



**University of
New Hampshire**
Institute for Health Policy
and Practice

ANNUAL REPORT

2025



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IHPP Welcomes New Director in 2025

In 2025, the Institute for Health Policy and Practice welcomed Mark Bonica, PhD, as its new director. Mark's leadership strengthens the Institute's connection to the University of New Hampshire's academic mission while advancing our strategic vision of creating the conditions that enable individuals and communities to flourish. His appointment reflects IHPP's ongoing commitment to bridging research, policy, and practice to improve health and well-being across New Hampshire.

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Director's Note

It is an honor to write my first Director's Note for the Institute for Health Policy and Practice.

While I am new to this role, my connection to health systems leadership spans more than three decades. I served for 23 years as a Medical Service Corps officer in the United States Army, leading healthcare organizations in a variety of settings, before joining the University of New Hampshire's Department of Health Management and Policy in 2015.



What attracted me to both Health Management and Policy and IHPP is a shared purpose: helping people live healthier, fuller lives. We do that by strengthening the systems, organizations, and communities that support them. Since stepping into this role, I have been continually amazed by the breadth of IHPP's work and the dedication of the people who make it possible.

Few organizations have the opportunity to touch so many lives across the life course. In this report, you will see work that begins before birth through maternal health initiatives and doula programs, supports children and families through pediatric mental health efforts, and helps older adults maintain dignity, independence, and connection through long-term services and supports.

At the same time, we are investing in the future. Through the Advanced Nursing Education Workforce (ANEW) program, we help grow New Hampshire's nurse practitioner workforce, particularly in rural and underserved communities. Through multiple Project ECHO programs, we bring together healthcare professionals, community organizations, people with lived experience, and subject matter experts in communities of learning that strengthen knowledge, confidence, and practice across New Hampshire and northern New England.

To help tell the story, we have organized this report around the UNH four strategic pillars, demonstrating how IHPP creates impact through experiential learning, community partnership, interdisciplinary research, and a commitment to helping individuals and communities flourish.

What strikes me most about IHPP is that every project, no matter how technical, is ultimately about people. Whether we are analyzing data, convening partners, supporting research, improving policy, or training the workforce, the goal is the same: creating the conditions that allow individuals and communities to flourish.

Mark Bonica, PhD
Director, Institute for Health Policy and Practice

Associate Professor and Chair, Department of Health Management and Policy
University of New Hampshire



UNH STRATEGIC PILLAR:

First Choice Destination

DEMONSTRATED BY:

- Health Law and Policy Convenings
- ProjectECHO Hub
- Nursing Workforce Development Initiatives

Where Learning Meets Practice

IHPP provided opportunities for experiential and life-long learning throughout the state and beyond.

Students across the life span engaged directly in high-impact projects alongside applied staff researchers and community partners. Institute programs brought together learners, subject matter experts, and individuals with lived experiences to develop solutions to complex public health challenges.

Signature initiatives including the **Health Law & Policy Symposium**, maternal health roundtables, and other program convenings, brought together students, practitioners, and policymakers, strengthening professional networks and fostering career pathways.

For over a decade, the UNH IHPP **Project ECHO Hub**, has served as an innovative training model for many projects, using the “all teach, all learn” framework to connect professionals across disciplines and geographies. In 2025, it was expanded to support the Institute on Disability’s Community of Practice on Community Life Engagement Project ECHO. These programs not only enhance workforce skills but position UNH as a leader in accessible, practice-based education.



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Advancing Student Success and Career Pathways

Our workforce development initiatives addressed critical healthcare shortages. Through the **ANEW program**, we supported 95 graduate nursing students—including psychiatric mental health and family nurse practitioners—with over \$2.28 million in funding, helping prepare a skilled workforce aligned with the state's most pressing needs.

IHPP also expanded pathways into healthcare careers through early pipeline programs, including the **SNAHEC summer camp**, which introduces middle and high school students to health professions and builds long-term workforce capacity.



