
10 to 14 years	2,821	5.9	1,471	3.1	1,350	2.8
15 to 19 years	2,690	5.6	1,433	3.0	1,257	2.6
20 to 24 years	1,849	3.9	933	2.0	916	1.9
25 to 29 years	1,991	4.2	1,009	2.1	982	2.1
30 to 34 years	1,936	4.0	949	2.0	987	2.1
35 to 39 years	2,524	5.3	1,224	2.6	1,300	2.7
40 to 44 years	3,220	6.7	1,572	3.3	1,648	3.4
45 to 49 years	4,007	8.4	1,939	4.1	2,068	4.3
50 to 54 years	4,340	9.1	2,127	4.4	2,213	4.6
55 to 59 years	4,205	8.8	2,057	4.3	2,148	4.5
60 to 64 years	4,110	8.6	2,042	4.3	2,068	4.3
65 to 69 years	3,202	6.7	1,648	3.4	1,554	3.2
70 to 74 years	2,289	4.8	1,121	2.3	1,168	2.4
75 to 79 years	1,813	3.8	902	1.9	911	1.9
80 to 84 years	1,340	2.8	585	1.2	755	1.6
85 years and over	1,194	2.5	476	1.0	718	1.5

The geography of Carroll County and the demographics of the resident population are equally important considerations when looking at substance use and related conditions within the region. Carroll County has a total area of 992 square miles. It is the third-largest county in New Hampshire by total area. There are no cities located in Carroll County. The most populated areas of the region are the towns of

Conway (est. 10,068) with a population density of 144.6 persons per square mile, and Wolfeboro (est. 6,255) with a population density of 129.5 persons per square mile. The most recently incorporated town in the county is Hart's Location, with a population of 41 and a population density of 2.2 persons per square mile. Away from the "population centers" every day services are a car ride away, public transportation is limited, and access to physical, mental, and behavioral health care is challenging, particularly in the center of the county.

Resident population is just one factor to be considered when deciding upon environmental prevention strategies in the region. Northern Carroll County is known for being mountainous. Several ski areas are located in the northern part of the county. Southern Carroll County is known for its lakes. Both the northern and southern parts of the county attract seasonal vacationers. According to one emergency responder, during the summer, fall, and winter the population can more than double as visitors from across New England and the Northeast come to vacation at its lakes and mountains. As a major industry in the region, one that contributes significantly to the Carroll County economy, hospitality and tourist attractions promote not only the healthful, natural activities available in the region to both residents and visitors, but also the "fun" and after-hours activities available, which often include excessive alcohol and other drug use. This party atmosphere supports the idea that engaging in drinking alcohol to excess and using illicit drugs is part of the social norm in the region.

II. NETWORK ACHIEVEMENTS AND COMMUNITY ASSETS

PROGRESS MADE AND LESSONS LEARNED

Since its inception just over two years ago, the Carroll County Substance Misuse Prevention Network has identified and engaged an active and dedicated coalition of community leaders, practitioners, and concerned citizens willing and able to contribute time, energy, and enthusiasm to addressing substance misuse prevention efforts in the county. This is by far the most significant achievement of the prevention network.

In response to a series of opiate overdose deaths in the county, the network partnered with Carroll County Restorative Justice Center and Granite United Way to provide a venue for those impacted by the use of heroin and other opiates to share information and learn from one another. *Pathways from Silence to Solutions: Carroll County Tackles Heroin* engaged 150 individuals and organizations at the Sandwich Fair Grounds in May of 2015. Individuals in recovery spoke of their experiences; families of those impacted spoke about their experience; law enforcement representatives, healthcare, treatment professionals, and educators shared their perspectives, information and ideas. Work sessions, scheduled prior to the forum, resulted in demonstrated support for recovery and treatment in the county, an innovative law enforcement/treatment partnership, a fledgling family support group, and the beginning of increased treatment resources.

See the *2013-2015 Carroll County Prevention Network Report* at www.c3ph.org for more detailed information about network activities in the first two years of operation.

