



New Mexico Department of Health

FY25-FY27 Strategic Plan Update

Effective: September 1, 2025



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Letter from The Secretary

Dear Fellow New Mexicans,

As a life-long New Mexican, I am proud to serve you and your family by leading the New Mexico Department of Health (NMDOH). Our team works every day to provide and promote health and wellbeing, health education, improve access to care, and reduce health emergencies. We proudly serve all New Mexicans.

As we work to improve health outcomes across the state, we have prioritized our work into three strategic initiatives:

- Providing access and linkage to health care
- Improving health through data-driven decisions
- Improving public health operations

Our first strategic initiative includes working to increase access to health care, including substance use treatment. Our public health offices are working to increase access to Medication for Opioid Use Disorder (MOUD), the New Mexico Behavioral Health Institute is certifying a new detox and substance use treatment facility, and New Mexico Rehabilitation Center is pursuing Adult Accredited Residential Treatment Center (AARTC) accreditation. NMDOH has also supported four Tribal programs in developing MOUD programs. We are also expanding the role that NMDOH plays in the provision of direct care through our school-based health clinic system, mobile public health clinics, the expansion of services at our intermediate care facility, Los Lunas Community Program, and a collaborative primary care pilot program with the Mescalero Apache Tribe in Ruidoso.

As we continue to expand our capacity, we want to ensure that the available options and resources are clearly communicated to the people of New Mexico. We will continue to focus on maintaining and improving the NMDOH Helpline, which serves to assist with scheduling, provider matching, healthcare, and non-emergency inquiries. A comprehensive outreach strategy will be implemented to guarantee that all New Mexicans are aware of the services and resources available through the NMDOH.

Robust data is the focus of our second strategic initiative and serves as the foundation for public health policy and effective response strategies, as demonstrated by the Department's response to the 2025 measles outbreak. NMDOH used wastewater, testing, and immunization data to project spread of the disease and identify communities in need of support. NMDOH also is collaborating on several data modernization projects—including with the Navajo Nation—to provide more timely and accessible data.

Our third strategic initiative is to ensure that operational excellence supports every aspect of our public health response. We aim to attract and hire top talent efficiently, balancing speed in recruitment with high-quality onboarding experience that sets the foundation for long-term success. Our focus has been streamlining procedures, redesigning our projection and budget models, and creating a culture of customer service.

We are deeply grateful for Governor Michelle Lujan Grisham's steadfast commitment to health in New Mexico. Her leadership and guidance across a broad spectrum of issues have played a critical role in advancing our work. Her vision has enabled the Department to make significant progress toward our goals. We also extend our sincere thanks to the New Mexico State Legislature. Their ongoing legislative and financial support empowers us to launch and sustain initiatives that improve the health and well-being of communities across the state.

We are proud of the work that we do at NMDOH. We continue to strive to increase access to health services, improve public health outcomes, and to be a trusted partner for the citizens of New Mexico.

Sincerely,

A handwritten signature in black ink, appearing to read "Gina DeBlassie".

Gina DeBlassie

Cabinet Secretary

NMDOH Mission, Vision, & Values

Vision

Create a healthier New Mexico, through partnerships, education, and direct care.

Mission

The NMDOH Mission is to promote health and well-being and to ensure improved health outcomes for all New Mexicans.

Values

- **Evidence Based Health Improvement:** Prioritizing data driven decision making, clinical care, and implementation of proven health interventions.
- **Leadership:** Promote growth and lead by example throughout the organization and in communities.
- **Respect:** Appreciation for the dignity, knowledge, and contributions of all people. We are dedicated to assuring that everyone has a fair and just opportunity to be as healthy as possible.
- **Accountability:** Honesty, integrity, and honor commitments made.
- **Communication:** Promote trust through mutual, honest, and open dialogue.
- **Teamwork:** Share expertise and ideas through creative collaboration to work toward common goals.
- **Customer Service:** Placing New Mexicans first, assuring our programs and clinical care provide quality of service New Mexicans deserve.

About NMDOH

The New Mexico Department of Health (NMDOH) is a centralized system of health services with a Governor appointed Cabinet Secretary. New Mexico has 33 counties and 24 federally recognized American Indian Tribes, Pueblos, and Nations with off-reservation populations. Pursuant to the State Tribal Collaboration Act, all state agencies must collaborate on a government-to-government basis to promote more effective communication and relationships with New Mexico's Tribes, Pueblos, and Nations. Reducing disparities in health outcomes and access to care in our Tribal communities is a key priority of the Department of Health and can only be accomplished with strong relationships with our tribal partners.

NMDOH was initially formed in 1919 to address the influenza epidemic, infant mortality, and tuberculosis. The first meeting of the State Board of Health of New Mexico was held during the administration of Governor Octaviano Ambrosio Larrazolo and the Division of Public Health Nursing was created. For over 100 years NMDOH has focused on public health nursing with an emphasis on providing health care, health

