

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

**Tactic**

**Fiscal Year**

**Goal 1: Leverage purchasing power and partnerships to create innovative policies, and models of comprehensive healthcare coverage that improve the health and well-being of New Mexicans and the workforce.**

<b>Objective 1.1 Ensure that as the largest payer in the state, Medicaid is providing appropriate payment for services. (Medical Assistance Division, MAD)</b>	
Revise NM Administrative Code and implement communications regarding changes in standard of care requirements in prenatal care (Maternal Carrier Screening Cystic Fibrosis, Maternal Carrier Screening Spinal Muscular Atrophy, Prenatal Genetic Screening (Cell Free DNA), Prohibit prior authorization for Obstetrics services).	2024
Establish cadence and requirements for periodic rate reviews based on outcomes from Benchmarking report.	2024 & 2025
Participate in the Interagency Pharmaceuticals Purchasing Council to examine cost-savings opportunities in drug purchasing/payment across state agencies and other public bodies.	2025 & 2026
Implement the identified changes to provider rate reviews/increases/assessment	2024
Implement the revised Targeted Access Payment.	2024 & 2025
Develop annual Medicaid percentage reimbursement rate benchmarks to Medicare.	2025 & 2026
Ensure Managed Care Organization (MCO) reimbursement is not lower than Fee for Service schedule.	2024-2026
Identify areas where unbundling reimbursement rates might be beneficial.	2024-2026
Cultivate relationships with Tribal providers and work to leverage 100% Federal Medical Assistance Percentage (FMAP) for Indian Health Service (IHS)/638 providers	2024 & 2025
<b>Objective 1.2 Promote primary care expansion in New Mexico, particularly in underserved and rural areas. (Office of the Secretary (OOS) &amp; Medical Assistance Division (MAD))</b>	
Annually update NM Primary Care Council (PCC) Strategic Plan for January release.	2024-2026
Provide financial support and technical assistance to primary care residency expansion partners.	2024-2026
Reform Medicaid policies, programs and procedures to optimize primary care residency expansion.	2024-2026
Collaborate with US Centers for Medicare and Medicaid Services in its pilot to implement new Medicare primary care payment model in New Mexico, shifting payments from fee-for-service to patient outcomes.	2024-2026
Develop and implement sustainable primary care alternative payment models (APMs) in Medicaid that will improve quality of care; increase equity, access, health outcomes, and value; and incentivize interprofessional teams.	2024-2026
Drive health equity through developing and incentivizing models of interprofessional, person-centered primary care teams that include Behavioral Health (BH) and Community Health Workers.	2024-2026
Strengthen primary care APM clinician and provider transformation collaborative that builds relationships with stakeholders and provides them technical assistance and support related to APM adoption in their practice.	2024-2026
Design health equity measures for primary care alternative payment model and value based purchasing payments.	2024
Evaluate primary care residency expansion program performance.	2024-2026
Implement strategies to create a sustainable and diverse primary care workforce that supports interprofessional teams, education, and residency programs; addresses barriers to recruitment and provider burn-out; and improves provider-to-population ratios and access to care.	2024-2026
Develop strategies to improve and invest in health technology that supports high quality primary care including information exchange, electronic health records, and population health; and systems that make primary care seamless and easy for patients and providers.	2024-2026
Design and implement a Rural Health Care Authority Delivery Fund (per 2023 Senate Bill 7) that provides funding for new or expanded Health Care Authority services in rural New Mexico counties.	2024-2026
Promote, in coordination with NMDOH, the Health Professional Loan Repayment supports designed to recruit and retain professionals in the state.	2024
Implement Centers for Medicare & Medicaid Services Access rules (if finalized)	2025 & 2026
<b>Objective 1.3 Employ all Federal flexibility related to Public Health Emergency (PHE) to remove barriers to access for Medicaid members and lessen burden on providers. (Medical Assistance Division, MAD)</b>	
Continue to communicate to members about the unwinding	2024
Collaborate with beWellnm to support transition of health care coverage	2024
<b>Objective 1.4 Design and maintain a high value Managed Care Medicaid Program that effectively delivers timely and accurate benefits. (Medical Assistance Division, MAD)</b>	
Issue extension of Managed Care Organization (MCO) contract.	2024

