HCA Goal	HCA Goal2	HCA Division	Strategy	Desired Outcome	SMART Goal	Target	By When	Accountable	Responsible
	n/a	Behavioral Health Services Division (BHSD)	Reduce the number of individuals at higher risk for homelessness/precariously housed.	Increased number of individuals served by the Reset program (individuals being relased from incarceration) statewide to 115 across 4 counties.	Meet with Corrections Dept. Reentry division to identify appropriate candidates and settings.	4	6/30/2025	Jackie Nielsen	Anita Mesa
				Increased funding amount per individual served by the Fresh Start program (individuals with an opioid use disorder (OUD) diagnosis) the for sustained housing stability.	Partner with providers who will conduct in reach and outreach events within their respective communities and identify individuals in need that meet the criteria.	2	6/30/2025	Jackie Nielsen	Lisa Howley
			Expand OUD overdose prevention efforts statewide	Increased Naloxone distribution.	Distribute Naloxone Kits	28,218	6/30/2025	Tami Spellbring	Stanford Kemp

HCA Goal	HCA Goal2	HCA Division	Strategy	Desired Outcome	SMART Goal	Target	By When	Accountable	Responsible
			Expand Primary Prevention for suicide and Substance Use Disorder (SUD) statewide.	Increased the number of schools trained from 20 in FY24 to 40 in FY25.	Complete Yellow Ribbon suicide prevention school trainings (staff students community members).	50	6/30/2025	Tami Spellbring	Stanford Kemp
					Host teacher training for PAX Good Behavior Games.	100	6/30/2025	Tami Spellbring	Stanford Kemp
	n/a	Child Support Services Division (CSSD)	Increase parentage, child support, and medical support established for tribal children through	Increased number of NAI cases within the NM Child Support Program.	Reach out to 1 Tribe quarterly to pitch the NAI program.	4 annual pitches	6/30/2025	Betina	Shelly Begay Wanda Martinez
					Follow-up w/in 30 days of presentation.	4 annually	6/30/2025	Betina	Shelly Begay Wanda Martinez
			Reduce Child Poverty	More money is provided to new Mexico's kids in the child support program by reducing the amount of undistributed collections.	Research and resolve money on hold due to bad addresses.	100% cases associated	Within 30 days of report receipt	Betina	Melanie Vigil
					Research and resolve holds greater than $5,000.	100% cases associated	Within 30 days of report receipt	Betina	County Directors
					Research and resolve Stale Dated Warrants.	100% cases associated	Within 30 days of report receipt	Betina	Melanie Vigil
					Research and resolve monies on hold due to parties in dispute.	100% cases associated	Within 30 days of report receipt	Betina	County Directors & Supervising Attorneys

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Achieve health equity by addressing poverty, discrimination, and lack of resources,	n/a	Developmental Disabilities Supports Division (DDSD)	Advance health equity by increasing the number of therapy providers (behavioral support consultants, occupational therapists, physical therapists, and speech language pathologists) available to provide waiver supports for our	Increased waiver recipients' access to and choice of therapy providers across the state.	Contact local and national resources around the specific disciplines (associations) to share needs and gain potential therapists	10	10/1/2024	Jennifer Rodriguez	Tammy Barth Ted Jackson Vangie Yanez Felicia Griego Susan Seefeldt
					Produce social media videos to promote and recruit therapists to work in the New Mexico HCBS waiver system	4	2/1/2025	Jennifer Rodriguez	Chris Futey Susan Seefeldt Marina Pina
			Ensure that every qualified New Mexican receives timely benefits.	Achieved new and recertification application timeliness goal of 95% by the end of FY25.	Implement timeliness discussions as part of Staff Meetings with mini trainings	4	Monthly beginning 1QFY25 with mini trainings beginning 2QFY25	Niki Kozlowski	Farrah Gray, Marcia Montoya, Melissa Ervin, Cynthia Montes
					Meetings with Quality and Training leadership	Weekly	Ongoing beginning 1st Quarter FY25	Niki Kozlowski	Farrah Gray, Marcia Montoya, Melissa Ervin, Cynthia Montes

