

Center for Faith and Opportunity Initiatives U.S. Dept. of Health and Human Services

The Opioid Epidemic Practical Toolkit:

Helping Faith-based and Community
Leaders Bring Hope and Healing to
Our Communities



Helping Faith-based and Community Leaders Bring Hope and Healing to Our Communities



"Americans of faith have taken a leading role in the compassionate approach we need to take on this [opioid] crisis, and we're eager to support their work, however we can."

— Secretary Alex M. Azar, II, U.S. Department of Health and Human Services

Every day, **130+ Americans** die from opioid-related overdoses. In 2017, over 11.4 million Americans misused prescription opioids, 2.1 million had an opioid-use disorder due to prescription opioids or heroin, and — most concerning — 1 in 7 high school students reported that they misused opioids.

The U.S. Department of Health and Human Services (HHS) recognizes that faithand community-based partners eagerly and willingly step in to meet the needs of their communities.

That's why the HHS Center for Faith and Opportunity Initiatives (also known as "The HHS Partnership Center") created this Practical Toolkit for faith-based and community

leaders. We hope this toolkit will be helpful to jump-starting an action plan in your community or advancing your existing efforts to meet the needs of individuals and families struggling with addiction, and its often severe consequences.

The Partnership Center would like to extend a special thanks to our faith and community partners for generously sharing their insights on how congregations and communities can play an active and instrumental role during this current national health crisis.

Thank you for engaging in this issue. We are grateful for your partnership!



Helping Faith-based and Community Leaders Bring Hope and Healing to Our Communities

This HHS Partnership Center toolkit is segmented into seven key areas that briefly cover some practical ways your community can consider bringing hope and healing to those in need.

To further complement this kit, we recommend the following:

- 1. Sign up for our monthly e-newsletter or breaking news alerts. Only your email address is needed: GO.USA.gov/xE4Zd
- 2. Connect with us on social media (Facebook® and Twitter®)
- 3. Watch and share helpful Partnership Center educational videos (YouTube®)
- 4. Email us your comments, stories of success, how you're using this kit, etc.
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To begin an action plan in your community, we encourage you to <u>reprint</u> and <u>share</u> the Practical Toolkit outline, which is printed for you on the next two pages.



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OVERVIEW

OPEN YOUR DOORS



- Increase the number of "life lines" in your community by hosting or connecting people to community-based recovery support programs (NA, AA, Celebrate Recovery, etc.)
- Post local meetings and SAMHSA's National Helpline (800) 662-HELP (4357) in your newsletters, community calendars, websites, and social media channels.
- Invite individuals in recovery to share their stories with your community.

INCREASE AWARENESS



- Addiction is a treatable, chronic, medical condition. Tap local health experts to help diminish the stigma surrounding the condition, its symptoms, as well as any contributing factors.
- 62.6 percent misuse opioids for pain. Promote an understanding of pain treatment options and management. GO.USA.gov/xP7gW
- Educate your community by downloading and distributing information from the CDC's Rx Campaign CDC.gov/RxAwareness and SAMHSA's Opioid Resource website GO.USA.gov/xPcmv.

BUILD COMMUNITY CAPACITY



- Train community members to recognize the symptoms of an overdose and how to administer naloxone, an opioid overdose reversal drug. GO.USA.gov/xE2EB
- Organize a Mental Health First Aid® training for your community.
- Offer training and certification for youth or adult peer-recovery coaches in your community.

REBUILD AND RESTORE



- Support individuals and families in rebuilding their lives by assisting with food, transportation or housing, computer skills, or help with securing their GEDs.
- Connect with workforce development efforts and certification programs that provide life skills, on-the-job-training, and internships. Consider partnering with the local business sector to facilitate job placement efforts (e.g., culinary arts, housekeeping, welding, etc.).
- Start a Community "Re-Entry" Backpack Drive and support the formerly incarcerated.
- Partner with the community to help support foster families through donating clothing and necessities, as well as other wrap-around services like babysitting.



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GET AHEAD OF THE PROBLEM



- Find ways to give teens the straight facts about brain development and substance use so they can make smart life choices. Teens.DrugAbuse.gov
- Host educational series on Adverse Childhood Experiences (ACEs) and trauma-informed approaches. GO.USA.gov/xE4WY
- Create or volunteer for support mentoring programs to help strengthen the resilience of younger generations.