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
Develop 2022 Dual Special Needs Population Contract.	2025
Review Direct payments and determine strategy for continuation and hire staff to support.	2024
Conduct MCO Procurement Readiness.	2024
Implement new models for the Medicaid home visiting program.	2024 & 2025
Complete MCO contract amendments for changes to Early and Periodic Screening, Diagnostic and Treatment (EPSDT), and the Health Insurance Exchange plan offering.	2024 & 2025
Revise Medicaid Manage Care Contract.	2024 & 2025
Complete MCO contract amendments for changes to EPSDT, Value Based Purchasing (VBP), Medical Loss Ratio (MLR), and the Health Insurance Exchange plan offering.	2024 & 2025
Expand Medicaid Home Visiting Program.	2024 & 2025
Leverage Turquoise Care contractual language for penalties and reinvestment.	2025 & 2026
Explore Fully Integrated Dual Special needs Plan (FIDE-SNP) option	2025
Implement the Centers for Medicare & Medicaid Services MCO rules (if finalized)	2025 & 2026
<b>Objective 1.5 Obtain additional Federal authorities to improve and expand upon the scope of services offered by NM Medicaid. (Medical Assistance Division, MAD)</b>	
Implement Community-Based Mobile Crisis Intervention Services through State Plan Amendment by July 2022.	2024
Negotiate Standard Terms and Conditions (STCs) with CMS beginning January 1, 2023.	2024
Obtain CMS approval of funding and technical assistance for new and/or expanded primary care residency programs under 1115 waiver amendment #2 expenditure authority.	2025
Implement the expansion of genetic screenings by revising the NM Administrative Code to remove restrictions.	2024
Implement Certified Community Behavioral Health Clinics through State Plan Amendment by July 2023.	2024 & 2025
Obtain CMS approval of NM's 1115 Renewal Application by December 31, 2023.	2024
Implement NM's 1115 Demonstration Waiver effective January 1, 2024.	2024
Implement Lactation Consultants through State Plan Amendment by January 2024.	2024
Implement default enrollment for dual-eligible Medicaid members in coordination with CMS and MCOs through Managed Care Services Agreement and State Medicaid Agency Contract by January 1, 2024.	2025
Implement Doula Services through State Plan Amendment by January 2024.	2024
Implement enhanced services and supports for Legally Responsible Individuals as Providers of Home and Community-Based Services Community Benefit Services under new 1115 expenditure authority.	2024 & 2025
Implement the expansion in access to assisted living services and promoting a person-centered Long-Term Services and Supports experience for New Mexicans under new 1115 expenditure authority.	2024 & 2025
Implement the Transitional Services Benefit Limit Increase under new 1115 expenditure authority.	2024 & 2025
Implement meals for enrollees residing independently under new 1115 expenditure authority.	2024 & 2025
Continue Waiver Standard Terms and Conditions negotiations with CMS throughout 2023.	2024 & 2025
Implement a Closed-Loop Referral System under new 1115 expenditure authority.	2024 & 2025
Implement medical respite for members experiencing homelessness under new 1115 expenditure authority.	2024 & 2025
Implement strategies for Rural Hospital Support under new 1115 expenditure authority.	2024 & 2025
Expand on existing Value Based Purchasing (VBP) arrangements with focus on population health management as defined by NM's Primary Care Council and Managed Care Services Agreement.	2025
Expand the use of Community Health Workers and establish payment methodology through State Plan Amendment.	2024
Implement the expansion of the Medicaid Home Visiting Programs under new 1115 expenditure authority.	2024 & 2025
Implement New Chiropractic Services Pilot under new 1115 expenditure authority.	2024 & 2025
Implement New Member-Directed Traditional Healing Benefits under new 1115 expenditure authority.	2024 & 2025
Implement continuous eligibility for children up to age 6 under new 1115 expenditure authority.	2024 & 2025
Implement Medicaid Services for High-Need Justice Involved Populations 30 Days before Release under new 1115 expenditure	2024 & 2025
Implement the expansion of Home and Community Based Services (HCBS), Community Benefit (CB) Enrollment Opportunities through Additional Waiver slots under new 1115 expenditure authority.	2024
Implement a Single Preferred Drug List through Managed Care Services Agreement.	2024 & 2025
Address residential treatment capacity issues through 1115 waiver amendment process.	2024 & 2025
Implement an Enhanced Medicaid Rate payment for tribally run nursing facilities	2024
Implement expansion of vision services through State Plan Amendment.	2025