REGIONAL ASSETS THAT SUPPORT SUBSTANCE MISUSE PREVENTION

In the past year in Carroll County, there have been a number of initiatives that have focused on promoting community cooperation, collaboration and the sharing of resources: The Granite United Way Collective Impact Coordination, the development of the Carroll County Public Health Advisory Council, the Mount Washington Valley Housing Coalition, and others have demonstrated successful models of cooperative ventures to the community.

The rise in heroin use and its impact on the community has had the unintended outcome of raising the issue of substance use disorders and the county's few resources. Media attention remains high. The prevention network relationship with the media is stronger than ever before. Newspaper articles have helped the general public recognize that substance misuse (primarily heroin) is a problem. Working with the media, the prevention partners have encouraged the media to promote that addiction is a preventable disease without economic or social boundaries, that treatment works, and recovery is possible.

The following table displays some of the organizations actively engaged in the prevention of substance misuse in Carroll County. The list is not exhaustive, and is constantly evolving as the network moves forward.

A Snapshot of Community Strength: Prevention Partners in Carroll County

Organization	Level of Engagement
Tri County CAP	H
Carroll County Restorative Justice Center	H
Service Link	M
Granite United Way	H
Ossipee Congregational Church	M
Huggins Hospital	M
Memorial Hospital	H
White Mountain Community Health Center	H
Governor Wentworth Reg. School District	M
Moultonborough School District	M
SAU 9	H
Paul School, Wakefield	M
Carroll County Sheriff's Department	M
Tuftonboro Police Department	M
Wakefield Police Department	M
Wolfeboro Police Department	H
Sandwich Police Department	H
Ossipee Police Department	L
Ad Hoc Providers Group	H
MWV Chamber of Commerce	See Note
MWV Health Consortium	L
Carroll County Public Health Advisory Council	H
The Conway Daily Sun	H

Granite State News (Salmon Press)	H
Carroll County Independent (Salmon Press)	H

Legend

- H Active member; represented in work groups and/or Leadership Planning Team**
- M Active member; work on selected programs or projects**
- L Emerging Member; in communication not yet thoroughly engaged**

MWV Chamber of Commerce – In communication with Executive Director, have provided presentation to Women’s Caucus, involved in Strategic Planning Focus Group. The 2016-2019 Strategic Plan calls for the network to build new and to strengthen existing relationships with individual Chamber members.

III. REGIONAL PLAN DEVELOPMENT

PROCESS AND PARTICIPANTS

The state of New Hampshire endorses and promotes the Strategic Prevention Framework (SPF) as the model for conducting evidence-based prevention planning and implementation throughout the state. The SPF is designed to engage community partners within a certain defined population in five continuous stages: Assessment, Capacity-Building, Planning, Implementation and Evaluation (ACPIE). Cultural competence and sustainability are always considered in every step to ensure relevant and effective prevention. To develop this plan, the Carroll County Prevention Network region engaged in the following steps:

Assessment:

The SMP Leadership Team considered a number of data sources to establish 2016-2019 priorities:

- SMP Leadership Team Focus Group facilitated by CHI in August 2014
- Youth Risk Behavior Survey Data from three high schools (2011) and two high schools (2013)
- Carroll County Rankings
- Carsey Youth & Family Program Team Situational Analysis: 2014 Final Report
- Feedback from multi-sector Heroin Forum Planning Session
- SAU Wellness Committee (Education)
- Carroll County Round Table (Education, Family & Community Supports, Government)
- Draft Public Health Advisory Council Priority Document
- Focus Group: Mt. Washington Valley Women’s Caucus Substance Misuse Committee

- Process for identifying Public Health Advisory Council priorities (Education, Law Enforcement, Government, Behavioral and Mental Health, Physical Health, Family & Community Supports, Business sectors)
- Partner Survey (Spring 2014)
- Stakeholder Survey (Summer 2014)
- Stakeholder Survey (Summer 2015)
- SMP Leadership/Planning Meeting (Summer 2015)
- Feedback to the 22-step plan to address heroin presented recently by the Governor and Senior Director for Substance Misuse and Mental Health elicited from the network's prevention partners.