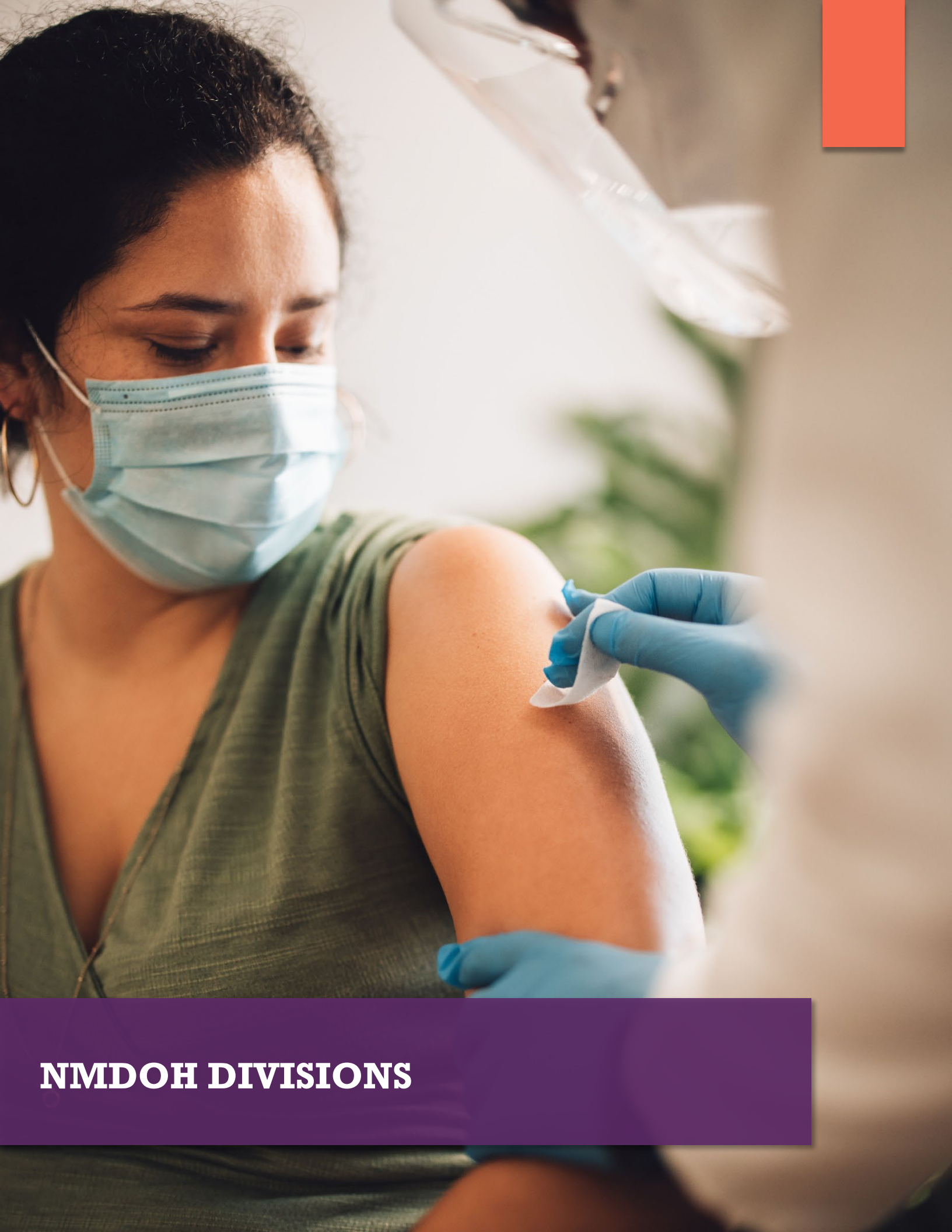


Figure 1: Fort Stanton Staff, Lincoln County, Fort Stanton, U.S. Marine Hospital by T. Mahoney

education, improving hygiene, and preventing the spread of communicable diseases. While some health issues such as infant mortality rates have always been a focus, NMDOH must also adapt to new and emerging health challenges. Today, New Mexicans face issues with health care access, the reemergence of communicable diseases such as measles, the prevalence of addiction, and impacts from a changing climate. NMDOH addresses these concerns by providing direct health care services, operating state facilities such as the New Mexico State Veterans Home, educating the public on health-

related issues, monitoring and responding to communicable diseases, and offering laboratory services to detect disease and monitor environmental health.

NMDOH is New Mexico's largest state agency, employing more than 3,500 people across three divisions: Public Health, Facilities Management, and Operational Services. These divisions work together to promote health and wellness, improve health outcomes, and deliver essential services to all New Mexicans.



NMDOH DIVISIONS

Public Health Division

The Public Health Division (PHD) is a cornerstone of New Mexico's public health infrastructure, leading efforts to promote health, prevent disease, and reduce health disparities across the state. PHD provides leadership by developing and advocating for health policy, ensuring access to coordinated systems of care, and delivering services that promote health and also prevent disease, injury, disability, and premature death.

The division implements cost-effective, evidence-based programs focused on improving population health, controlling infectious diseases, and ensuring access to care. In 2015, NMDOH achieved national public health accreditation and now aligns its work with the Foundational Public Health Services (FPHS) national standards that define the core capabilities every public health department should provide. FPHS focus areas include:

1. Preventing the spread of communicable disease
2. Preventing injury, substance use, and chronic disease
3. Monitoring and preventing environmental health risks and exposures
4. Supporting maternal and child health
5. Improving access to and linkage with clinical care

The Public Health Division is comprised of six centers:

- Access & Linkage to Health Care
- Health Protection
- Healthy & Safe Communities
- Medical Cannabis & Psilocybin
- Public Health Operations
- New Mexico Scientific Laboratory

Center for Access and Linkage to Healthcare

The Center for Access and Linkage to Healthcare (CALH) is responsible for the direct care offered through public health offices. The CALH represents the clinical and programmatic boots on the ground workforce of NMDOH. This center oversees the operations of NMDOH's public health offices which are in 31 of the 33 counties, excluding Catron and Harding counties, but can facilitate and provide services in all of New Mexico's 33 counties through community partnerships and mobile units. NMDOH public health offices partner with their local communities to ensure our services meet communities' specific needs.

A variety of services are available at NMDOH public health offices including:

- Family Planning
- Immunization
- Harm Reduction
- Medication for Opioid Use Disorder (MOUD)
- STD testing and treatment
- Tuberculosis Testing and Treatment
- Women, Infants, Children (WIC) for supplemental nutrition
- Vital Records

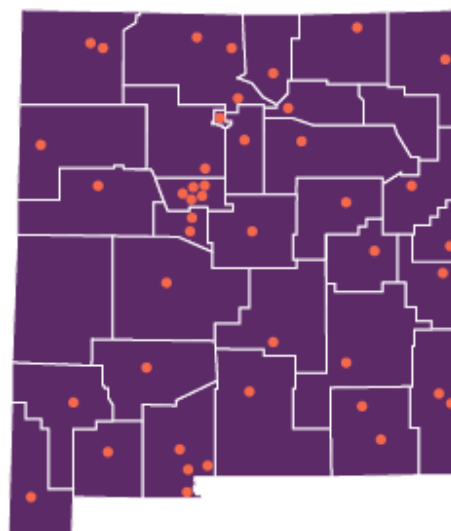


Figure 2: A map of all public health offices across New Mexico by county.

In 2024, NMDOH public health offices saw over 21,000 unduplicated participants who received harm reduction services; provided 538 patients with HIV pre-exposure prophylaxis and STD prevention medication to almost 500 persons; identified, treated and managed 40 New Mexicans with active tuberculosis disease; and completed 559 domestic health screenings for refugees and other asylees. Additionally, in 2025 NMDOH provided the measles, mumps and rubella (MMR) vaccinations to over 50,000 New Mexicans.