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
Implement Acupuncture coverage through State Plan Amendment.	2025
Expand Medicaid access to Deferred Action for Childhood Arrivals (DACA) recipients (pending finalization of federal rules).	2025
Implement expansion of adult dental services.	2026
<b>Objective 1.6 Comply with and implement Medicaid related initiatives and requirements of the Kevin S. Settlement.</b>	
Build out the provider network, complete provider assessment, establish provider incentives to encourage providers to enroll.	2024
Develop process to comply with the requirements of Appendices A, B, C and D.	2024
Implement Medicaid rates for the five evidence-based practice models required in the Settlement.	2024
<b>Objective 1.7 Support NM Department of Health in development of Developmental Disabilities (DD) waiver revisions (including supports waiver). (Medical Assistance Division, MAD)</b>	
Develop and submit waiver renewal applications to The Centers for Medicare & Medicaid Services (CMS) for Fiscal Years 25 and 26.	2024
Develop training for Income Support Division on DD waiver changes in FY25 and FY26.	2024
Outline options and continue stakeholder engagement for waiver renewals in FY25 and FY26.	2024
Review NM Administrative Code regulations for changes that need to be made with DD waiver changes.	2025 & 2026
Initiate statewide townhall meetings and stakeholder meeting for information gathering to develop recommendations for changes to waiver renewal applications.	2024 & 2025
Continue NM Dept. of Health collaboration on waiver redesign.	2024
Participate in Developmental Disabilities Support Division Provider Training Workgroup	2024
Strengthen communication pathways between divisions	2024-2026
Evaluate payment methodology in 1915c waiver	2025 & 2026
<b>Objective 1.8 Implement American Rescue Plan Enhanced Federal Medical Assistance Percentages (FMAP) Home and Community Based Services (HCBS) Spending Plan. (Medical Assistance Division, MAD).</b>	
Open Personal Care Services provider network.	2024
Pursue Program of All-Inclusive Care for the elderly (PACE) expansion, which provides comprehensive long-term services and supports to Medicaid and Medicare enrollees.	2026
Launch Home and Community Based Services (HCBS) webpage (public facing central registry built into Unified Portal).	2026
Initiate stakeholdering to pursue PACE expansion, which provides comprehensive long-term services and supports to Medicaid and Medicare enrollees.	2025
Expand and fill new Community Benefit Allocations.	2024
<b>Objective 1.9 Expand the behavioral health (BH) network to provide a full continuum of behavioral health services. (Behavioral Health Services Division, BHSD)</b>	
Incorporate appropriate telehealth and remote service deliver systems into BH Provider and Billing Manual and New Mexico Administrative Code. Includes Telehealth Expansion Funds from Opioid Settlement Funds.	2024
Evaluate and adjust as appropriate expansion of Certified Peer Support Workers in array of social locations.	2024-2026
Develop Certified Community Behavioral Health Clinics, which are a Federal model for sustainable and high quality integrated Behavioral Health Clinics.	2024 & 2025
Continue 988/Crisis Now Mobile Crisis Response team pilots and plan for expansion to cover the entire state with sustainable, locally appropriate and flexible models.	2024 & 2025
Continue 988/Crisis Now development of BH Crisis response centers as locally appropriate (e.g. Crisis Triage Centers (CTC), Alternative CTC models, Emergency Depts., BH Urgent Care).	2024 & 2025
Implement payment system that incentivizes effective integration of BH and Primary Care.	2024 & 2025
Implement Value Based Purchasing with state general funds and Block Grant Projects.	2025
Include appropriate Value Based Purchasing mechanisms for BH system of care into Managed Care Organization contracting.	2025
Forensics: Quality Improvement, Program Management, and Budgeting	2024
Work with New Mexico Dept. of Health and Behavioral Health Collaborative to elaborate process to incorporate syndromic surveillance and data management into planning of Substance Use system of care from Prevention through to Recovery.	2024 & 2025
Expansion of supportive housing services for those affected by opioid use disorder.	2024
Expansion of Screening, Brief Intervention and Referral to Treatment (SBIRT) Services	2024
Expansion of Medically Assisted Treatment services in county and state detention facilities.	2024
Design and implement a Rural Health Care Authority Delivery Fund (per 2023 Senate Bill 7) that provides start-up grant funding for new or expanded BH services in rural NM counties.	2024
Continue development of Tribal 988 services that includes an identified warm line or hotline for tribal communities	2024 & 2025