CONNECT AND COLLABORATE



- Participate in local coalitions by contacting the Community Anti-Drug Coalitions of America.
 CADCA.org
- Help prevent access and misuse of prescription drugs in your home and community. Partner
 with local pharmacies near you, as well as local law enforcement, and host a "Prescription
 Drug Take Back Day." <u>TakeBackDay.DEA.gov</u>

FEDERAL RESOURCES



- Share the federal resources included in this toolkit. To access the online version of our Practical Toolkit with live links visit. <u>HHS.gov/Opioid-Practical-Toolkit</u>
- Sign up for our monthly newsletters: <u>Partnerships@HHS.gov</u> and follow us on Twitter® (@PartnersForGood) and Facebook® (@HHSPartnershipCenter).

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Connecting to a supportive community and reestablishing strong relationships are essential elements to ongoing recovery.

To foster recovery, communities can host or connect people to community-based recovery support programs like Alcoholics Anonymous (AA), Narcotics Anonymous (NA), Celebrate Recovery and so many others. These programs can be a life-line to those with a substance use disorders by connecting them to others who are also in recovery. Twelve-step and other programs can also support those receiving medication-assisted treatment (MAT) as part of their recovery.

Getting Started

Here are just a few ways to open your doors to the community:

- Offer your space for weekly recovery programs and/or self-help support groups for people with substance-use disorders, as well as their families who may also need support.
- Connect people to existing recovery support programs in your community.

- Offer free transportation to treatment services and/or recovery support programs.
- Advertise local meetings in your newsletters, community calendars, websites, and social media channels. Consider including:
 - Local <u>CelebrateRecovery.com</u>, <u>AA.org</u>, <u>NA.org</u>, or other mutual aid support groups. <u>FacesandVoicesofRecovery.com</u> also hosts helpful list of groups.
 - SAMHSA's Behavioral Health Treatment Services Locator. bit.ly/PCPT-30
 - SAMHSA's National Helpline (Free, confidential help in English/Spanish, 24/7):
 (800) 662- HELP (4357). bit.ly/PCPT-29.
 - List your community's programs on United Way 2.1.1., your Facebook® page, or community's event schedule. <u>211.org</u>
- When offering public or congregational prayer — particularly prayers for the sick please pray for people who are suffering opioid or substance use disorder.



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A West Virginia pastor wisely said,

"Churches are not neutral bystanders: What they don't say is just as important as what they do say."

As stated earlier, finding a supportive community is essential to recovery. However, old conventions, as well as misunderstandings about addiction and the recovery process, often stand in the way of our communities providing the critical support and connections people need.

"When I meet a Jewish person who is in active addiction, I do not suggest they go to a synagogue and pray. The first place I'm going to send them is to the appropriate 12-step group."

— Rabbi Taub



Increase Awareness

Our hope is that addiction is increasingly understood as a *treatable*, chronic medical condition — and not a personal or moral failing. In time, prejudice and shame will be replaced by a spirit of compassion and hope that opens doors, hearts, and resources to those suffering with addiction.

Getting Started

To help increase awareness, you can partner with local community health experts, law enforcement agencies and others to help educate your community on:

- Addiction as a Treatable Disease and Long-Term Chronic Condition: Help community members understand the need for longterm support of people in recovery. bit.ly/PCPT-1
- Medication-Assisted Treatment (MAT):
 Help to debunk myths about MAT. Educate your community on how to offer the recovery support people need when they are in treatment. bit.ly/PCPT-2



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- Pain Management: Increase patient awareness of pain treatment alternatives and management. GO.USA.gov/xP7gW
 Learn to ask the doctor:
 - "Is this an opioid?"
 - "Is an opioid necessary?"
 - "Are there alternatives to using opioids for pain relief?"
- Adverse Childhood Experiences (ACEs)/
 Trauma Informed Approaches: Help others
 learn how childhood adversities can actually
 increase a person's risk for substance misuse
 and challenge their recovery efforts.
 bit.ly/PCPT-4
- Safe Drug Disposal: More than half of those who abused prescription painkillers actually obtained them from friends or family. Promote safe drug disposal tips and participate in your community's "Take Back Drug Days" to help reduce the supply of prescription opioids getting into the wrong hands. bit.ly/PCPT-5

 Good Samaritan Laws: Invite local law enforcement officials to talk to your group about the laws in your state that may protect those who are providing and/or calling for help when someone has overdosed. bit.ly/PCPT-6

"They are getting into situations every single day without knowing exactly how to react."