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building a New Mexico where everyone thrives.	n/a	Income Support Division (ISD)	Enhance customer service response by reducing the Payment Error Rate and ensure accurate benefits are being distributed to eligible households.	Achieved a reduction of 5% in the Payment Error Rate by the end of FY25.	Conduct Quality Council meetings and document progress and areas addressed	1	Monthly beginning 2QFY25	Niki Kozlowski	Marcos Rivera
			Identify, address, and reduce barriers for Temporary Assistance for Needy Families (TANF) participants so they can exit the program and find meaningful emplopyment.	Reduced number of barriers faced by TANF participants and increased work readiness.	Deliver training for ISD and DWS staff on how to identify and address barriers.	All ISD and TANF staff	Annually starting FY26	Niki Kozlowski	Lori Kraw

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	n/a	Medical Assistance Division (MAD)	Increase member access to care through developing a statewide system of Whole-Person Integrated Health Care that promotes better health outcomes for New Mexicans.	Increased access to healthcare for justice involved individuals and food as medicine.	Engage with stakeholder groups.	2	End of Sept 2025	Heidi Capriotti	Jeanelle Romero
			Implement Program Oversight and Accountability within Medicaid that improve health equity and access to care for New Mexicans.	increase contacts from MCOs to members through active care coordination.	Monitor regular Presbyterian reports for quality measure performance.	monthly	Ongoing	Dana Flannery	Kathy Lebya
			Advance health equity through increasing the number of opportunities for customer awareness of our services and accessibility.	Increased social media reach and engagement.	Social media posts across Facebook, X, Instagram, and LinkedIn.	12	Montly	Marina	Nika Lawrie

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	n/a	Office of the Secretary (OOS)	Increase Medicaid-qualified Native American participation in Medicaid.	Increased number of elegible Native Americans receiving services through Medicaid.	Participate in education and outreach events.	6	6/30/2025	Shelly Begay	Theresa Belanger
			Develop an Office of Tribal Affairs at the HCA to better address health equity, poverty, and discrimination for Tribes,	Increased tribal representation in State-led programs.	Advisory Board Meetings will be conducted for the Fee-For-Service Population.	Quarterly	ongoing	Shelly Begay	Theresa Belanger
					ISD Tribal Charter will meet	Quarterly	ongoing	Shelly Begay	Shelly Begay
	Leverage purchasing power and partnerships to create innovative policies and models of comprehensive health care coverage that improve the health and well-being of New Mexicans and the workforce.	Health Care Affordability Fund (HCAF)	Enroll more New Mexicans in the Coverage expansion plan.	At least at 6,000 more enrollees by January 2026.	Conduct community enrollment events to raise awareness of the new program and increase enrollment.	10	6/30/2025	Colin	Cynthia Cisneros
			Increase the number of small business employees signed up for Platinum plans.	Increased by at least 10% by January 2026.	Engage with stakeholders to develop new reporting templates and promote program updates.	3	6/30/2025	Colin	Jess Rosenthal
		Administrative	Stand-up the Training and	Divisions will be equipped with	Deliver trainings to program staff.	40 program staff	6/30/2026	Carolee	Bureau Chief (once hired)