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
<b>Objective 1.10 Develop a statewide system of behavioral health (BH) Health Care that promotes the BH and well-being of children, individuals and families, encourages a seamless system of care that is accessible and continuously available, and emphasizes prevention and early intervention, resiliency, recovery and rehabilitation. (Behavioral Health Collaborative, BHC)</b>	
Reform residential treatment services in accordance with federal Family First Prevention Services Act (FFPSA) guidelines.	2025
Increase number of Medication Assisted Treatment qualified providers through NM Corrections Dept. pilot.	2025
Support the BHC Administrative Services Organization operations, BHC member agencies, and look for expansion opportunities.	2025
Identify prevention gaps in BH services for children and youth.	2025
Support Local BHC expansion, facilitating partnerships with health councils and facilitating regional recommendations to BHC.	2025
Contract with new Local BHC for desired objectives and expand membership and relationships with health councils.	2025
Evaluate use of Substance Use Disorder (SUD) screenings across primary care and BH settings.	2026
Expand SUD prevention and intervention services for youth.	2026
Expand evidence based practices and modalities to address BH needs of children and youth.	2026
Monitor and evaluate BHC performance measures.	2025
Improve BH access, including suicide prevention supports.	2025
Explore financial incentives to keep BH professionals in NM.	2026
Expand Medication Assisted Treatment statewide.	2025
Increase services and supports for people involved in the justice-system using the Sequential Intercept Model.	2025
Pursue harm reduction strategies that address complex needs of individuals in the justice system with SUD.	2025
Increase members of BH workforce who represent cultural and racial diversity of NM.	2025
<b>Objective 1.11: Strengthen State Employee Health Benefits.</b>	
Participate in Interagency Benefit Advisory Committee Request for Proposal Evaluation and Vendor Selection	2024
Design models of state employee health care coverage and offer a range of health insurance plan options that cater to the diverse needs of state government employees. Plans may vary in terms of coverage levels, deductibles, copays, and network options.	2025 & 2026
Develop strategies for long-term financial sustainability so plans are affordable, robust, and actuarially sound.	2025 & 2026
Assess the effectiveness of the insurance plans and make necessary adjustments based on feedback, changing healthcare needs, and market trends.	2025 & 2026
Expand and maintain a broad network of healthcare providers so state employees have more choices for healthcare services with reduced out-of-network costs.	2025 & 2026
Implement wellness and preventive programs that encourage healthy lifestyles and early detection of health issues (e.g., health screenings, fitness incentives, smoking cessation support, and nutrition counseling).	2025 & 2026
Develop a robust communication strategy to ensure employees understand their insurance options, coverage details, and any	2025 & 2026
<b>Goal 2: Achieve health equity by addressing poverty, discrimination, and lack of resources, building a New Mexico where everyone thrives.</b>	
<b>Objective 2.1 Ensure that every qualified New Mexican receives timely and accurate benefits. (Income Support Division, Income Support Division)</b>	
Increase food and nutrition support, specifically the State Food Supplement benefit and additional deductions.	2025
Implement Supplemental Security Income program to provide additional cash for food for vulnerable populations, including people with disabilities.	2025
Incorporate voluntary sexual orientation and gender identity questions into customer application platforms and reporting.	2024
Improve access for Human Services Department (HSD) customers with limited technological resources and/or proficiency.	2024
Partner with community-based organizations to host satellite Health Care Authority offices, COVID-safe practices permitting.	2024
Collaborate with other state agencies to centralize and coordinate food security efforts in New Mexico.	2025
Cross-train HSD staff to assist HSD in activities related to the unwinding of the Public Health Emergency.	2024
Onboard contract staff to assist HSD in activities related to the unwinding of the Public Health Emergency.	2024
Increase assistance payments to qualifying households that received a Temporary Assistance for Needy Families (TANF), General Assistance, Education Works or Diversion Payment (HB2)	2024
Tribal Liaison collaborate with Food and Nutrition Services, Food Distribution Program (FANS) on Indian Reservations (FDPIR), Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) to create an outreach and education strategy for tribal communities	2024
Tribal Liaison to collaborate with SNAP E&T to increase tribal participation for Employment and Training	2025
Update New Mexico Administrative Code to reflect consistency with the Code of Federal Regulations with respect to beneficiary appeal rights and due process related to mass changes	2024
<b>Objective 2.2 Modernize child support program to improve the financial and medical support of New Mexico's children. (Child Support Services Division, CSSD)</b>	