Center for Healthy and Safe Communities

The Center for Healthy and Safe Communities (CHSC) is made up of four bureaus and 30 programs that provide a variety of services statewide with the goal of improving the health of the population. Bureau and program staff write and report on grants; develop and monitor contracts with community partners; create and oversee budgets, finance, and staffing; develop program policies and procedures; collaborate with partners and stakeholders; and provide overall guidance for program staff statewide. Many of the CHSC programs, such as certification for midwifery, doulas and community health workers, WIC, Children's Medical Services, Harm Reduction, and Family Planning operate within and in coordination with public health offices. Programs work with contractors and other community partners in areas such as newborn screening, infectious disease, chronic disease, cancer prevention, and tobacco cessation. In addition, the immunization program administers the statewide Vaccines for Children program. In the 2024 calendar year, CHSC served over 7,500 children with special healthcare needs, held 130 pediatric specialty clinics, provided family planning and related services to over 15,000 clients, and approved or renewed over 300 certifications for midwives and doulas.

Center for Public Health Operations

The Center for Public Health Operations (CPHO) provides essential administrative and operational support to PHD ensuring the efficient delivery of public health services. CPHO works with the Operations Services Division and across all PHD Centers to manage key functions such as procurement, contracting, finance and budgeting, grants management, human resources, and travel coordination. CPHO also works with other state agencies and with a wide range of external partners and vendors. During fiscal year 2025, CPHO worked with every program within the Public Health Division (PHD) to process and manage over 910 contracts and prepare 811 job postings.

Center for Health Protection

The Center for Health Protection (CHP) provides services through seven bureaus: Emergency Medical Systems, Environmental Health Epidemiology, Health and Emergency Management, Infectious Disease Epidemiology, Injury and Behavioral Epidemiology, Vital Records and Health Statistics (BVRHS), and Community and Health Systems Epidemiology Bureau. In addition, CHP oversees the NM Helpline 1-833-SWNURSE, which supports disease reporting and provides streamlined access to programs across NMDOH.

Through these bureaus CHP provides epidemiological support for NMDOH programs, monitors overall health trends, provides data and information to both internal and external partners, monitors and oversees prevention of injury and violence, promotes overall healthy behaviors, responds to public health events, prepares for health emergencies, and provides emergency medical, trauma and vital records to New Mexicans. CHP provides a bulk of data management and analysis for NMDOH. Throughout 2024, BVRHS issued a combined total of 319,200 birth and death certificates, assured licensure for around 7,000 emergency medical technicians, trained 8,303 individuals in preparedness and response, and conducted 377 preparedness exercises for public health, healthcare, emergency management and first responders.

Center for Medical Cannabis and Psilocybin

The Center for Medical Cannabis and Psilocybin (CMCP) oversee two key programs: the Medical Cannabis Program, established in 2007 under the Lynn and Erin Compassionate Use Act, and the Medical Psilocybin Program, created in 2025 under the Medical Psilocybin Act. Both programs are designed to support the therapeutic use of medical cannabis and psilocybin through regulated systems aimed at easing symptoms of debilitating medical conditions. Services are available to New Mexicans with qualifying diagnoses from a licensed healthcare provider.

The Medical Cannabis Program manages the patient registry and supports two key advisory bodies: the Public Health and Safety Advisory Committee, which evaluates cannabis use impacts, and the Medical Cannabis Advisory Board, which reviews evidence to recommend new qualifying conditions. The Medical Psilocybin Program is currently in development and will include a patient registry and systems to support oversight and coordinated care.

The Center also provides public education on the potential benefits and risks of medical cannabis and psilocybin use, helping to ensure informed decision-making across the state.

Scientific Laboratory

The Scientific Laboratory (SL) conducts over 200,000 tests annually, supporting a wide range of public health, safety, and regulatory functions across New Mexico. SL is a critical partner to both state and federal agencies. The core services offered by SL include:

1. Infectious disease surveillance and clinical testing, including rapid detection of emerging or unknown pathogens, supporting the Department of Health, the Office of the Medical Investigator (OMI), and statewide clinician healthcare providers. During FY25, 170,174 tests were completed.
2. Veterinary, food and dairy testing for the Department of Agriculture. During FY25 17,174 tests were completed.
3. Forensic toxicology (alcohol and drug) testing for the Department of Public Safety, Department of Transportation, OMI, local law enforcement, and federal installations such as White Sands Missile Range and multiple Air Force Bases, in support of the Implied Consent Act. A total of 15,000 tests were completed with 400 subpoenas for court appearances and 105 subpoenas for documents during FY25.
4. Environmental chemical testing to ensure compliance with laws and regulations for the New Mexico Environment Department (NMED) and Environmental Protection Agency (EPA), with 93,563 results being reported in FY25.

5. Administers, certifies, and trains officers on the use of evidentiary breath alcohol analysis instruments with more than 200 instruments distributed around the state.

Facilities Management Division

The Facilities Management division includes seven facilities: New Mexico Behavioral Health Institute, Meadows Long-Term Care Facility, Fort Bayard Medical Center, Los Lunas Community Program, New Mexico Rehabilitation Center, Sequoyah Adolescent Treatment Center, Turquoise Lodge Hospital, and the New Mexico State Veterans' Home. The Facilities Management Division also oversees all buildings in which NMDOH operate, including fifty-four public health offices.

Office of Facilities Management

The Office of Facilities Management (OFM) supports and serves NMDOH staff by ensuring the safety, functionality, and efficiency of occupied spaces and the statewide vehicle fleet. OFM is responsible for the leadership and program management of key infrastructure and operational support programs, including Infrastructure Capital Improvement Plan, Maintenance Management Program for state-owned and agency-occupied facilities, Loss Prevention and Control Program, Real Property Occupancy Program, Leasing Program, and Capital Assets and Inventory Management Program.

New Mexico Behavioral Health Institute – Las Vegas

The New Mexico Behavioral Health Institute (NMBHI) is the only state owned and operated psychiatric hospital in New Mexico. NMBHI is made up of five clinical divisions serving a wide range of public needs: the Long-Term Care Division, Adult Psychiatric Division, The Forensic Division, The Center for Adolescent Relationship Exploration, and the Community Based Services Division. Each division is separately licensed and has its own unique admission criteria.