- Bob Hanson, Marshall Health



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Building Community Capacity

We can save lives by referring people to proper treatment and helping them navigate systems of continued care. In fact, leaders in faith and community organizations can be trained to:

- Become a peer-recovery coach,
- Make referrals to treatment and recovery support providers,
- Respond to emergency situations, and
- Provide ongoing support for those in recovery and living with an addiction.

Getting Started

Your community can partner with local expertise (including public health offices, treatment facilities, hospitals, community health centers, or nonprofit service providers) to help deliver capacity-building trainings, such as:

 Mental Health First Aid: Gain the basic skills to help someone experiencing a mental or behavioral health crisis. bit.ly/PCPT-8

- Screening, Brief Intervention and Referral to Treatment (SBIRT): A public health approach to encourage early intervention and refer people to the appropriate treatment and support. SAMHSA.gov/SBIRT
- Emergency Response: Learn how to recognize overdose symptoms and administer naloxone (opioid overdose-reversing drug).
- Peer-Recovery Models: Sharing experiences brings hope to people in recovery and promotes a sense of belonging within the community. <u>bit.ly/PCPT-7</u>
- Trauma-Informed Approaches and Trauma-Specific Interventions: Learn about the critical connections between recovery and resilience for people impacted by trauma. <u>bit.ly/PCPT-9</u>
- Motivational Interviewing: Learn a counseling approach that seeks to facilitate and strengthen an individual's motivation to change misuse of substances and other risky behaviors. bit.ly/PCPT-10



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Rebuild and Restore

Addiction can leave the lives of individuals and their families dramatically altered by the loss of jobs, homes, or damaged relationships. For decades, faith and community-based organizations have been providing the kinds of wraparound services that can help to restore and rebuild lives and livelihoods. The opportunity here is to connect those programs to SAMHSA's Eight Dimensions of Wellness, which will support a life in recovery. GO.USA.gov/xP74Y



it hard to function in daily life. It affects how you act with your family, at work, and in the community. It is hard to change so many things at once and not fall back into old habits. Recovery from addiction is a lifelong effort."

-NIDA's "What Is Relapse?"

Getting Started

- Provide help with employment readiness, housing, transportation, food, clothing, or assist with child care.
- Designate a community leader to connect people to essential services by creating a database or using United Way's 2-1-1.
- Offer life readiness and coaching programs for formerly incarcerated citizens reentering society.
- Mentor people on managing their finances.
- Support local foster care families by gathering resources, donating clothing items and/or other much-needed necessities,
 including cribs and car seats. ix

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Get Ahead of the Problem

A leader from the Boys & Girls Club of America said recently, "Children may make up 25 percent of our population, but they are 100 percent of our future."

Children exposed to abuse, neglect, mental illness, substance-use disorders in the house-hold — or any other Adverse Childhood Experiences (ACEs) — may experience poorer health outcomes, learning problems, and are at higher risk for substance use disorders. ix

In order to nurture the healthy development of future generations, we need to reduce known risk factors, elevate protective factors — such as early intervention and the support of stable and caring relationships — and implement evidence-based programs that support families and empower youth.

Getting Started

 Educate your community leaders and family members about ACEs and their impact on future behavior and learning. Offer programs on positive parenting and mentor youth and young adults. bit.ly/PCPT-11

- Implement the six key principles of traumainformed approaches throughout your organization. <u>bit.ly/PCPT-12</u>, <u>bit.ly/PCPT-13</u>
- Include the subject of substance-use disorder in your youth programs and ministries.
- Host recovery support programs, such as
 The Landing USA or Teen and Youth SMART
 Recovery <u>bit.ly/CR-TheLanding</u> and
 SmartRecovery.org/teens

"We know that what protects children from adverse experiences is nurturing parenting skills, stable family relationships, and caring adults outside the family who can serve as role models or mentors."x

—U.S. Surgeon Gen., VADM Jerome Adams



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- Create a place on your website, in your newsletters, or on your social media pages that links to helpful resources, such as:
 - NIDA's "Teen Talk" website.
 Teens.DrugAbuse.gov
 - Partnership for Drug-Free Kids'
 "Above the Influence" website.
 AboveTheInfluence.com
 - Sign up to receive the latest Drugs & Health NIDA Blogs for Teens and share the latest blogs and videos with your community. bit.ly/PCPT-14
- Help ensure all children and youth have access to safe, stable, nurturing relationships and environments, so they can reach their life potential.