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
Amend the 40-4c-4 Mandatory Medical Support Act to remove the requirement to collect cash medical support for those children actively enrolled in Title XIX Medicaid at the time medical support is established or modified.	2024
Complete Centralized Case Processing Unit- Phase 2.	2024 & 2025
Enhance Child Support Hearing Officer Program.	2025
Develop Policy for Unclaimed Property for undistributed collections from CSSD.	2024 & 2025
Eliminate Fees for Child Support customers.	2024 & 2025
Implement Electronic Case File for CSSD.	2024
Redesign Child Support Training Plan to be more effective for onboarding and refresh	2024
Update CSSD Arrears Management Program to leverage changes through the Flexibility, Efficiency, and Modernization rule passed in 2016 from the Office of Child Support Services (OCSS).	2024
Move child support guideline schedule from state statute to the New Mexico Administrative Code.	2024
Develop Memorandum of Understanding with the Mexican Consulate for assist parents who live in Mexico with one party living in New Mexico	2024
Resolution for IRS-FTI Finding impacting Tax Intercepts	2024-2026
Tribal Liaison to promote memorandum of understanding between Native American or increased participation in Native American Initiative Program	2024 & 2025
New Hire Reporting for Independent Contractors	2024 & 2025
<b>Objective 2.3: Enhance access to Home and Community-Based Waiver services and State General Fund services that serve people with disabilities and their families.</b>	
Increase the frequency of wellness visits; include more measurable data.	2024
Reorganize the DDS organizational structure to better meet the needs of the individuals we serve.	2024
Implement a predictive analytics model for identifying participants/clients who may be at a higher risk of abuse, neglect, and exploitation.	2024
Implement a provider monitoring system that accounts for provider oversight, accountability, and technical assistance.	2024
Engage with providers, individual's participant in in DDS program, and stakeholder groups to create a program focuses on preventing abuse, neglect, and exploitation.	2024
Implement provider rate increases that support the provider network and direct support professionals to keep New Mexico competitive within the region.	2024
Increase visibility of <i>Mi Via</i> participants about increased funding options when needs exceed current Individual Budgetary Allotment (IBA).	2024
Review current waiver standards across all 1915c waivers and develop waiver renewal applications that support strategic programmatic initiatives.	2025
Implement an integrated Client Data Management System that serves as a single platform for all waiver related data.	2025
Leverage federal financial participation under Medicaid to procure a case management system that meets the needs of the division.	2025
Leverage a central repository for all process documentation across all waiver programs.	2025
Explore opportunities for collaboration and efficiencies with other Healthcare Authority divisions.	2025
Complete the Super Allocation Plan and continue efforts to eliminate the waitlist.	2025
Prevent abuse, neglect, and exploitation by partnering with state, federal, providers, individual's participant in in DDS program, advocacy group and the entire community.	2025
<b>Objective 2.4 Develop and implement a comprehensive external communication plan. (Office of the Secretary, OOS)</b>	
Implement best practices for social media to connect with HSD audiences and for outreach purposes.	2024-2026
Expand and grow outreach through social media channels: Facebook, Instagram, Twitter, LinkedIn.	2024-2026
Provide continuous training on website protocols for division staff.	2024-2026
Review Google analytics for website.	2024-2026
Grow and maintain external distribution list to continuously communicate with the public.	2024-2026
Maintain credibility and transparency with the media and the public.	2024
Partner with associations and speak at annual meetings.	2024-2026
Implement communication strategies designed to reach New Mexicans with limited technological access.	2024
Review social media analytics, determine growth, and set new digital outreach goals.	2024-2026
Work with division staff to inventory and update their section of the website.	2024
Develop public service announcements about HSD benefits.	2025

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
Inventory and maintain HSD website updates.	2024
Strengthen relationships with key advocacy groups.	2024-2026
Conduct public hearings for customers, advocates, and various stakeholders.	2024-2026
Engage with HSD customers in community-based settings, providing benefits enrollment support and answering questions.	2024-2026
Enhance and expand in person outreach and education to tribal communities	2024-2026
Enhance and expand participation in tribal stakeholder meetings	2024
To improve timely communication to the field regarding upcoming changes. To communicate with the affected parties regarding changes or a need for change in procedures (prior to implementation). Increase communication rating by the next survey.	2025
Cultivate relationships with media to promote positive coverage of HSD	2024-2026
<b>Objective 2.5 Implement a department wide strategy to include partners (federal, state and local, community-based services, providers, advocates, Managed Care Organizations, Tribes) in decisions that affect them. (Office of the Secretary, OOS)</b>	
Assess the effectiveness of the Child Support Services Divisions (CSSD) Native American Initiative.	2024
Solicit feedback from key stakeholders (e.g. customers, HSD staff, legislators, providers, advocacy groups) related to HSD's strategic priorities.	2024-2026
Collaborate with Native American liaison to share information with NM's Tribes, Nations, and Pueblos.	2024-2026
Collaborate with Indian Affairs Public Information Officer to share information about HSD benefits available for Native American population.	2024-2026
Broadcast public service announcements about HSD benefits specific to Native American populations.	2024 & 2025
Attend Native American public events to provide information about HSD programs and services.	2024-2026
Utilize Tribal Consultations as a means of community engagement, as needed.	2024-2026
Convene Medicare Administrative Contractor (MAC) subcommittees.	2024-2026
Conduct public hearings for HSD customers, providers, advocates, and other stakeholders, as needed.	2024-2026
Maintain relationships with key advocacy groups.	2024-2026
Engage providers and users in Medicaid Management Information System Replacement (MMISR) Project activities, including testing.	2024-2026
Working with community partners, including customers and providers, to solicit feedback on designing the HSD office of the future.	2024-2026
Establish an Limited English Proficiency plan in collaboration with other state agencies house bill	2024
Establish a SNAP outreach plan, in partnership with stakeholders, that is tailored to the needs of local communities and Tribes.	2024
Implement strategies developed by Medicaid Native American Technical Advisory Committee based on Committee priorities.	2024
<b>Objective 2.6 Establish regular communication channels with stakeholders. (Medical Assistance Division, MAD)</b>	
Evaluate and revise consumer communication materials, ensuring accessibility standards.	2024 & 2025
Evaluate and revise consumer communication materials translated into languages other than English, ensuring accessibility	2024 & 2025
Review member correspondence from Automated System Program and Eligibility Network (ASPEN) and update as necessary to align with 1115 and procurement. Assess MCO communications to ensure all new member correspondence is approved by HSD	2024
Establish communications team in the directors office	2024
<b>Objective 2.7 Update HSD website for Americans with Disabilities Act (ADA) compliance (Office of the Secretary, OOS)</b>	
Implement ADA website compliance plan, monitor and evaluate for continual compliance.	
<b>Objective 2.8 Provide public access of Fair Hearing Decisions (Office of Fair Hearings (OFH), Office of General Counsel (OGC), Medical Assistance Division (MAD), Income Support Division)</b>	
Develop a public database of Fair Hearing decisions on the OFH page of website.	
Implement a plan to ensure all confidential information is redacted from all published decisions.	
<b>Objective 2.9 Strengthen the regulatory oversight of licensed health facilities and community-based waiver programs to ensure compliance with federal and state statutes and regulations. (Division of Health Improvement)</b>	
Conduct regular and comprehensive health & safety surveys of licensed health facilities and community-based waiver programs to identify areas for improvement.	2025-2026
Revise and update regulations as necessary to reflect the evolving healthcare ensuring high quality standards of care, including expanding oversight authority across many behavioral health care facility types.	2025-2026
Conduct surveys and provide technical assistance to all CLIA lab providers in compliance with federal requirements and best	2025
Promote, facilitate, and monitor quality Certified Nurse Aid programs in New Mexico.	2025
Implement a risk-based approach to prioritize compliance oversight.	2025
Standardized processes for background checks on caregivers using fingerprint-supported systems.	2025
Collaborate with agencies and providers to ensure accurate and timely reporting of criminal records related to caregivers.	2025