New Mexico Rehabilitation Center – Roswell

The New Mexico Rehabilitation Center (NMRC) is a Joint Commission accredited specialty hospital with CMS deemed status certifications and is pursuing AARTC accreditation. The hospital is dedicated to being a center of excellence for providing overall safe and quality care, medical rehabilitation, and both inpatient and outpatient programs for substance use to the citizens of New Mexico.

Sequoiah Adolescent Treatment Center – Albuquerque

Sequoiah Adolescent Treatment Center (SATC) is a thirty-six-bed residential treatment center operated by the New Mexico Department of Health, accredited by The Joint Commission (TJC), and Medicaid approved. SATC provides care, treatment, and reintegration into society for males ages 13-17 who have a history of violence, have a mental health disorder, and who are amenable to treatment.

Turquoise Lodge Hospital – Albuquerque

Turquoise Lodge Hospital provides substance use treatment services to New Mexico residents. The facility specializes in medical detoxification, social rehabilitation services, and Intensive Outpatient services. Priority patients for services include pregnant people who have a substance use disorder, women with dependent children, and women and men seeking to regain custody of their children.

New Mexico State Veterans' Home – Truth or Consequences



The New Mexico Veterans' Home (NMSVH) is a long-term care and skilled nursing facility which serves honorably discharged veterans and their spouses, parents who have lost children in the service of their country, and certain members of a reserve component of the US Armed Forces. In 2024 NMSVH opened six new small homes with private rooms and bathrooms

for residents. The construction of these homes marks a transition to a new model of skilled nursing care. This homelike environment promotes improved independence and comfort for those who have served our country. NMSVH strives to provide integrated services in an atmosphere that promotes the physical, social, and emotional well-being of every resident. Every effort is made to continuously improve care while safely assisting residents to live as independently as possible, and as they choose.

Fort Bayard Medical Center – Silver City

Fort Bayard State Veterans Home (FBSVH) provides care for people who have a medical need, who can no longer provide care for themselves, and is available to any honorably discharged Veteran, Veteran Spouse, and Gold Star Parents. FBSVH also provides skilled care to people who need rehabilitative services or a higher degree of medical care. In addition to full nursing care and in-house physicians, Fort Bayard State Veterans Home also offers Social Services; Therapeutic Activity; Physical, Occupational, and Speech Language Pathology; Restorative Nursing; X-ray and Laboratory Services; Pharmacy; and Transportation Services.



Figure 3: Fort Bayard, A Nurse, Silver City Museum

Los Lunas Community Program – Los Lunas

The Los Lunas Community program (LLCP) provides high quality services to individuals with intellectual and developmental disabilities. It is the mission of LLCP to promote a person-centered philosophy and provide ethical, effective, and efficient services and support that assist those individuals with intellectual and developmental disabilities to live the life they choose, establish meaningful relationships, foster opportunities for personal growth, and maintain healthy lifestyles.

Operations Division

The Operational Services Division encompasses the Administrative Service area (Finance, Human Resources, and Information Technology), the Policy and Communications Department, and the Office of Training and Development. These programs work together to ensure the agency can support the primary mission of the department by improving the workforce, ensuring agency fiscal health, providing effective marketing strategies, overseeing internal and external communications efforts, and monitoring and developing public health policies.

Finance

The Administrative Services Bureau Finance Section oversees the Department's financial planning, accounting, compliance, and reporting. It is organized into six specialized bureaus: Budget, General Accounting, Grants Management, Financial Accounting, Internal Audit, and the Mailroom/Copy Center. These Bureaus ensure effective management of public resources and adherence to state and federal requirements.

Human Resources (HR)

The Human Resources Bureau (HRB) is responsible for Human Resources guidance and overview for the entire agency to include personal matters, compensation actions, position management, payroll management, personnel records management, and Human Resources policies. HRB is the primary connection between the agency and the State Personnel Office (SPO). In collaboration with SPO, HRB also works closely with two labor unions representing employees of NMDOH, The American Federation of State, County, and Municipal Employees of New Mexico, and The Communications Workers of America.

Information Technology (ITSD)

ITSD manages DOH information throughout the state including in all DOH run facilities and Public Health Offices. ITSD works closely with the Department of Information Technology (DoIT) to ensure that DOH information systems meet the business needs of the department with the highest level of security. ITSD works on an average of 50 projects at any given time while providing for the day-to-day IT needs of NMDOH. The ITSD Applications Development and Supports Bureau (ADSB), has adopted agile methodology techniques, allowing them to rapidly deploy new products and features iteratively and less prone to error. ADSB also maintains vendor-developed systems and manages vendor agreements. ADSB has increased its focus to implement a more rigorous application portfolio management program.

Policy and Communications

The Policy and Communications Department (PCD) oversees Communications, Marketing, Policy, Strategic Planning, and Enterprise Performance Management. This area oversees all internal policy development, legislative activities, intergovernmental relations, the public health accreditation process, internal and external communication efforts, public facing marketing, and management of social media content.

PCD aligns public-facing policies, communications, and marketing with enterprise-level strategic initiatives. The agency continues with its branding and marketing to best strategically message NMDOH priorities and to educate the population about health information and the services offered by the Department.

Office of Training and Development (OTD)

The newly configured Office of Training and Development has a mission of providing exceptional training within NMDOH and the community. Their focus on recruitment starts by working with local universities and colleges as well as national higher education organizations. In addition, the office wants to ensure that the current and future leaders

of the department are provided with cutting-edge leadership training. With those goals in mind, the team is responsible for the expansion of the NMDOH internship program, overseeing the launch a new leadership academy, the revision of the New Employee Orientation program, the implementation of a tuition reimbursement program for NMDOH employees, and the development of a manager resource toolkit.

Office of the Tribal Liaison

NMDOH is committed to improving the health and well-being of all New Mexicans through transformative partnerships, equitable services, and data-informed public health initiatives. Guided by the principles of accountability, transparency, and respect for Tribal sovereignty, NMDOH actively collaborates with Tribal Nations and other partners to expand access to care and address systemic health disparities across the state.

In alignment with the State Tribal Collaboration Act, the NMDOH Office of the Tribal Liaison plays a pivotal role in fostering enduring, government-to-government relationships with Tribal communities. This includes encouraging NMDOH staff to engage meaningfully with Tribal partners in the design and delivery of culturally responsive health programs and services.