Data has been shared with the SMP Leadership/Planning Team and Prevention Partners throughout the year. Most recently, at the final meeting in the summer of 2015 of the Leadership Team and several others, the coordinator presented a summary of data findings to identify goals and objectives for the network and to guide the development of the draft strategic plan.

Capacity Building:

As part of the planning process, at the first Leadership Team of the new fiscal year, the SPF process was reviewed for those not familiar with it, as the process that would guide the development of the 2016-2019 Carroll County Regional Prevention Network Strategic Plan. In later meetings, with the addition of the Public Health Advisory Council and the potential to add a staff person to focus on the full spectrum of the Continuum of Care, the coordinator facilitated a discussion about the roles of the PHAC and CoC Facilitator to help focus the Leadership Team strategic planning process on Substance Misuse Prevention. This was necessary because of the momentum created by initial work across the continuum begun last fall, the media attention to the heroin use problems in the county, and enthusiasm for advocating for more evidenced-based treatment and recovery support options in the county.

Planning:

The following groups participated formally and informally to the planning process for the 2016-2019 Carroll County Strategic Plan:

Groups Involved	Sectors Represented	Number of Participants
Strategic Planning Focus Group	Healthcare, Law Enforcement/Safety, Education, Community Supports	5
Substance Misuse Prevention Leadership Team	Education, Community Supports, Education, Healthcare, Treatment, Law Enforcement, Business,	12
Heroin Forum Planning	Law Enforcement, Education, Healthcare, Community Supports, Government	75
SAU 9 Wellness Committee	Education, Healthcare	10

Carroll County Continuum of Care Round Table	Prevention, Intervention, Treatment, Education	12
Mt. Washington Valley Women’s Caucus (Mt. Washington Valley Chamber of Commerce)	Business, Community Supports	12
SMP Leadership/Planning Team	Education, Community Supports, Education, Healthcare, Treatment, Law Enforcement, Business, Interested Citizens, Government	9

IV. CARROLL COUNTY PREVENTION NETWORK GOALS, OBJECTIVES AND STRATEGIES

The Carroll County Regional Public Health Network established goals and objectives that will strengthen the ability of the network to build and sustain the leadership, capacity, knowledge, coordination and collaboration necessary to promote effective practices, programs and policies and to address substance misuse prevention within six core community sectors.

The Carroll County Regional Prevention Network is working to achieve the following over-arching goals and objectives:

- I. System-level goals and objectives that align with the goals and objectives of the state plan
- II. System-level goals and objectives necessary to create, maintain and sustain the regional network
- III. Goals and objectives indicating the substance use behaviors and risk or protective factors that the region is striving to impact through the implementation of best practices among the core sectors

To meet the goals and objectives outlined above, the regional network will oversee best practices on three levels:

- The adoption of stakeholder activities recommended by and aligned with *Collective Action-Collective Impact (CA-CI)* (pages 35-43)
- The implementation of community organizing best practices to create, maintain and sustain the regional network infrastructure for prevention
- The implementation of best practices by the six core sectors to reduce or prevent use

The following table describes the goals and objectives gleaned from the Carroll County Prevention Network planning process:



CARROLL COUNTY REGIONAL NETWORK GOALS AND OBJECTIVES

GOAL 1	ENHANCE THE CAPACITY OF THE CARROLL COUNTY PREVENTION NETWORK AND ITS PARTNERS TO EFFECTIVELY ADDRESS SUBSTANCE MISUSE ACROSS THE LIFE SPAN IN THE COUNTY.
Objectives:	
Increase regional network membership by 20% from 2016-2019	
Increase sector representation within the network to include, at minimum, ten representatives from each sector.	
Increase the knowledge and skills of network members to promote, implement, and evaluate sector-based evidence-based initiatives throughout the county.	
GOAL 2	INCREASE PUBLIC AWARENESS RELATIVE TO THE HARM AND CONSEQUENCES OF ALCOHOL AND DRUG MISUSE, TREATMENT AND RECOVERY SUPPORT SERVICES AVAILABLE, AND THE SUCCESS OF RECOVERY (CA-CI, P.38)
Objectives:	
Produce and disseminate effective messages for a range of topics, public audiences and media channels regularly each year (CA-CI, p.38)	
GOAL 3	PROMOTE THE IMPLEMENTATION OF EFFECTIVE POLICIES, PRACTICES AND PROGRAMS ACROSS AND WITHIN THE REGION (CA-CI, P.43)
Objectives:	
Use research on evidence of effectiveness to further prioritize policies practices and programs for implementation (CA-CI, p. 43)	
Ensure sufficient capacity and readiness to implement new or expanded policies, practices, and programs recommended for community sectors (CA-CI, 43).	
Support implementation with sufficient ongoing training and technical assistance (CACI, p. 43)	
Promote on-going data collection, analysis, and reporting to support quality, sustained policies, practices, and programs (CA-CI, p.43)	
Increase the knowledge of evidence-based prevention practices among elected officials, policymakers, leaders within the six core sectors, and other community leaders. (CA-CI, p. 43)	

REGIONAL NETWORK STRATEGIES

The table below demonstrates the commitments of the Carroll County Regional Network over the next three years to meet the goals and objectives identified by the region to support the state plan and to create maintain and sustain the regional prevention infrastructure. The strategies below focus primarily on information dissemination, the facilitation of community-based process and environmental prevention strategies.

Strategy Area (s)	Activity	Regional Objectives Addressed by this strategy	Alignment to SHIP and CA-CI
Public Education	Engage prevention partners in the dissemination of public education messages through media, guest blogs, and other vehicles	Produce and disseminate effective messages for a range of topics, public audiences and media channels regularly each year.	☒
Leadership	Conduct interviews with potential network members and new partners	Increase regional network membership by 20% from 2016-2019	☒
Leadership	Conduct targeted outreach to individuals representing under-represented community sectors.	Increase sector representation to include, at minimum, 10 members from each sector.	☒
Professional Development and Training	Conduct/sponsor trainings and workshops to promote awareness of evidence-based prevention practices and programs	Increase knowledge and skills of network members	☒
Effective Policy, Practice, and	Provide training for leaders and key stakeholders in each	Use research on evidence of effectiveness to further prioritize policies, practices, and programs for	☒

Programs	core sector on evidence-based prevention practices within their sector. Provide appropriate technical assistance as needed.	implementation. Ensure sufficient capacity and readiness to implement new or expanded policies, practices, and programs.	
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Regional work plans are created annually based on the above commitments. Annual work plans are derived from the three-year strategic plan and are designed to serve as a roadmap for the regional network for a one year period. Annual work plans include detailed annual activities, the responsible party for each activity, targets and milestones, and timeline for completion. The 2016 Carroll County Prevention Network annual work plan can be accessed at www.c3ph.org after December 2015.

SUBSTANCE MISUSE PREVENTION GOALS AND OBJECTIVES

ALCOHOL AND OTHER DRUG PROBLEMS IN CARROLL COUNTY REGION

During the development of the 2012-15 Strategic Plan for Prevention, alcohol, marijuana and non-medical use of prescription drugs among youth were identified as the priority substance use issues to be addressed by the plan. The 2011 Snapshot of New Hampshire’s Public Health Regions, Counties, and the Cities of Manchester and Nashua, published by NH Division of Public Health Services identified alcohol and illicit drug use and tobacco use in Carroll County as two of four identified negative Health Factors. Without the benefit of more recent drug use statistics, the strategic planning group agreed that the substances we need to be targeting in Carroll County must include alcohol, marijuana, and prescription drug misuse. In light of the surge in heroin use across the state and our higher than average rates among high school students in 2011 and 2013, planners recommended that opioids should be included as a targeted substance in the plans for 2016-2019.

The following chart depicts the rates of binge drinking among high school students; marijuana use in the past 30 days, and heroin use. Although the data is from previous years, conversations with educators, law enforcement, and behavioral health partners suggest that a significant drug problem exists in the region.