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
Provide training and resources to caregivers on compliance requirements and best practices.	DDSD
Support providers as they develop customized quality improvement plans.	2026
Monitor performance metrics that evaluate the quality of care provided by licensed health facilities and community-based waiver programs.	2025
<b>Objective 2.10 Ensure health care mergers and acquisitions (including those involving private equity) contribute to equitable access to quality care and improved health outcomes for all communities, especially underserved and marginalized populations. (Office of the Secretary)</b>	
Establish a transparent and accountable process for reviewing and approving health care transactions, fostering public trust and confidence in the oversight process.	2025
Involve community stakeholders, patient advocacy groups, and public health experts in the decision-making process to gather diverse perspectives and ensure the impact of transactions on different communities is considered.	2025-2026
Develop comprehensive health equity guidelines that outline the specific criteria and principles that need to be addressed in mergers and acquisitions to ensure they advance health equity goals. These guidelines should cover areas such as access, affordability, quality, and cultural competence.	2025
Conduct public hearings and forums where affected communities can voice their concerns, share their insights, and provide input on proposed mergers and acquisitions.	2025-2026
Require merging entities to provide financial data disclosure (including but not limited to revenue and debt) as well as data on the demographics of the communities they serve, along with information on health outcomes and disparities.	2025-2026
Establish mechanisms for ongoing oversight and enforcement to ensure merging entities follow through on their commitments to health equity.	2025
<b>Goal 3: Implement innovative technology and data-driven decision-making to provide unparalleled, convenient access to services and</b>	
<b>Objective 3.1 Implement Health &amp; Human Services (HHS) 2020 modules: system integration (SI), data services (DS), quality assurance (QA), financial services (FS), benefit management services (BMS), and unified public interface (UPI). (Information Technology Division, ITD)</b>	
Continue testing of HHS 2020 modules.	2024-2026
Complete implementation of enhanced data services and analytics capabilities as part of the Medicaid Management Information System (MMIS).	2024-2026
Continue implementation of the financial services and benefit management services modules as part of the Medicaid Management Information System Replacement (MMISR) project.	2024-2026
Explore other agency collaboration opportunities as part of the HHS 2020 initiative.	2024-2026
Implement the unified portal for HSD related programs.	2024-2026
Define Automated System Program and Eligibility Network (ASPEN) integration strategy with HHS 2020.	2024
Begin enhancements for other agencies as part of the HHS 2020 initiatives	2024-2026
<b>Objective 3.2 Provide greater access to timely enterprise data to enhance evidence-based decision making. (Information Technology Division, ITD)</b>	
Seek an increase to the operating budget for Information Technology Division (ITD) to implement a data analytics organization that includes the filling of 7 positions.	2024 & 2025
Implement an open data portal or website for public access.	2025 & 2026
<b>Objective 3.3 Implement business transformation to redesign, streamline and improve our processes. (Information Technology Division, ITD)</b>	
Survey HSD customers, soliciting recommendations related to business redesign and improvements.	2024-2026
Update Service Desk software	2024 & 2025
Partner with Code for America to create a customer feedback loop for new enhancements to the Consolidated Customer Service	2024-2026
<b>Objective 3.4 Expand and improve automation and self-service capabilities for ease of access to services. (Information Technology Division, ITD)</b>	
Automate provider enrollment for Medicaid providers.	2024 & 2025
Continue implementation of the unified portal.	2024-2026
Implement real-time eligibility for Supplemental Nutrition Assistance Program (SNAP) applications and administrative renewals for SNAP interim reports.	2025
Partner with Code for America to review opportunities for enhanced customer experience automations in CCSC	2024 & 2025
<b>Objective 3.5 Identify replacement strategy for Child Support Enforcement System (CSES). (Information Technology Division, ITD &amp; Child Support Services Division, CSSD)</b>	
Initiate full replacement/modernization of Child Support Enforcement System (CSES) system.	2024-2026
Complete an API for STEPUp! referrals to the Dept. of Workforce Solutions	2024
<b>Objective 3.6 Integrate with state-based Health Insurance Exchange to ensure streamlined experience for Medicaid members. (Medical Assistance Division, MAD)</b>	