Through these efforts, NMDOH continues to build a more inclusive, accessible, and culturally attuned health system that respects the sovereignty and voices of New Mexico's Tribal Nations. These partnerships serve as models for collaborative governance and shared responsibility in protecting and promoting public health for all.



STRATEGIC PRIORITIES

This strategic plan outlines agency-wide priorities, creating an overarching framework for individual divisions, bureaus, and programs. The plan addresses the ongoing work of NMDOH in FY26-27 and builds on the previous work conducted by the Department. The strategic priorities of NMDOH align with the overall mission of the agency to improve the health of all people in New Mexico. Strategic priorities align with other assessments such as the State Health Assessment, State Health Improvement Plan, Office of the Tribal Liaison Action Plan, and Quality Improvement initiatives.

The strategic priorities align with NMDOH's mission to improve the health of all people in New Mexico. They are also informed by foundational assessments and plans, including the State Health Assessment, State Health Improvement Plan, Office of the Tribal Liaison Action Plan, and ongoing Quality Improvement initiatives.

To advance this mission, the department has identified three key priority areas:

- **Access and linkage to health care**
- **Improving health outcomes through data-driven decision-making**
- **Strengthening public health operations**

Within each priority area, specific objectives and tactical initiatives outline how NMDOH is working to fulfill its mission. These initiatives represent focused projects tied to each objective and serve as concrete examples of how the department is delivering on its strategic goals.



STRATEGIC PRIORITY AREA 1
Access and Linkage to Health Care

Access and linkage to health care encompasses strategies to improve the ability of all people in New Mexico to access the care they need to improve their overall health. This will be accomplished by improving statewide referral systems, building safety net care systems, improving the quality of services provided by NMDOH operated facilities, and educating the public on key health issues facing the state. The focus areas for FY26 will include improving access to behavioral health and substance use treatment and expanding the public health role in providing health care services. Each focus area includes examples of ways NMDOH is furthering the overall strategic priority.

Objective 1.1: Improve Access to Behavioral Health and Substance Use Disorder Treatment

Tactical Initiative 1.1.1: Increasing Utilization of Medication for Opioid Use Disorder Services at Public Health Offices

Expanding access to Medications for Opioid Use Disorder (MOUD) through public health offices has the potential to have a significant positive impact on access to behavioral health services. NMDOH is in a unique position to act as both a safety net provider and referral source in communities across the state. The initial intent of the project was to provide a place where correctional institutions can refer those recently released from incarceration to continue substance use treatment.

In 2024, NMDOH began providing access to MOUD. During the initial phase of the project, NMDOH was able to create a referral pipeline from New Mexico Corrections Department to NMDOH public health offices, built an uninsured access program, and expand the ability for NMDOH to provide telehealth appointments in every public health office.

Efforts to expand and increase utilization of MOUD services at public health offices will continue through targeted recruitment, training, incentives, and other strategies that increase awareness of services.

Tactical Initiative 1.1.2: Expanding NMBHI

NMBHI is in the process of replacing the existing Forensics building. Construction began in the Spring of 2025 and is scheduled to last until the end of 2027. Once complete, NMBHI will be able to provide a more therapeutic environment for patients and will meet all Joint Commission and licensing standards. This will allow NMBHI to better address behavioral health issues and improve overall outcomes for the patients it serves.



NMBHI will operationalize a new detox program in Las Vegas, NM. San Miguel County renovated an existing state building to prepare it to receive people who need detox and substance use treatment. This expansion of services will provide access in one of the highest need areas in the state. The new program will be brought under the Joint Commission accreditation that NMBHI currently has and will be licensed through the state



as an accredited residential treatment center. NMBHI has begun advertising leadership positions for the new program and will continue to work on recruiting and hiring all staff necessary to begin taking patients. The current plan is to have the building licensed and accept patients in 2026.

Objective 1.2: Expand the Public Health Role in Providing Direct Services

Tactical Initiative 1.2.1: School-Based Health Center Access

School-Based Health Centers (SBHCs) are one of the best methods to provide primary and behavioral healthcare to school aged children. These clinics are located on or near a school campus and function separately but in cooperation with a school nurse's office. The care provided at these clinics integrates both physical and mental health services and supports a wide range of medical services. Students who utilize SBHCs are 47% less likely to be chronically absent at any point during high school. Those who utilize a SBHCs more than once are three times more likely to graduate on time when compared to their peers. This data is from a collaboration using SBHC utilization data and Public Education Department absenteeism and graduation data.

Building on the success of existing SBHCs, an expansion is planned for FY26. Key milestones include opening two new SBHCs in Albuquerque and a 2025 renovation for Highland High School that will increase access by expanding the size of their clinic. In Las Cruces, four SBHCs that were previously run by an external partner will re-open under the oversight of La Familia de Clinica, which will allow for increased access to the services for other schools throughout the school district.

In addition to physical expansions, FY26 will bring strengthened partnerships to improve quality and breadth of services. Some key partnerships include University of New Mexico (UNM) and New Mexico Highlands University with focus on the development of clinical rotations at SBHCs for nursing and other professional students. Other partnerships include early childhood programs such as Head Start, Pre-Kindergarten, and New Mexico Graduation, Reality and Dual-Roll Skills (GRADS) programs to directly connect more children to SBHC services.

Tactical Initiative 1.2.2: Mobile Public Health Clinics

NMDOH received funds from the legislature to purchase five mobile public health units. These new modern 25' vehicles each have two exam rooms and facilities for year-round



Figure 3: Health Mobile photograph collection, PH 038; Myrtle Greenfield papers, HHC 58, Hanna & Hanna photography, Albuquerque

operation. To date, providing services from the mobile clinic necessitated using staff from a Public Health Office, thus reducing services in the office, but in 2025 the state legislature allocated funding to support designated staff, and operational expenses for the units. A total of 13 new positions will be created in FY26 and will include a nurse manager to oversee all clinical

services, 5 nurses, and 7 Healthcare Program Coordinators who will be both drivers and medical assistants.

The operational goal of these units and staff is to reduce morbidity and mortality from existing and emerging public health threats. This will be accomplished through improved access to and utilization of priority health services including: harm reduction (overdose prevention and Medication for Opioid Use Disorder), HIV / STD / HCV testing and treatment, family planning services, vaccination/ immunization for adults and children, and chronic disease screening for underserved populations and communities that have barriers to accessing Public Health Offices (PHO). Outreach will include: 1) partnership with existing organizations and venues with underserved populations such as senior centers, and 2) community venues where people experiencing homelessness and other groups at risk can be served with fewer barriers.