IHPP's Impact in Numbers

33



TEAM MEMBERS

37

PROJECTS

17

FUNDING
SOURCES



\$3.6M

GRANTS & CONTRACTS



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**Our work reached all 10 counties
in New Hampshire and beyond!**

☆☆☆ **ENGAGED INDIVIDUALS** ☆☆☆



895

SURVEYS



535

CONVENINGS



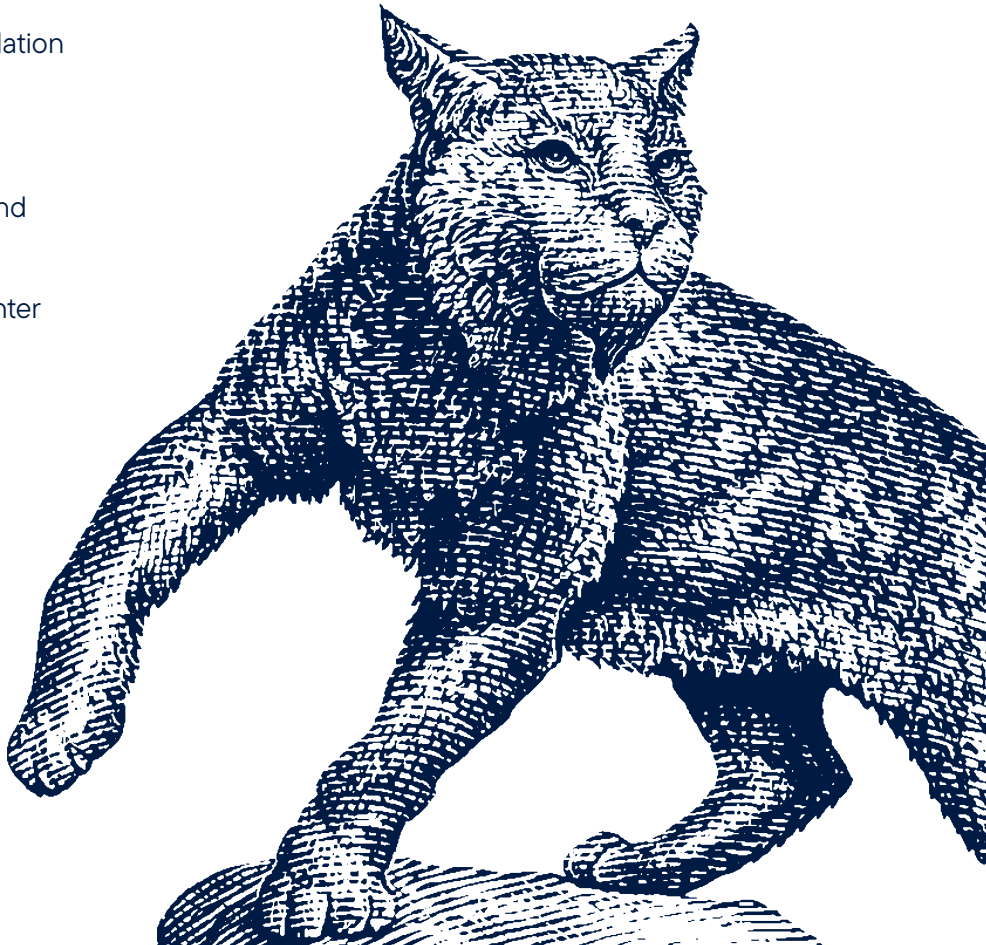
445

TRAININGS

**Our work is grounded in a commitment to equitable access,
community voice, and improved quality of life.**

Funding Sources

- Endowment for Health
- Foundation for Healthy Communities
- HeadRest
- Medical Care Development, Inc
- New England States Consortium Systems Organization
- New Hampshire Chapter of the American Academy of Pediatrics
- New Hampshire Charitable Foundation
- New Hampshire Children's Health Foundation
- New Hampshire Department of Administrative Services
- New Hampshire Department of Health and Human Services
- Southern NH Area Health Education Center
- United States Department of Health and Human Services
- Administration for Community Living
- Centers for Medicare and Medicaid Services
- Health Resources and Services Administration
- Dartmouth-Hitchcock Clinic
- Lamprey Health Care, Inc.
- University of Massachusetts Chan Medical School
- University of Vermont and State Agricultural College



Leadership



Mark Bonica, PhD

Director

Associate Professor and Chair, Department of Health Management and Policy

Mark Bonica is a healthcare management scholar whose work focuses on healthcare careers, organizational transitions, and leadership development. Prior to joining the University of New Hampshire, he served for 23 years in the U.S. Army Medical Department, holding leadership roles in healthcare administration, finance, and workforce management.