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
Implement Phase II Medicaid-HIE integration strategy.	2025 & 2026
<b>Objective 3.7 Meet federal interoperability requirements. (Medical Assistance Division, MAD)</b>	
Complete interoperability implementation.	2024 & 2025
<b>Objective 3.8 Promote ideas and information to flow clearly and quickly among all IT team members and stakeholders. (Information Technology Division, ITD)</b>	
Define an IT service catalog.	2024 & 2025
Build an enterprise level knowledgebase and knowledge management process.	2024 & 2025
Build IT self-service capabilities to better support HSD staff.	2024 & 2025
<b>Objective 3.9 Empower a data driven organization. (Information Technology Division, ITD)</b>	
Complete an analysis of data quality issues.	2024 & 2025
<b>Objective 3.10 Leverage and invest in new and emerging technology to drive agility of ITD services. (Information Technology Division, ITD)</b>	
Continue migration of workloads to the cloud and execution of the cloud strategy.	2024 & 2025
<b>Objective 3.11 Utilize Performance Measures to improve Managed Care Organizations (MCOs) performance on physical health and BH outcomes. (Medical Assistance Division, MAD)</b>	
Revise MCO Performance Measures to align with evolving Health Care Authority Effective Data Information Sheets (HEDIS)	2024
Monitor National Committee for Quality Assurance (NCQA) revisions to Health Care Authority Effective Data Information Sheets	2024 & 2025
Evaluate MCO Health Care Authority Effective Data Information Sheets (HEDIS) data for Performance Measure target achievement.	2024 & 2025
Evaluate MCO Performance Measure reporting.	2024 & 2025
Draft Performance Measure letter to MCOs, outlining contract performance compliance or non-compliance.	2024 & 2025
Recover penalties from MCOs for performance non-compliance.	2024 & 2025
Develop a customer satisfaction survey to be administered to Children in State Custody to are engaged in Care Coordination	2024 & 2025
<b>Objective 3.12 Automate processes (Administrative Services Department (ASD))</b>	
Identify plan for automating the cost allocation process.	2024
Identify and implement automation process for grant reporting, Drug Rebate Analysis and Management System (DRAMS), Audit Schedules and the Statement of Expenditures of Federal Awards and Accounts Receivables (SEFA)	2024
Optimize and implement the Statewide Human Resources Accounting and Reporting (SHARE) Grants Module & Billing Module	2024
<b>Goal 4: Build a culture of empowerment, continuous growth, and wellness, cultivating the best team in state government.</b>	
<b>Objective 4.1 Develop and implement comprehensive internal communication plan. (Office of the Secretary, OOS)</b>	
Highlight internal employee promotions.	2024
Continue surveying employees & holding biannual employee listening sessions for feedback.	2024-2026
Welcome and farewell employees on SharePoint and regularly in employee emails.	2024-2026
Highlight employees' kudos on social media and TheWire.	2024-2026
Continue implementing best practices for internal communication.	2024-2026
Continue quarterly employee meetings to include recognition of employee anniversaries and allow additional time for questions to leadership.	2024-2026
Continue monthly manager meetings to include recognition of employee anniversaries and allow additional time for questions to leadership.	2024-2026
<b>Objective 4.2 Develop and implement a department-wide employee training program. (Office of Human Resources, OHR)</b>	
Revise and refine Leadership program for HSD managers.	2024
Update The Wire, SharePoint and Blackboard.	2024
Update 2 mandatory Blackboard Trainings.	2024 & 2025
Assess additional management training topics that can be provided in conjunction with leadership development and supervision skills for managers.	2025
Continue to offer New Employee Orientation on a regular basis (revise as needed)	2024
Develop strategies to increase the number of trainings developed and delivered.	2024 & 2025
<b>Objective 4.3 Provide guidance and support to employees regarding HSD policy options in order to support in-office work. (Office of Human Resources, OHR)</b>	
Provide training and guidance to supervisors on how to be an effective manager and the challenges that arise due with Alternative Work Locations.	2024
<b>Objective 4.4 Assess Division Organizational Health Indicators and prioritize interventions needed for improved health. (Income Support Division, Income Support Division)</b>	