Once staff positions are created, hired, and the units are at full capacity, PHD will be able to provide 20 outreach events per week serving approximately 15,000 people per year. Outreach venues will be prioritized to serve unmet needs and underserved communities, including people experiencing homelessness; and rural, frontier, and tribal parts of the state.

Tactical Initiative 1.2.3: Expansion of Intermediate Care Facilities

Los Lunas Community Program is committed to serving New Mexicans who are diagnosed with Intellectual Developmental Disabilities in a community setting. LLCP currently leases twenty-two homes to provide services throughout Valencia County. Supported living services are provided at 21 leased properties, whereas 1 additional leased property serves as an Intermediate Care Facility for people who are court committed and require a structured behavioral treatment program. LLCP is in the process of acquiring more leased homes in the community to offer more supported living services.

As of July 1, 2025, House Bill 8 went into effect and requires the Department of Health to provide more support to people with Intellectual Developmental Disabilities who have committed certain crimes and are deemed incompetent to stand trial. LLCP is currently in the planning stages of building a new 6-bed Intermediate Care Facility to support additional New Mexicans. The project is set to be completed in June 2028 and is funded through a capital project.

Tactical Initiative 1.2.4: Primary Care Pilot Project

In FY25, NMDOH started a pilot project to improve access to healthcare in Ruidoso and an Albuquerque public health office. Together, the Mescalero Apache Tribe and NMDOH opened the Ruidoso Primary Care Clinic with a focus on primary care. Services include wellness visits, well-child checks, chronic disease care, mental health care, and women's health care. The creation of this clinic will increase provider availability, improve general access to care, strengthen local infrastructure, reduce travel and wait times, and honor the voice of the Mescalero Apache people. Further, NMDOH will continue to leverage existing public health services and resources to potentially expand into additional public

health offices. As part of this pilot program, work towards improving primary care access will continue through FY26.

Objective 1.3: Improve Referrals to Care

Tactical Initiative 1.3.1: Maintaining and improving the NMDOH Helpline

The 1-833-SWNURSE (1-833-796-8773) NMDOH Helpline initially began during the COVID-19 pandemic to provide a one stop call line for questions related to testing, reporting, and vaccination. The success of the NMDOH Helpline led to its continued use well beyond the initial phases of the pandemic and led to the expansion of the services it can provide. The nurses who staff the NMDOH Helpline regularly update and confirm the availability of resources in New Mexico. This allows NMDOH to provide the most up to date information to those who need referral services.

Any New Mexican can call the NMDOH Helpline to speak with a nurse about:

- Help finding a health care provider
- Assistance with health-related questions
- Scheduling a vaccine
- Information and referrals to reproductive health services

The NMDOH Helpline also allows providers to call with questions related to such things as animal bites, food-related illness, and infectious disease.

Tactical Initiative 1.3.2: Referrals for substance use treatment through probation and parole

As part of the project to expand treatment in PHOs, NMDOH collaborated with the New Mexico Corrections Department (NMCD) to create a system to refer those recently released from incarceration to a PHO for continuation of substance use treatment. The process allows for probation and parole officers to directly link individuals in need of care to any public health offices. NMDOH also provided training on how to use the referral

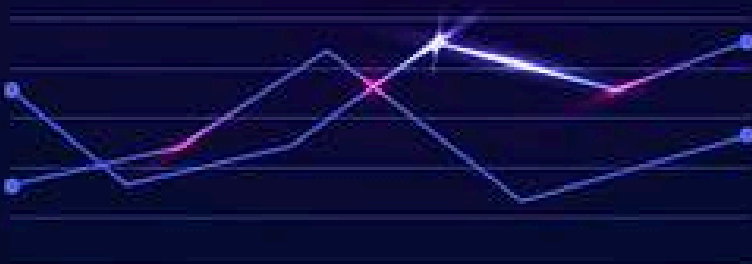
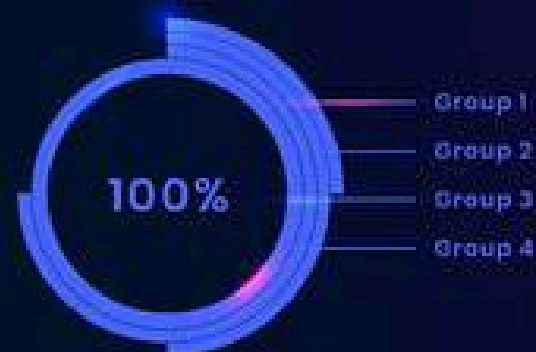
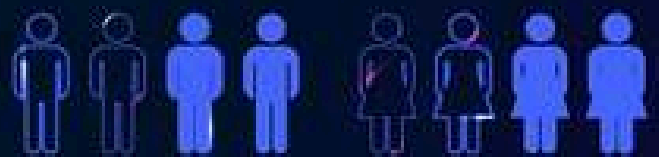
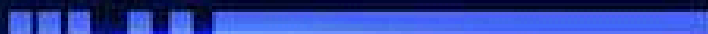
system, and an overall view of substance use treatment to probation and parole officers. Utilizing the newly created system NMDOH received the first referral in March of 2025.

In FY26, NMDOH will continue to meet regularly with NMCD to improve and refine the linkage to care pipeline. This will include additional training for correctional, probation, and parole officers on the availability of substance use treatment services offered through PHOs. In addition, NMDOH will work with UNM Project ECHO to educate incarcerated individuals on the availability of substance use treatment and other services available to them through NMDOH.

Tactical Initiative 1.3.3: Improving public knowledge of NMDOH services

NMDOH has identified a need to enhance referrals and ensure New Mexicans are aware of the full range of services offered in their local PHO. The NMDOH marketing and communications team has already made strides to provide education to the public on key health concerns, including the importance of vaccination through the Keep Summer Magic campaign and the benefits of moderating drinking through the Drink Less Live More campaign. Building on these successful campaigns, NMDOH will focus on developing a targeted marketing and communication strategy to increase public awareness and NMDOH services to increase service utilization and strengthen referral networks.