Youth Risk Behavior Survey Trends 2011 – 2013

CARROLL COUNTY PUBLIC HIGH SCHOOLS

School	5+ drinks 2011	State Avg 2011	5+ drinks 2013	State Avg 2013	Marijuana Use Ever 2011	State Avg 2011	Marijuana Use Ever 2013	State Avg 2013	Heroin Use Ever 2011	State Avg 2011	Heroin Use 2013	State Avg 2013
High School A	28.5	24.3	27.6	19.4	40.7	42.1	47.9	39.4	3.7	3.6	4.1	3.0
High School B	32.4	24.3	No Data	19.4	52.9	42.1	No Data	39.4	2.2	3.6	No Data	3.0
High School C	24.2	24.3	9.4	19.4	42.6	42.1	33.8	39.4	6.3	3.6	3.7	3.0

In addition to YRBS data for high school aged youth, anecdotal data from the Carroll County House of Corrections, the Carroll County Restorative Justice Center, the provider community, emergency services and law enforcement partners indicates that the predominant heroin use in the county is among young adults, 18-25. In addition, conversations with Service Link and others in the county have indicated that alcohol and other drug use among the elderly is a also problem.

The Carroll County Prevention Network is expanding its target audiences to include the aging population as well as young adults in their plan for the next three years.

GOAL 1	DECREASE PRESCRIPTION DRUG MISUSE ACROSS THE LIFESPAN
Objectives:	
Decrease ease of access to prescription medication through friends and families.	
Increase knowledge of best practices for prescribing opioids among health care providers	
Increase public perception of harm and consequences associated with prescription drug use	
Increase public awareness of safe storage and safe disposal of unwanted prescription medications.	
GOAL 2	DECREASE ALCOHOL USE AMONG MIDDLE AND HIGH SCHOOL AGED YOUTH IN THE CARROLL COUNTY REGION BY 2019.
Objectives:	
<i>Low Perception of Risk.</i>	
Increase the percentage of middle and high school aged youth who think people who use alcohol regularly are at risk of harming themselves (physically or other ways)in the Carroll County Region.	

<i>Social Norms Favorable to Use</i>	
Decrease the discrepancy that exists between perceptions of peer use and actual use of alcohol among middle and high school aged youth in the region.	
GOAL 3	DECREASE MARIJUANA USE AMONG MIDDLE AND HIGH SCHOOL AGED YOUTH IN CARROLL COUNTY REGION BY 2019
Objectives:	
<i>Low Perception of Risk</i>	
To increase the percentage of middle and high school aged youth who think people are at risk of harming themselves (physically or otherwise) if they smoke marijuana regularly in the Carroll County Region.	
<i>Social norms favorable to use</i>	
To decrease the discrepancy that exists between perceptions of peer use and actual use of marijuana among middle and high school aged youth in the Carroll County Region.	
GOAL 4	DECREASE HEROIN USE AMONG HIGH SCHOOL AGED YOUTH IN CARROLL COUNTY REGION BY 2019
Objectives:	
Increase knowledge of the harm and consequences of heroin use among high school students	
Increase perception of harm and consequences associated with heroin use.	
GOAL 5	DECREASE SUBSTANCE MISUSE AMONG YOUNG ADULTS IN CARROLL COUNTY REGION BY 2019
Objectives:	
	Increase knowledge about the risks and harm associated with alcohol and other drug misuse and its impact on business with typical employers of young adults in the region.
	Improve and increase enforcement of school and workplace ATOD policies



EFFECTIVE SUBSTANCE MISUSE PREVENTION PRACTICE, PROGRAMS AND POLICIES WITHIN THE CORE SECTORS

The state of New Hampshire and the Region utilize a six-sector model for state and community prevention that serves as the foundation for building readiness, promoting best practices, and leveraging resources in a comprehensive and collective manner. The six sectors represent community institutions that are present in most towns and cities. The six

sectors are impacted by and have the ability to positively impact substance misuse. The six core sectors are: Safety and Law Enforcement; Health & Medical, Education, Government, Business, and Community and Family Supports.