He is also a recognized educator, podcast host, and thought leader in healthcare leadership and professional development. Since joining IHPP as Director in August 2025, Mark has led a team of more than 30 professionals dedicated to improving the health and well-being of New Hampshire residents through applied research, education, and partnership.

Laura Davie, MA

Associate Director

Focal Area Director, Long Term Care and Aging

With more than 30 years of experience in health policy and practice, Laura Davie has dedicated her career to improving systems of care for older adults and individuals with disabilities.

She leads initiatives focused on person-centered services, systems transformation, workforce development, training, and program evaluation, while fostering partnerships that strengthen community-based supports throughout New Hampshire. Laura is also the Co-Founder and Co-Director of the Center on Aging and Community Living.

Marcy Doyle, DNP, MHS, MS, RN, CNL

Research Assistant Professor

Focal Area Director, Delivery System and Payment Reform

Marcy Doyle is a nurse researcher, educator, and healthcare leader with over two decades of experience in primary care, quality improvement, and workforce development. She is committed to improving access, quality, and outcomes through innovative approaches that strengthen systems. She leads initiatives that support statewide delivery system transformation, innovative models of care, and build sustainable workforce capacity.

Under her leadership, projects have advanced primary and pediatric care, chronic disease prevention and management, and evidence-based practice in rural, and underserved communities. She collaborates with healthcare, academic, public health, and community partners to strengthen care delivery, workforce, and population health.

Deborah Fournier, JD

Focal Area Director, Health Law and Policy and Health Analytics and Informatics

Deborah Fournier brings more than two decades of health policy experience, with expertise in Medicaid, healthcare financing, public health, payment reform, and health insurance. Her leadership roles include serving as New Hampshire's Medicaid Director and contributing to national organizations such as ASTHO and NASHP.

Under her leadership, the Health Law and Policy team advances healthcare affordability, policy analysis, and the evaluation of legislative and regulatory issues. The Health Analytics and Informatics team provides expertise in healthcare claims analysis, data visualization, and evidence-based decision support to inform policy and improve health systems.



UNH STRATEGIC PILLAR:

Strengthening UNH's Impact

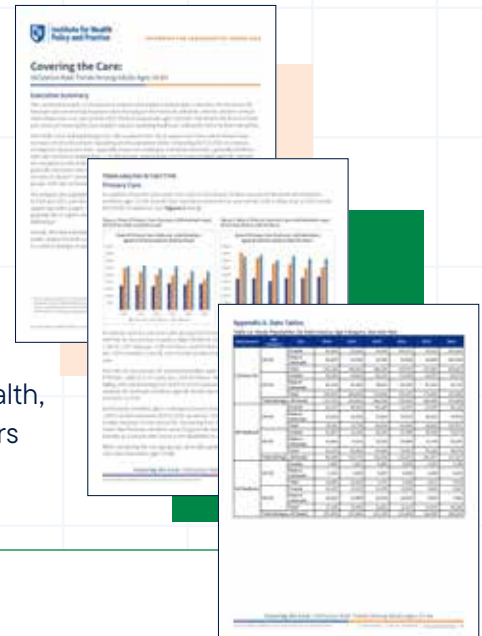
DEMONSTRATED BY:

- Health Policy Briefs
- National Core Indicators Surveys
- Maternal and Child Health Epidemiologist

Driving Innovation and Strengthening Communities

In 2025, IHPP deepened its role as a trusted partner across New Hampshire, translating data into actionable solutions that improve health systems statewide.