STRATEGIC PRIORITY AREA 2

**Improve Health Outcomes through Data
Driven Decisions**

Utilization of accurate and timely data is key to improving public health. Data is used in every aspect of the work we do, from the development of health policy, reducing the impact of chronic disease, and monitoring and overall health of populations, to responding to infectious disease outbreaks. By providing health data to communities, providers and policy makers can effectively respond to the unique needs of the diverse populations in New Mexico. Two key focus areas associated with this strategic priority are infectious disease response and working with stakeholders and partners to improve health outcomes.

Objective 2.1: Working with stakeholders and partners to improve health outcomes

Tactical Initiative 2.1.1: Data-Sharing Agreement with the Navajo Nation

In a significant step toward improved health coordination, NMDOH and the Navajo Nation signed a Memorandum of Agreement (MOA) that enables ethical and secure data sharing. This agreement strengthens the capacity of the Navajo Nation to analyze health data and address key issues such as infant mortality, substance misuse, and chronic disease. It also supports initiatives like Navajos Healing Navajos, which focuses on community-led solutions to systemic health challenges. The MOA reinforces transparency, mutual respect, and a shared commitment to Tribal sovereignty and health equity.

Tactical Initiative 2.1.2: Office of Community Health Workers

Community Health Worker and Community Health Representative (CHW/CHR) are public health professionals who are members of the community in which they work and provide social support, linkage to care, and enhance clinical aspects of medical care. They also frequently help inform policy and engage with community members to ensure their unique needs are being met.

To support community engagement and improved equitable access, significant resources were made to support the CHW/CHR workforce in New Mexico, and in a major step forward, approval to make CHW/CHR services reimbursable by Medicaid was approved

in January 2024—retroactively effective to July 1, 2023. This change not only ensures long-term sustainability for the CHW/CHR workforce but also positions New Mexico as a national leader by establishing the highest Medicaid reimbursement rate for these essential services—\$50.10 per 30 minutes and \$100.20 per hour.

The Office of Community Health Workers (OCHW) collaborates with Santa Fe Community College to strengthen the CHW academic and career pipeline. Students at Santa Fe Indian School (SFIS) participating in Health Career Programs can become certified Community Health Workers. This pathway serves as a bridge to higher education and careers in Community Health, Public Health, and related health or social service fields. The initiative directly supports workforce development and addresses provider shortages in Tribal and underserved communities across New Mexico.

In the 2024-25 SFIS academic year, there were 19 enrolled students. Additionally, to expand access and support certification of CHWs and CHRs, NMDOH developed and launched an online asynchronous training platform. This effort was nationally recognized by the Public Health Foundation, designating the Office of Community Health Workers as an official content provider on the TRAIN Learning Network (TRAIN). The core goal was to deliver the approved Core Competency CHW training in a fully online format—removing key barriers such as transportation, geographic isolation, and scheduling conflicts that often affect rural and working participants. By making training available anytime, anywhere, the program enabled greater participation without requiring time away from work or travelling to physical locations. The online platform significantly advanced CHW/CHR certification efforts in New Mexico, from 383 individuals in 2023 to 493 in 2024—a 30% increase.

Tactical Initiative 2.1.3: Tribal Roundtables and Policy Collaboration

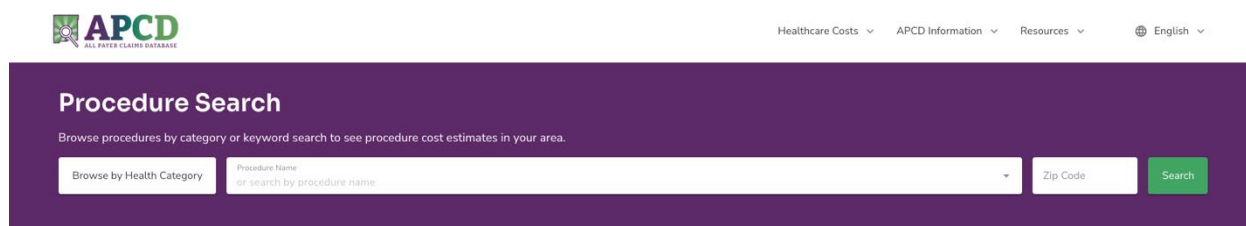
NMDOH, through the Office of the Tribal Liaison, regularly convenes Tribal Roundtables to support open, two-way dialogue with Tribal governments. These sessions foster mutual understanding, inform state policy development, address urgent community needs, and improve access to resources. Topics range from health equity and infrastructure to

telehealth, education, and access to healthcare. By creating space for mutual exchange and direct input, these roundtables strengthen advocacy for Tribal priorities and deepen state-Tribal partnerships.

Tactical Initiative 2.1.4: Public Facing Dashboard Development

Regularly updated public facing dashboards are an efficient way to provide timely and accurate information to the public and policy makers. NMDOH has two notable dashboards which provide near real time data, both as a result of outbreak response. Both the respiratory dashboard and the measles dashboard provide key information to the public on ongoing outbreaks and the status of vaccinations to address health concerns.

Another powerful tool which NMDOH provides to the public is the All Payer Claims Database. This database allows consumers to compare healthcare costs in New Mexico by medical procedure or services, and provider to help consumers make informed decisions about their healthcare. In future years, NMDOH will continue to improve and expand upon the information currently available to the public to help drive decision making on public health and other health care related concerns.

The screenshot shows the top of the APCD website. At the top left is the APCD logo with the text "ALL PAYER CLAIMS DATABASE". To the right are navigation links: "Healthcare Costs", "APCD Information", "Resources", and "English". Below this is a dark purple header with the title "Procedure Search" and a subtitle "Browse procedures by category or keyword search to see procedure cost estimates in your area." There are three input fields: "Browse by Health Category" (a button), "Procedure Name or search by procedure name" (a text box with a dropdown arrow), and "Zip Code" (a text box). A green "Search" button is to the right of the Zip Code field.

Objective 2.2: Data to Action – Infectious Disease Response

Tactical Initiative 2.2.1: Measles Response

On February 14, 2025, a measles outbreak was declared in New Mexico. The response showcased the critical role of data in informing real-time public health action. The Immunization Program coordinated with the Chicago Department of Health to transfer 660 doses of Measles, Mumps, Rubella (MMR) vaccine to New Mexico, guided by

immunization data that identified areas of low coverage and high risk. The Biological Sciences Bureau supported the response through rapid detection of clinical cases and early identification of measles presence via wastewater surveillance, an innovative use of environmental data that allowed the department to anticipate potential outbreaks before symptoms appeared.