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Build the best team in state government by supporting employees' continuous growth and wellness.	n/a	Administrative Services Division	Finance Development Bureau to	financial tools and training to help them	Deliver training across the divisions.	10 divisions	Quarterly beginning July 2025	Carolee	Bureau Chief (once hired)
	n/a	Child Support Services Division (CSSD)	Find continuous improvement in developing training for onboarding and refresh training to develop well trained staff on child support procedures and policies.	Improved employee satisfaction and Reduce Data Reliability Act audit findings by 0.5%.	Staff to complete onboarding training.	100% of staff	Within first week of hire.	Betina	Carlos Moya
	n/a	Division of Health Improvement (DHI)	Improve overall employee morale at DHI.	Improved employee satisfaction.	Host a High Five employee recognition event	monthly	Ongoing	Dan Lanari	Teri Cotter Dan Lanari
	n/a	Medical Assistance Division (MAD)	Build Medicaid workforce capacity to better serve New Mexicans who rely on Medicaid; bring staffing level commensurate with national Medicaid programs with similar Fee for Service populations.	Funded vacancy rate will be less than 10% by end of FY25.	Review funded vacancy report and work with bureaus to fill positions.	monthly	ongoing	Dana Flannery	Veronica Griego
				Increased employee	Deliver podcasts	2	monthly	Dustin	Vanessa
					Develop short visual trainings	1	monthly	Dustin	Venessa

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	n/a	Office of Human Resources (OHR)	Create a set of tools and trainings that will help employees with their continious growth.	satisfaction and engagement in trainings.	Develop and implement manager trainings	2	6/30/2025	Dustin	Vanessa
				Satisfaction with employee training will improve.	Update employee trainings	2	annually	Dustin	Vanessa
					Survey staff related to trainings	70% of Staff Response	Annually before end of FY	Dustin	Vanessa
	n/a	State Health Benefits	Improve communication so members can make a more fully-informed choice about their health care coverage	85% member satisfaction with 2024 open enrollment activities	Engage with 40% of members via open enrollment tools (e.g. plan comparison tool, enrollment guide, webinars) during 2024 open enrollment.	0	1/1/2025	Alex	Colin
	Achieve health equity by addressing poverty, discrimination, and lack of resources, building a New		Understand and respond to patterns of negative comments from customers via the CSAT to facilitate problem solving	Customers have a positive experience when they require help or assistance from HCA, allowing them to get the help they	Add merit staff (Tier 3) to help reduce wait times	127	5/14/2024	Shanita	Nikki
					Adding scheduled call-back functionality to increase customer satisfaction, decrease call abandonment and decrease active wait times	Implementation of functionality	8/8/2024	Shanita	

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	building a New Mexico where everyone thrives.		problem solving and continuous improvement of HCA services	need in a timely and accurate way.	Agent assistant functionality to provide summaries of customer interactions, to reduce handle times and therefore wait times	Implementation of functionality	7/22/2024	Shanita	
	All HCA Goals	Information Technology Division (ITD)	Position HCA's technology infrastructure to provide New Mexico residents and employees with a robust and seamless interface.	Reduced average latency at all 63 sites so that ITD's services and technologies strengthen HCA's ability to provide our services timely and efficiently by end of CY2026.	Within 6 phases, complete the network assessment and planning of 63 sites.	63	12/31/2024	Paula Morgan	Tim Thackaberry
					Within 6 phases, configure and install new equipment for all 63 sites.	63	6/30/2026	Paula Morgan	Tim Struck
					Within 6 phases, provide circuit upgrades as needed.	Up to 63	12/31/2026	Paula Morgan	Tim Struck
					Rearchitect Network impacting all 63 sites.	1	12/31/2026	Paula Morgan	Tim Struck

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Implement innovative technology and data driven decision-making to provide unparalleled, convenient access to services and information.	n/a		Position HCA's data and analytics capabilities to provide New Mexico's health and human services agencies with the ability to make data driven decisions.	95% of the HCA Strategy Leadership is viewing the executive dashboards at least monthly.	100% of dashboards will load in less than 10 seconds presenting results including tables and visualizations within 1 month of implementation and continue there after.	10 seconds	1 month following implementation of dashboard	Frances Peralta-Donio	DS Vendor HCA SME/Developers
					99% of data marts are updated on schedule upon implementation	99% of data marts	Upon implementation	Frances Peralta-Donio	Frances Grace
					The data lake and data marts are available and running without catastrophic or critical defects to users 99.9% of the time	Uptime is 99.9% of the time	Upon implementation	Frances Peralta-Donio	DS Vendor