Across all projects, IHPP remained focused on solving real-world challenges. We produced **Covering the Care health policy briefs** and conducted applied research on issues such as maternal health, Medicaid policy, correctional health, and healthcare affordability, equipping policymakers and partners with timely, evidence-based insights.



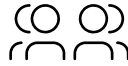
OUR WORK IN DEMAND

In addition to our health policy briefs, IHPP staff authored or co-authored

24



PUBLICATIONS



ENGAGING
STAKEHOLDERS

WITH OVER



870

DOWNLOADS



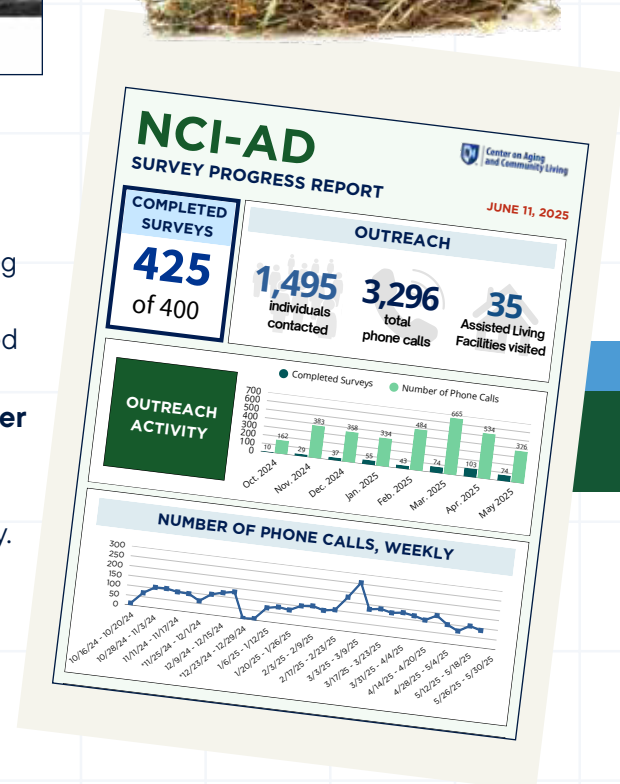
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Data-Informed Solutions for New Hampshire

IHPP supports data-informed solutions for New Hampshire through its employment of the state's **Maternal and Child Health (MCH) Epidemiologist**. This longtime collaboration with the NH Division of Public Health Services, MCH section performs data analysis and reporting for the New Hampshire State Systems Development Initiative (SSDI) block grant, surveillance of maternal and child vital statistics and performing data linkages for Pregnancy Risk Assessment Monitoring System (PRAMS).



Through a contract with the New Hampshire Bureau of Aging and Adult Services, the Center on Aging and Community Living (a partnership with the Institute on Disability) collected over **400 surveys** and conducted **3,220+ outreach calls**, spending more than **300 hours hearing directly from older adults and individuals with disabilities** about their care experiences through the implementation of the National Core Indicators Aging and Disability Adult Consumer Survey. These insights are shaping statewide improvements in service delivery and quality of life.





UNH STRATEGIC PILLAR:

Interdisciplinary Teaching & Research Excellence

DEMONSTRATED BY:

- Generating Critical Insights
- Cross-national Research
- Presentations, Posters, & Panels

Innovation and Research Excellence

IHPP's strength lies in its ability to bridge disciplines and translate research into practice.

In 2025, IHPP partnered with the UNH School of Nursing and Dr. Kerry Nolte to support the **Health at Syringe Services Project**, engaging senior nursing students in field-based research. The team conducted approximately 300 surveys and 60 interviews across syringe service programs statewide, exceeding project goals and **generating critical insights** into stigma, healthcare access, and patient needs.



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Interdisciplinary and Collaborative Partnerships and Research



With funding from the Research Support Initiative, IHPP staff joined UNH CHHS, UMassBoston, and Rutgers University Social Work and Occupational Therapy faculty to conduct an interdisciplinary research study project titled “Patterns of intergenerational relationships and its implications for mental health and psychological well-being among older adults: **Cross-national comparisons** focusing on China, India, Japan, South Korea, and the United States.”