**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
Implement technology to improve access and staff support.	2024
<b>Objective 4.5 Complete Business Transformation Council (BTC) process redesign effort and Organizational Change Management effort. (Medical Assistance Division, MAD)</b>	
Draft plan for Organizational Change Management completed to present to the Operational Steering Committee.	2024
Hire dedicated staff with Organizational Change Management experience to implement BTC initiatives.	2024-2025
Module contractors review journeys as foundation for requirements and are included in requirements sessions with staff.	2024
Develop and align Organizational Change Management schedule with modules.	2024
Reassess organizational structure with implementation of Health Care Authority.	2024-2026
<b>Objective 4.6 Resolve Personnel Issues and complete personnel investigations more quickly to better support employees and management. (Office of Human Resources, OHR)</b>	
Hire and onboard new Employee Relations (ER) team staff.	2025
Implement strategies and work assignments for the ER team to reduce turnaround time by 20% for completion of ER team	2024 & 2025
<b>Objective 4.7 Position the IT workforce for success. (Information Technology Division, ITD)</b>	
Improve IT talent management processes.	2024
<b>Objective 4.8 Update and create bureau training materials to document required tasks and to ensure institutional knowledge is shared and retained. (Administrative Services Division: ASD)</b>	
Implement job-specific Statewide Human Resources Accounting and Reporting (SHARE) training, accounting chart fields and Excel training.	2024
Develop training plan, manuals and videos for Division fiscal staff and ASD staff.	2024
Create an organized storage plan for all training material in SharePoint and/or theWire (intranet) for future use and reference.	2024
Establish regular meetings with other ASD Bureaus and Divisions to understand issues/challenges within the Agency that will affect the business processes and needs of ASD.	2024
<b>Objective 4.9 Realign and reclassify positions to foster internal growth, promotion and expertise while retaining institutional knowledge.</b>	
Create a chart for each bureau showing current pay bands and internal alignment, identifying where growth development plans lack.	2024
Meet with Bureau Chiefs to gauge the needs of the bureau and collaboratively outline goals regarding internal alignment and retention.	2024
Institute internal realignment and reclassification plan, and approve and process reclassifications and necessary pay band adjustments.	2024
<b>Objective 4.10 Decrease Income Support Division vacancy rate to 3.5% in two years.</b>	
Improve the Interview Process	2024
Explore new locations/partnerships to identify new candidate pools.	2024
Improve job descriptions	2024
Target locations throughout the state for recruiting and retention	2024
Create a staffing plan that will be published annually and follows the current budget cycle.	2024
<b>Objective 4.11 Provide current, accessible, and fillable electronic human resources forms on TheWire (HSD employee intranet). (Office of Human Resources, OHR)</b>	
Identify and update outdated OHR documents on TheWire, maintaining updates through standardized processes and protocols.	2024
Convert OHR critical documents on TheWire to fillable PDF versions.	2024
Complete revising outdated OHR documents on the Wire.	2024
Complete conversion OHR critical documents on the Wire to fillable PDF versions	2024
Develop and implement process to allow applicants and new hires to complete hiring process and provide confidential information electronically online pending budget availability.	2024
Explore options to turn official employee personnel records to electronic files.	2024 & 2025
<b>Objective 4.12 Develop and implement electronic tracking mechanisms to ensure timeliness and effectiveness of employee relations actions for all staff. (Office of Human Resources, OHR)</b>	
Implement and refine strategies to complete employee relations actions using electronic processes.	2024 & 2025
Develop, track and implement standardized response times for Employee Relation issues.	2024 & 2025
Utilize electronic tracking mechanisms to drive timely and effective communication strategies with employees and managers on relevant Employee Relations issues for office and remote locations.	2024 & 2025

**New Mexico Health Care Authority State Fiscal Years 2024-2026 Strategic Plan**

**Mission: Ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.**

**Vision: Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.**

Tactic	Fiscal Year
<b>Objective 4.13 Create a secure, comprehensive and customizable electronic hiring and onboarding process available to applicants, new employees, hiring managers, and OHR. (Office of Human Resources, OHR)</b>	
Work with divisions, Information Technology Division and the contractor to customize and pilot DocuSign.	2024
Train hiring managers to use DocuSign.	2024
Present proposal to secure funding for additional staff for recruitment, labor relations and Com & Class. This will expedite HR completion of HR transactions and the hiring and onboarding process for new staff by 40%.	2024 & 2025
Identify strategies to streamline the efficiency of the hiring and onboarding processes.	2024
Evaluate field office space to incorporate new divisions and use shared spaces	2025