The tables below demonstrate the anticipated commitments that will be made by each sector in the Carroll County Regional Network over the next three years to meet the goals and objectives identified by the region to prevent and reduce substance misuse. The strategies chosen address the various categories of prevention, as defined by the Substance Abuse and Mental Health Services Administration’s Center for Substance Abuse Prevention (CSAP). A comprehensive plan is essential to impact the substance misuse goals and objectives identified by the region.

Safety and Law Enforcement

LOCAL LAW ENFORCEMENT • DRUG TASK FORCES • JUDICIAL SYSTEMS • FIRST RESPONDERS • EMERGENCY MEDICAL TECHNICIANS • DRUG DIVERSION INVESTIGATORS • NATIONAL GUARD

<i>CSAP Strategy</i>	<i>Activity</i>	<i>Lead Organization(s)</i>	<i>Regional Substance Misuse Prevention Objectives Addressed by this Strategy</i>	<i>Alignment to SHIP and CA-CI</i>
Environmental	Increased law enforcement patrols and surveillance	Carroll County Sheriff's Dept., Troop E, NH State Police, Local Law Enforcement Agencies	Increase public perception of harm and consequences associated with driving under the influence of alcohol and other drugs.	☒
Education	Expand court diversion to require an educational component to sanctions rather than fines or incarceration	Carroll County Restorative Justice Center	Increase public perception of harm and consequences associated with illicit drug use.	☒
Environmental	Install or maintain permanent prescription drug drop boxes	Local Law Enforcement Agencies Local Pharmacies		

Health & Medical

ADDICTION TREATMENT • BEHAVIORAL HEALTH • EMERGENCY CARE • HEALTH EDUCATORS • INSTITUTIONAL CARE • PEDIATRICS • PRESCRIBERS • PRIMARY CARE

<i>CSAP Strategy</i>	<i>Activity</i>	<i>Lead Organization(s)</i>	<i>Regional Goals and Objectives Addressed by this Strategy</i>	<i>Alignment to SHIP and CA-CI</i>
Education	Hold responsible prescribing workshops	Memorial Hospital Huggins Hospital	Increase healthcare providers' knowledge of best practices for prescribing opioids	☒
Education	Increase number of primary care practices using Youth and Adult SBIRT	Huggins Hospital practices Saco River Medical Group Memorial Hospital	Increase referrals to treatment throughout Carroll County	
Environmental	Increase the number of pharmacies and prescribers using the Prescription Drug Monitoring System	All Carroll County Pharmacists & Prescribers		

Education

SCHOOL SAFETY OFFICERS • CAMPUS HEALTH SERVICES • SCHOOL NURSES • CAMPUS POLICE • STUDENT ASSISTANCE COUNSELORS • COLLEGE COUNSELING DEPARTMENTS • COACHES & CO-CURRICULAR ADVISORS • TEACHING STAFF & ADMINISTRATION

<i>CSAP Prevention Category</i>	<i>Activity</i>	<i>Lead Organization(s)</i>	<i>Regional Goals and Objectives Addressed by this Strategy</i>	<i>Alignment to SHIP and CA-CI</i>
Problem Identification and Referral	Expand evidence-based Student Assistance Programs in middle and high schools throughout the region	Local school districts	<p>Increase student, parent, and public perception of harm and consequences associated with alcohol, illicit substances and prescription drug abuse.</p> <p>Increase referrals to treatment and behavioral health services throughout Carroll County</p>	☒
Community-based process and education	Ensure effective alcohol and drug misuse prevention education over multiple years and during transitions	All school districts in the county and the Carroll County Prevention Network	Increase student, parent, and public perception of harm and consequences associated with alcohol, illicit substances and prescription drug abuse.	☒

Government

COUNTY OFFICIALS • FEDERAL GOVERNMENT • MUNICIPAL GOVERNMENT • LOCAL GOVERNING BOARDS • STATE REPRESENTATIVES • OTHER ELECTED OFFICIALS
 • CITY AND TOWN OFFICERS