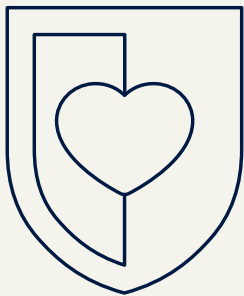
The breadth of IHPP’s partnerships and applied research was on display in 2025 through **presentations, posters, and panel discussions** at numerous conferences. Together with state, community, and academic partners, IHPP staff shared evidence, insights, and innovations that advance health policy and practice.



The fall Health Law & Policy Annual Conference panelists included: Patricia Tilley; Associate Commissioner, NH DHHS, Senior Executive Team; Melissa St. Cyr; Chief Legal Officer, NH DHHS, Senior Executive Team; Morissa Henn; Deputy Commissioner, NH DHHS, Senior Executive Team

SHARING RESEARCH, INFORMING POLICY & PRACTICE

- American Nurses Association Membership Assembly
- Annual Maternal Health Summit
- Annual Medicaid Quality Meeting
- Gerontological Society Annual Research Conference
- Home and Community Based Services and Supports Conference
- Long COVID International Conference
- National Alliance for Innovation on Maternal Health Annual Meeting
- New England Rural Health Association Annual Conference
- New Hampshire Behavioral Health Summit
- Northern New England CO-OP Practice and Community Based Research Network



UNH STRATEGIC PILLAR:

Commitment to Well-Being & Belonging

DEMONSTRATED BY:

- Stakeholder Engagement
- Partnerships to Strengthen Systems of Care
- Commissions, Boards, Advisory Groups, and Committees

Commitment to Well-Being

Through service and partnerships with public health officials, healthcare providers, state agencies, and community organizations, the IHPP team listened, learned, and took action to advance the well-being of individuals and populations across New Hampshire.

In partnership with the NH Department of Health and Human Services, IHPP led extensive stakeholder engagement across the state on critical issues including Medicaid changes, suicide prevention, behavioral health, and substance use disorder, ensuring policies reflect the lived experiences of New Hampshire residents.

IHPP advanced maternal and child health initiatives, including:

- Launching **monthly Medicaid enrollment support** sessions for doulas and lactation providers, expanding access to care
- Leading a **statewide maternal health learning series** addressing substance use and care coordination
- Conducting research on **birth center sustainability** to expand access to high-quality, cost-effective care



Well-being, Belonging and Accessibility for NH



In behavioral health, IHPP strengthened systems of care through:

- Ongoing leadership in the **988 Suicide & Crisis Lifeline**, supporting system coordination and quality improvement
- Expansion of the **NH Mental Health Care Access Program (NH MCAP)**, including teleconsultation, training, and provider support
- Development of **online training modules** to increase access to behavioral health education statewide



Beyond project-specific work, IHPP staff contributed their expertise through service on **commissions, boards, advisory groups, and committees**. These leadership roles extend the Institute's impact and strengthen efforts to promote health, well-being, and quality of life for individuals, families, and communities throughout the Granite State.

LEADERSHIP & SERVICE

- American College of Healthcare Executives of Northern New England
- Board of Examiners of Nursing Home Administrators
- Commission on the Environmental and Public Health Impacts of Perfluorinated Chemicals
- Foundation for Healthy Communities Board
- Health Care Cost Initiative
- HealthForce Advisory Board
- Krempels Brain Injury Center
- Magnify Voices Expressive Art Contest Planning Committee
- New England Rural Health Association Education Committee
- New England States Consortium Systems Organization Data Workgroup
- New Hampshire Children's System of Care Tier 1 Workgroup
- New Hampshire Fiscal Policy Institute
- New Hampshire Healthy Climate
- New Hampshire Healthy Families Advisory Board
- New Hampshire Legislative Commission on Interdisciplinary Primary Care
- New Hampshire Nurses Association Board
- New Hampshire Purchasers Group on Health
- New Hampshire–Maine Leadership in Neurodevelopmental Disabilities Advisory Committee



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