With lives being lost daily, the opioid crisis is an all-hands-on-deck epidemic. Across the U.S., treatment professionals, law enforcement, faith communities, service providers, drug courts, schools, recreation centers, media, businesses, policy-makers, families, and youth leaders are stepping forward to help contribute their time, talent, and resources to help coordinate and serve those struggling with addiction.

Find Coalition Partners

After assessing your community's needs, explore available coalition partners in your community:

- Visit the Community Anti-Drug Coalitions of America. <u>CADCA.org</u>
- Contact your regional public health department, HHS Regional Offices, or SAMHSA
 Regional Offices. <u>bit.ly/PCPT-15</u> and <u>bit.ly/PCPT-16</u>



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CONTINUED

 Connect with healthcare providers, recovery support and treatment professionals, drug courts and others to lend your communities "health assets" to the continuum of care for those seeking addiction recovery.

Getting Started

- Lend Your Organization's Health Assets:
 Whether you have space for a support group
 to meet, can hold or host educational forums,
 coordinate volunteers to help transport peo ple to treatment and recovery support ser vices, or help with job interviews, your com munity's contribution is an essential element
 to the recovery journey of individuals and
 their families.
- Review SAMHSA's toolkit, "One Voice, One Community: Building Strong and Effective Partnerships Among Community and Faith Organizations." <u>bit.ly/PCPT-17</u>

"No single organization or person can address the multitude of services needed to help people affected by mental health or substance-use conditions. ...

"The best sources are the people who live, serve and work in the community and the best results are often seen when they undertake such action together."xi

- SAMHSA's "One Voice, One Community"

- Recognize National Observances and participate in activities:
 - National Prevention Week
 SAMHSA.Gov/Prevention-Week
 - National Recovery Month <u>Recovery Month.gov</u>



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Federal Resources — General

The following are opioid-related resources from the Substance Abuse and Mental Health Services Administration (SAMHSA), the Centers for Disease Control and Prevention (CDC), the National Institute for Drug Abuse (NIDA) and other HHS divisions.

RESOURCE	DESCRIPTION
Opioid Overdose Prevention Toolkit (SAMHSA) bit.ly/PCPT-18	Visit the "Facts for Community Members" and "Safety Advice for Patient and Family Members" sections of this kit. Download them to share with your community. bit.ly/PCPT-19 and bit.ly/PCPT-20a
"Decisions in Recovery: Treatment for Opioid Use Disorder" bit.ly/PCPT-21	SAMHSA's handbook for anyone seeking timely help or information about cutting down or cutting out narcotics, prescription pain medications, heroin and/or other opioid drugs.
"Step-by-Step" Guides bit.ly/PCPT-22	These NIDA guides walk families through decision points and offer rich lists of resources.
Opioid Basics (CDC) bit.ly/PCPT-23	Important information regarding the opioid epidemic that's designed for non-health professionals and ideal for community and faith-based organizations. Includes helpful commonly-used terms.
Q&A on Naloxone bit.ly/PCPT-24	NIDA information for community leaders on potentially lifesaving drugs and how they are being administered.
"Signs of Substance Abuse and Addiction" bit.ly/PCPT-25	NIDA's "Easy to Read Drug Facts." Great for faith-based and community leaders to download and share. bit.ly/PCPT-26a



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RESOURCE	DESCRIPTION
"Pathways to Safer Opioid Use" Health.gov/HCQ/Training -Pathways	Health.gov shows how to engage the medical system more proactively by using this interactive tool. Designed for health professionals.
Guideline Resources: "Patient and Partner Tools" bit.ly/PCPT-27	These CDC tools help patients and doctors choose treatment options after the risks and benefits are carefully considered.
"Safer, More Effective Pain Management" bit.ly/PCPT-28	A CDC resource to inform providers' ability to offer safer, more effective pain management and support clinical decision making about prescribing opioids.
Substance Abuse Treatment Helpline: 1-800-662-HELP bit.ly/PCPT-29	A confidential, free service from SAMHSA — along with referrals to local treatment facilities, support groups, and community-based organizations — that is available to individuals and family members facing substance abuse and mental health issues.
Behavioral Health Treatment Services Locator bit.ly/PCPT-30	A robust resource from SAMHSA that helps to find a local substance abuse treatment facility.
Find a Community Health Center FindAHealthCenter.HRSA.gov	HRSA's Community Health Centers are poised to spot someone dealing with opioid addiction and help patients coordinate their care.