<i>CSAP Prevention Strategy</i>	<i>Activity</i>	<i>Lead Organization(s)</i>	<i>Regional Goals and Objectives Addressed by this Strategy</i>	<i>Alignment to SHIP and CA-CI</i>
Environmental	Support local alcohol and drug-free ordinances	Town of Wolfeboro Town of Conway Town of Wakefield	Increase public perception of harm and consequences associated with illicit drug use Decrease the ease of access to illicit drugs and alcohol through friends and families.	<input checked="" type="checkbox"/>
Education	Provide Town Administrators, Welfare Offices, with substance misuse prevention and substance abuse services to distribute	Town of Wolfeboro Town of Conway Town of Wakefield	Increase public perception of harm and consequences associated with illicit drug use Decrease the ease of access to illicit drugs and alcohol through friends and families.	<input checked="" type="checkbox"/>

Business

BUSINESS OWNERS AND OPERATORS • EMPLOYEE ASSISTANCE PROGRAMS • HEALTH EDUCATORS • HUMAN RESOURCE DEPARTMENTS • RISK MANAGEMENT • SAFETY COMPLIANCE OFFICERS • SENIOR MANAGEMENT

<i>CSAP Prevention Category</i>	<i>Activity</i>	<i>Lead Organization(s)</i>	<i>Regional Goals and Objectives Addressed by this Strategy</i>	<i>Alignment to SHIP and CA-CI</i>
Education	Provide workplace prevention education programs	Carroll County Regional Network, Mt. Washington Valley & Wolfeboro Chambers of Commerce	Increase public perception of harm and consequences associated with illicit drug use and misuse of prescription drugs. Decrease the ease of access to prescription medications and illicit drugs	<input checked="" type="checkbox"/>
Environmental	Develop and/or promote and adopt best practice work place alcohol and drug policies	Carroll County Regional Network, Mt. Washington Valley & Wolfeboro Chambers of Commerce	Increase public perception of harm and consequences associated with illicit drug use and misuse of prescription drugs	<input checked="" type="checkbox"/>

Community and Family Supports

VOLUNTEER ORGANIZATIONS • COMMUNITY PROGRAMS • RECOVERY SUPPORTS • YOUTH-SERVING ORGANIZATIONS • FAITH-BASED ORGANIZATIONS
 SENIOR/ELDER SERVICES • FAMILY RESOURCE CENTERS

<i>CSAP Prevention Category</i>	<i>Activity</i>	<i>Lead Organization(s)</i>	<i>Regional Goals and Objectives Addressed by this Strategy</i>	<i>Alignment to SHIP and CA-CI</i>
Environmental	Increase youth leadership in preventing alcohol and other drug misuse	Kingswood Youth Center; White Mountain Community Health Center Peer Educators; School District Youth groups	Increase public perception of harm and consequences associated with alcohol and illicit drug use.	☒
Education	Provide a variety of parenting resources to parents of children aged birth-18, through VNA Home Health Workers, Day Care Providers, Faith Communities, local pediatric practices	Central NH VNA Northern VNA Children Unlimited Huggins Hospital White Mt. Community Health Memorial Hospital	Increase parental knowledge of impact of their drug use on their children Increased parental knowledge of support services they can access Increase parental disapproval of drug use among their children.	☒

Education	Provide education and information about safe use of, storage of, and disposal of prescription medications	Service Link REAP Regional Prevention Network	Decrease the ease of access of prescription medication through friends and families	☒
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V. Monitoring and Evaluation

Monitoring and evaluation are fundamental to understanding the progress the Carroll County region is making towards reaching its goals and objectives. The table below describes the tools that are available and will be used to measure the progress and outcomes related to the implementation of systems-level strategies that align to the *Collective Action-Collective Impact* plan and support the regional network.

