



COLLEGE OF
POPULATION HEALTH

CENTER FOR HEALTH POLICY

New Mexico Center for Health Policy

Strategic Three-Year Plan

September 1, 2023

Overview

The NM Center for Health Policy (CHP, or Center) is an initiative of the College of Population Health within the University of New Mexico's Health Sciences Center. CHP's overall goal is to inform, support, and stimulate sound and creative state health policy in New Mexico and beyond. CHP has formed a unique partnership with the New Mexico Health Care Authority, Medical Assistance Division (NM HCA-MAD) to address healthcare issues in the state. This is especially critical in New Mexico, where nearly half the population is covered by the Medicaid program. As part of the Center's overall strategic plan, we will build on established strengths of UNM faculty to inform public policy leading to better, more integrated, more affordable, and more equitable service delivery that improves the health of the population of New Mexico.

Our Mission

To improve health outcomes for all communities in New Mexico and throughout the United States by providing innovative, data-driven, inclusive solutions for healthcare's most complex problems.

Our Vision

New Mexico Center for Health Policy will be the pre-eminent resource for state, federal, and local policy makers to understand and facilitate affordable, accessible, high quality health services for all New Mexicans.

Focus Areas and Research Priorities

The Center's signature areas of research include Population Health, Health Care Access, Health Care Workforce, and Health System Performance Improvement. Our research priorities are aligned with the State's health care goals, including:

- Expanding and improving rural health care delivery
- Improving access to affordable, high-quality health care
- Creating transparency for Medicaid services and their costs, including prescription drug pricing
- Supporting workforce training and development

Core Competencies

Data Analytics and Research

- Conduct rigorous, timely, impartial, and independent research on state health policy issues, including applied qualitative and quantitative research.
- Performing data analysis on Medicaid data.
- Promote the practical application of research in health policy making.

Policy Analysis, Design, Implementation, and Evaluation

- Understand best practices utilized by other states and possible applications to New Mexico Medicaid issues and other healthcare challenges.
- Provide expert research, risk assessment, strategic planning, and customization of potential policies for implementation in New Mexico.

Project Management and Programmatic Support

- Provide an academic/practice home for clinicians embedded with HSD.
- Establish, maintain, and manage processes for managing clients' project lifecycles, setting quality and performance standards, and assessing risks.

Stakeholder Engagement

- Facilitating relationships and building capacity.
- Establish and lead learning collaboratives.
- Promote and facilitate an active exchange of ideas on critical health care issues.
- Survey large populations and analyze results.
- Educate current and future health policy makers, researchers, and administrators on critical issues in Medicaid.

Operational Support of Key Center Services

- Work with the state agency, as appropriate, to discuss with and secure approval from CMS.
- Wherever possible, undertake services on behalf of Medicaid and other state agencies, as requested.

Core Values

These values propel us towards an innovative, inclusive, and excellent future of service to our state and stakeholders:

- **Accountability:** We take ownership of challenges and implement solutions.
- **Objectivity:** We share information and insights, free of bias.
- **Professionalism:** We uphold UNM's and the agency's reputation.
- **Integrity:** We make ethical and transparent decisions.
- **Stewardship:** We value our relationships and work to maintain them.
- **Financial Stewardship:** We understand the intricacies of managing federal and state funds, navigating the complex regulations governing their use.

Strategic Goals & Metrics



Goal #1

Excellence in, and timeliness, of deliverables submitted to our clients.

- Metric: >95% of timelines and quality expectations met.
- Metric: Demonstrated action in response to client feedback
 - Respond to client feedback within 7 days and implement changes within 14 days.

Goal #2

Create access to the content experts at the University of New Mexico and provide complex data analysis.

- Metric: Quarterly meetings with our partner agencies, other clients and experts at UNM.
- Metric: Support the expansion of HSD pharmacy as requested by the Medicaid Medical Director.

Goal #3

Diversify CHP's client and funding source portfolio.

- Metric: Identify and retain at least one new contract to diversify client work in 2024 and in 2025.

Goal #4

Develop a professional staff at CHP, attracting and retaining talented and dedicated faculty and staff to support the Center's and State's mission, including former Medicaid employees.

- Metric: Hire and retain at least one new staff person and retain all current staff through 2024.
- Metric: Hire an additional staff person and data analyst in 2025.

Phase I projects - beginning in FY24, continuing or renewed for FY25:

- Annual survey of New Mexican's healthcare access, utilization, and insurance status
- Pharmacy – development of the Preferred Drugs List, formation of the Pharmacy & Therapeutics Committee, and maintenance of the Drug Utilization Review Committee
- Maternal Health and OB Deserts – identifying best practices in rural maternal healthcare

Phase II projects - beginning in FY24, continuing in FY25:

- Nursing facility quality
- Direct care workforce
- Primary care workforce
- Behavioral health core
- Palliative care benefit design

New projects beginning in FY25 and beyond:

- Potential NEW projects
 - Rural health access
 - Data analytics and reporting
 - Program effectiveness studies
 - Evaluation studies
 - Stakeholder assessment and engagement
 - Facilitation of Learning Collaboratives
 - Rural and frontier medicine
 - Improving the culture of collaboration

Areas we aspire to be leaders of:

- Rural health access
- Using Medicaid data to inform program decisions
- Becoming a national leader in incorporating Medicaid customer voices into decision making