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RESOURCE	DESCRIPTION
"Teen Talk" <u>Teens.DrugAbuse.gov</u>	Learn about teen drug use and the brain. This NIDA website features videos, games, blog posts and much more!
"Easy-to-Read Drug Facts" EasyRead.DrugAbuse.gov	Videos, such as "Anyone Can Become Addicted to Drugs" and "Why are Drugs so Hard to Quit?" provide critical information in an easy-to-understand format.
"What to Do If Your Teen or Young Adult Has a Problem with Drugs?" bit.ly/PCPT-31	NIDA answers timely questions about teens and substance misuse. Helpful content to share with families and individuals in your community.
"Family Checkup: Positive Parenting Prevents Drug Abuse" DrugAbuse.Gov/Family-Checkup	NIDA's five questions highlight key parenting skills that are important in preventing the initiation and progression of drug use among youth.
Health Library of Federal Adolescent Health Resources on Substance Abuse bit.ly/PCPT-32	Office of Adolescent Health's comprehensive library of federal resources on adolescent substance abuse, including the abuse of prescription drugs.
Partnership at DrugFree.org <u>DrugFree.org</u>	Resources for parents or other caregivers looking for information and strategies to prevent, or stop, illicit drug use by adolescents.



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RESOURCE	DESCRIPTION
Get Smart About Drugs GetSmartAboutDrugs.com	An online DEA resource for parents.
"Growing up Drug Free: A Parent's Guide to Prevention" bit.ly/PCPT-33	A joint effort between the U.S. Departments of Justice and Education that provides information and research specifically for parents on why kids use drugs and how parents can be involved in helping them stay drug free.
"Above the Influence" AboveTheInfluence.com	The adolescent-geared website from the Office of National Drug Control Policy (ONDCP).
"Talk: They Will Hear You" bit.ly/PCPT-34	Prepare for one of the most important conversations you may ever have with your kids about underage drinking using SAMHSA's helpful app.
National Children's Mental Health Awareness Day SAMHSA.gov/Children	This yearly awareness campaign focuses on the importance of emphasizing positive mental health as part of a child's overall development.



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2018 NATIONAL WEBINARS

Throughout 2018, the Partnership Center hosted national webinars, featuring community-based innovative and promising practices and models addressing the opioid epidemic. Please view and share the recordings with your community.

- Opening Your Doors: Congregational Readiness and Recovery Support [Jan. 17, 2018] Webinar explores the practical concept of congregational readiness and what goes into starting a prevention or recovery support ministry or service in your community. bit.ly/cfbnp-011718
- Increase Awareness: Creating a Culture of Compassion and Action in Response to the Opioid Epidemic [Feb. 21, 2018] Faith leaders address the old conventions about addiction, fear, and misinformation that can challenge a community's supportive response to individuals and their families often when they need it most. bit.ly/cfbnp-022118

- Opioid Epidemic: Strengthening Your Community's Capacity to Connect to Vital Services and Support [March 28, 2018] Local leaders shares how faith-based and community organizations can strengthen their capacity to bring hope and healing to their communities. bit.ly/cfbnp-032818
- Getting Back to Work: Employment, Recovery, and the Opioid Epidemic [May 16, 2018] A focus on workforce development and collaborative efforts between faith leaders and local businesses that are inspiring entrepreneurship, hope, and healing in their community. bit.ly/cfbnp-051618
- A Perfect Partnership: Faith & Community Response to the Opioid-related Crisis in Child Welfare [June 27, 2018] This webinar shared the latest HHS data and featured community providers of services for Neonatal Abstinence Syndrome (NAS) babies and their families, as well as the foster care system in their communities. bit.ly/pcfoi-062718



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Prevention Webinar Series

"The Science and Practice of Community-based Prevention of Substance Use" is a three-part webinar series focused on the prevention of substance use:

- Brain Under Construction: Building Pathways to Resilient Futures [July 26, 2018] Ruben Baler, PhD, NIDA health scientist shared the latest science on the development of the brain. bit.ly/pcfoi-072618
- ACEs: The Role of Life Experiences in Shaping Brain Development [Aug. 9, 2018] A one-hour training by public health experts in Tennessee on their curriculum: "Building Strong Brains: The Role of Life Experiences in Shaping Brain Development." bit.ly/pcfoi-080918
- Prevention in Practice: Building Communities
 that Strengthen the Resiliency of Future Generations [Aug. 15, 2018] Chicago's Jewish Center
 for Addiction and the Georgia Prevention Project
 share strategies and youth-led programs they
 are using to strengthen the resiliency of young
 people and prevent future generations from
 harm. bit.ly/pcfoi-081518

2017 NATIONAL WEBINARS

The following are links to the 2017 webinars, which featured experts from HHS, including those from the CDC, NIDA, and SAMHSA, sharing timely information about the opioid epidemic, the brain science of addiction, treatment, the recovery process, prevention and pain management.

- There is Hope: Treatment, Recovery & Prevention [Aug. 16, 2017] bit.ly/cfbnp-081617
- Understanding the Opioid Crisis: What's at the Heart of the Matter? [Aug. 9, 2017] bit.ly/cfbnp-080917
- HHS Live Stream of "Opioids: Recovery, Prevention & Hope, National Experts Equip Faith and Community Leaders" [Sept. 27, 2017]
 bit.ly/cfbnp-092717e
- Hope in Action: An Overview Of The Practical Toolkit For Faith And Community Leaders In The Face Of The Opioid Epidemic [Oct. 18, 2017] bit.ly/cfbnp-101817
- Do I Need this Pill? Understanding Pain and Prescription Drugs [Dec. 7, 2017]
 bit.ly/DolNeedThisPill



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Endnotes

- i Alex M. Azar II, Secretary, U.S. Department of Health and Human Services, Plenary Address to National Governors Association (Feb. 24, 2018). Retrieved from https://go.usa.gov/xE2AC.
- "Understanding The Epidemic," Centers for Disease Control and Prevention (Mar. 15, 2018), available at www.cdc.gov/drugoverdose/epidemic/index.html.
- "Reports and Detailed Tables From the 2017 National Survey on Drug Use and Health (NSDUH)," Substance Abuse and Mental Health Services Administration (Sept. 2018), available at https://www.samhsa.gov/data/nsduh/reports-detailed-tables-2017-NSDUH.
- iv AB Laudet, Keith Morgen, WL White, "The Role of Social Supports, Spirituality, Religiousness, Life Meaning and Affiliation with 12-Step Fellowships in Quality of Life Satisfaction Among Individuals in Recovery from Alcohol and Drug Problems," Alcoholism Treatment Quarterly, 2006, at 24(1-2):33-73.
- v Monique Parsons, "Inside Chabad's 'Jewish Recovery' Movement" (March 12, 2009), available at www.npr.org/templates/story/story.php?storyld=101794919.
- vi West Virginia Council of Churches, Hope for a Better Future (2017), 9.
- vii Bishop Nash, Addiction Training Offered for Area's Religious Leaders, (Sept. 8, 2017) available at bit.ly/2VzlbtD.
- "What is a Relapse?" National Institute of Drug Abuse (June 28, 2017), available at https://easyread.drugabuse.gov/content/what-relapse.
- There are good models of faith and community based organizations supporting foster care families. For one such example, see Vault Fostering Community, available at www.vaultfosteringcommunity.org.
- x CS Widom and SM Brzustowicz, "MAOA and the 'cycle of violence:' childhood abuse and neglect, MAOA genotype, and risk for violent and antisocial behavior," Biol Psychiatry, 2006 Oct 1; 60(7):684-9 (June 30, 2018), available at www.ncbi.nlm.nih.gov/pubmed/16814261.
- xi Opioids: Recovery, Prevention, & Hope: National Experts on Opioids Equip Faith and Community Leaders, (The Partnership Center livestreamed event Sept. 27, 2017) available at https://www.youtube.com/watch?v=4tnKAASSHpQ.
- xii "Building Community and Interfaith Partnerships in Support of Recovery," Substance Abuse and Mental Health Services Administration, HHS Publication No: (SMA) 13-4739, available at https://ireta.org/wp-content/uploads/2014/11/OneVoiceOneCommunity.pdf.



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