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	n/a	Developmental Disabilities Supports Division (DDSD)	Use data to monitor abuse, neglect, and exploitation to keep waiver clients safe.	Reduced the risk of Abuse Neglect and Exploitation (ANE) incidents resulting in improved supports and overall quality of life for clients.	Conduct "Health and Wellness" visits with the entire DDSD population to lay eyes on the people we serve in order to identify areas of concerns or needed resources.	15,000	12/31/2024	Jennifer Rodriguez	All DDSD staff
	n/a	Office of Fair Hearings (OFH)	Develop a user friendly public database of Fair Hearing decisions on the OFH website to provide stakeholders, beneficiaries, HCA staff, and claimants with convenient and transparent access to information.	Claimants and HCA staff will have access to information to better prepare for fair hearings resulting in fewer fair hearings.	Upload cases onto public website.	100% of FY25 cases with decision from a conducted hearing	6/30/2026	Will Foppert	Rebecca Larranaga
			Leverage partnerships with Qualified Behavioral Health Providers to improve behavioral health	Expanded crisis services including Certified Community Behavioral Health Clinics (CCBHCs) and	Readiness training for provisional CCBHCs	6	12/31/2024	Tami Spellbring	Alicia Salazar
					Certification of Mobile Crisis Teams	2	6/30/2025	Tami Spellbring	Alicia Salazar

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Leverage purchasing power and partnerships to	n/a	Behavioral Health Services Division (BHSD)	Expand Screening Brief Intervention and Referral to Treatment (SBIRT) training in primary care and hospitals.	Increased number of SBIRT trained primary care, emergency department, and Tribal agencies by 80%.	Host SBIRT Trainings: 128 Primary Care 10 Emergency Dept. 20 Tribal Facilities	158	6/30/2025	Annabelle	Donald Tyler
			Evaluate and adjust as appropriate expansion of Certified Peer Support Worker (CPSW) training to include web based trainings.	Increased number of Certified Peer Support Workers	Host CPSW Trainings	8	6/30/2025	Annabelle	Anita Mesa (new OPRE Staff Manager)
	n/a	Division of Health Improvement (DHI)	Promulgation of behavioral health regulations for the HCA to license providers at Adult Accredited Residential Treatment Center (AARTCs).	License 100% of AARTCs requiring licensure.	BHSD and DHI meet to draft and promulgate licensing rules.	1	3/31/2025	Dan Lanari	Dan Maxwell Rhonda Rodriguez Nick Boukas OGC Attorney

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create innovative policies and models of comprehensive health care coverage that improve the health and well-being of New Mexicans and the workforce.	n/a	Medical Assistance Division (MAD)	Incentivize and support the New Mexico healthcare provider workforce to increase participation in Medicaid and meet the needs of New Mexicans.	Increase Medicaid primary care provider participation and reduce the number of days to enroll a provider.	Host office hours for primary care providers.	weekly	ongoing	Tashi Ghalkyr	Primary Care Payment Reform Officer (To be hired)
			Implement a more affordable insurance health care coverage model for New Mexicans enrolled in a State of New Mexico health plan.	Decreased amount of money members pay in monthly premiums.	Meet with potential legislative sponsors and Governor's Office to determine inteterst in revising benefit tier structure, which would require 2025 legislative amendments.	Monthly	Beginning July 2024, ongoing	Kari	Alex

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	n/a	State Health Benefits (SHB)	Implement a more member-driven plan for health care coverage model for New Mexicans enrolled in a State of New Mexico health plan. Align available services and benefits with needs of members.	Top 5 health related drivers in member population Access to care that addresses the top 5 health-related drivers across member population	Complete all necessary deliverables for a successful procurement of State Health Benefits carriers, with contracts starting 1/1/2026.	Estimated 100 deliverables (pending more information)	Beginning January 2025, ongoing	Kari	Alex