Tool	Description of Tool and Measurement
PWITS	PWITS is a database that is used to monitor and track the process of all regional network activities.
PARTNER Survey https://nh.same-page.com/studio/v7/files/index.cfm?FID=55377&PID=398576#	PARTNER is an evidence-based, web-based survey tool used to measure collaboration, trust, and partner contributions within networks.
Regional Network Stakeholder Survey (RNSS) https://nh.same-page.com/studio/v7/files/index.cfm?FID=65389&PID=398577#	<p>The RNSS is a survey developed to measure the impact of the regional network on the members. This survey is administered to regional partners on an annual basis. The RNSS measures the following:</p> <ul style="list-style-type: none"> • The community participation in substance use prevention • Increase in knowledge of alcohol and other drug misuse • Increase in knowledge of effective strategies to prevent or deter misuse • Readiness to adopt or change policies or practices to prevent • Adoption of new policies or practices • Challenges and successes related to community involvement • Perception of changes in risk factors in the community (access, perception of risk, perception of wrongness, community norms)

The table below describes the data that will be collected to measure the impact of the prevention policies, practices and programs implemented by the core sectors on substance misuse and related risk factors.

Tool	Definition of tool and measurement
Youth Risk Behavior Survey (YRBS) http://www.cdc.gov/HealthyYouth/yrbs/index.htm	The YRBS measures substance use risk factors and behaviors among high school youth locally, statewide and nationally. It is administered every other year.
National Survey on Drug Use and Health (NSDUH) https://nsduhweb.rti.org/respweb/homepage.cfm	The NSDUH measures substance use nationally and statewide among all ages.
Behavioral Risk Factor Surveillance System (BRFSS) http://www.cdc.gov/brfss/	The BRFSS measures substance use among adults in New Hampshire.
County Health Rankings http://www.countyhealthrankings.org/	The annual <i>County Health Rankings</i> measure vital health factors, including high school graduation rates, obesity, smoking, unemployment, access to healthy foods, the quality of air and water, income, and teen births in nearly every county in America.

OTHER DATA COLLECTION

The Carroll County Prevention Network is currently working with Community Health Institute to collect data through the Young Adult Assessment initiative. Up to six focus groups will be conducted in the county prior to the end of December 2016. The project will engage young people from Granite State College, local employers, recent graduates of prevention programs, the county jail, and other programs to ensure that a cross-section of young people, with a variety of perspectives are included.

In addition, a Facebook survey will be completed by other 18-25 year olds in the county. This data is being collected across the state and will inform the development of evidence-informed strategies to address drug abuse among our young adult population.

At least one school district in the region is interested in administering the Youth Risk Behavior Survey to middle school students. The Prevention Network will work with each school district to identify resources to support surveying the younger children. The Youth Risk Behavior Survey will continue to be administered in high school. In the coming year, the network will work diligently to insure that all high school students in the county are surveyed with the 2017 Youth Risk Behavior Survey.

Monitoring the implementation of the Strategic Plan will rest with the SMP Leadership/Planning Team. Once the Strategic Plan is approved by the state and a the final document is reviewed by the Leadership/Planning Team, the 2016 – 2017 SMP Work Plan will be developed. That too, will go through an approval process including the state, the Carroll County Coalition for Public Health Board of Directors, the Leadership/Planning Team. Progress towards completing the work plan will be reported at quarterly Leadership/Planning Team meetings, Public Health Advisory Council Executive Board meetings and C3PH Board meetings. Information about prevention events and initiatives, initiated by the Prevention Network and Prevention Partners, will be highlighted on the organization website and promoted through Social Media.

Research shows that multi-sector, multi strategy approaches to substance abuse prevention (that include the entire spectrum of Center for Substance Abuse Prevention Categories) and are implemented by communities, reduce alcohol and other drug use significantly. Based on the socio-ecological framework, environmental prevention strategies, such as public information and policy development and enforcement, are most effective for impacting population-level change.

The best practices identified in this plan are complementary and consistent with the readiness level of the Carroll County communities. Primary to the sustainability of prevention efforts in the county is the development of the network infrastructure and the public recognition of the network and its role in the health of the county.

The Carroll County Regional Prevention Network will provide Leadership for its members in recruiting additional partners and increasing the number of representatives for each of the six sectors: Business, Community & Family Supports, Education, Healthcare, Law & Safety, and Government. Consistent with its practice of meeting people and organizations where they are in the process, the Regional Prevention Network will facilitate networking among like and complementary organizations to foster growth and development of all partners.

VI. Conclusion

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