Data also shaped targeted outreach. The Marketing Team used geographic testing data and immunization records to focus messaging on communities at highest risk. This data-driven approach, delivered through local media, geotargeted social media, and the New Mexico Statewide Immunization Information System (NMSIIS) newsfeed, contributed to a notable increase in adult vaccine uptake.



To ensure transparency and monitor progress, NMDOH developed a public measles dashboard (below). Powered by data from NMSIIS, which holds over 3.1 million patient records from more than 1,500 providers across the state, the dashboard offers a near-real-time view of immunization rates, case counts, and geographic spread. This integration of clinical and communications data enabled a fast, focused, and effective public health response.

Tactical Initiative 2.2.2: Reduction in Early and Congenital Syphilis

In 2024, New Mexico achieved a significant public health milestone, as early and congenital syphilis rates declined for the first time in over five years. Primary and secondary syphilis rates – the most infectious stages of the disease – dropped 31% from 36.5 per 100,000 in 2023 to 25.3 per 100,000 in 2024. Congenital syphilis cases, when pregnant women pass on the infection to their children, decreased by 19.6% over the same period. This success demonstrates that sustained, targeted interventions, grounded in robust data and community partnership, can reverse even the most challenging disease trends.

Surveillance data played a critical role in identifying the issue early. Syphilis was rare in New Mexico through 2017, with only a few congenital cases annually. However, in 2018, an increase of 10 cases raised alarms. NMDOH responded swiftly by implementing new strategies guided by ongoing data analysis.

Since 2020, Public Health Orders have mandated best practices for syphilis testing among pregnant people. These orders expanded in 2023 to include age-based screening of all adults, broadening efforts for early detection and timely treatment. Testing guidelines were further enhanced with innovative approaches, including home testing options.

Using detailed data, NMDOH was able to identify and directly respond to the communities and populations most impacted. This targeted approach ensures resources, outreach, and education efforts were focused where they were needed most, improving equity and effectiveness.

The Department worked closely with healthcare providers to ensure rapid, evidence-based treatment. Reporting systems were streamlined, allowing faster notification of new syphilis cases and enabling timely disease investigation and follow-up with affected individuals and their partners through new technology.

Community education efforts were tailored with culturally specific messaging aimed at raising awareness and reducing stigma. Partnerships with medical, Tribal, and community organizations were strengthened to address disparities and ensure equitable access to prevention and care.

By integrating surveillance data, clinical guidance, and community collaboration, NMDOH has made measurable progress in controlling syphilis, setting a foundation for continued improvement.



STRATEGIC PRIORITY AREA 3
Improve Public Health Operations

Improving the overall operations of public health involves activities which support the work being done across the entire department. They include building a strong public health workforce, providing fiscal support, providing IT solutions, developing public health policy, and managing intergovernmental relations. To improve this strategic priority, NMDOH has identified three focus areas which highlight the ongoing work: Workforce Development, Performance Management, and Fiscal System Improvement.

Objective 3.1: Enhance Workforce Development

Tactical Initiative 3.1.1: Internship Program

NMDOH has created and currently manages robust Internship Program where 92 students were supported in the 2025 fiscal year along with a new opportunity to compensate students for their contributions through semester-long stipends. With the Internship Program, we have expanded the potential pool of applicants to NMDOH job postings by extending academic agreements with sixty-two university partners across the country. The continued efforts to support public health interns will continue to improve the overall work force and expand the pool of qualified applicants for not only NMDOH but community partners who utilize these skilled professionals.

Participating Organizations¹

Baylor University	Grand Canyon University
Brookline College	Herzing University
Burrell College	Highlands University
Clovis Community College	Las Cruces Medical Center
Colorado School of Public Health	Liberty University
Columbia University	New America Charter High School
Eastern New Mexico University *	New Mexico State University *
Eastern Washington University	Northern New Mexico College
Frontier Nursing University	Oakwood University
George Washington University	Oregon State University

¹ * Denote participation of multiple programs, divisions, and campuses.

Pima Medical Institute	University of Nevada Reno
Samford University	University of New Mexico *
San Juan College	University of North Dakota *
Santa Fe Community College	University of Phoenix
Simmons University	University of Texas *
South College	University of West Florida
Southeast New Mexico College	Walden University
Tufts University	Walsh University
University of California	Western Governors University
University of Cincinnati	Western New Mexico University *
University of Los Angeles	Yale University
University of Nebraska	

Tactical Initiative 3.1.2: New Employee Orientation Program

The Office of Workforce Development revitalized the New Employee Orientation program to ensure consistent delivery of essential policies, resources, and organizational knowledge to all new staff across the state to not only focus on attracting talent but also retaining it. These sessions help to foster a more unified culture, boost engagement and set employees up for long-term success at NMDOH.

The revitalized orientation session provides new hires with a clear understanding of the department's mission, values, and expectations from day one, fostering a unified culture across diverse teams and geographic locations. By standardizing the onboarding experience, NMDOH is creating a stronger sense of connection and engagement among employees.

Tactical Initiative 3.1.3: Leadership Academy

Building on the success of the new employee orientation sessions, a newly established Leadership Academy that was launched in January of 2025 to provide emerging and aspiring leaders with monthly training to develop and apply person-centered leadership principles and practices. This Leadership Academy is making a strong impact, with 149 nonsupervisory staff enrolled in the Aspiring Leaders Program and 64 supervisors enrolled in the Emerging Leaders Program. These training courses strengthen our workforce and expand leadership capacity across the department, empowering staff at every career stage to develop their skills and lead with confidence.



Tactical Initiative 3.1.4: Tuition Reimbursement

NMDOH was awarded \$400,000 in grant funds to provide employees with tuition reimbursement to support their professional growth and ongoing learning. The department is in the final stages of finalizing a process and procedure to award eligible employees up to \$10,000 in tuition reimbursement for eligible educational programs through November 2027. NMDOH believes ongoing professional development is essential in being equipped to reach our larger mission and to best serve New Mexicans.

Objective 3.2: Improve Performance Management Systems

Tactical Initiative 3.2.1: Improve Performance Metrics

In FY26 NMDOH will continue to examine and adjust where appropriate the program structures, performance metrics, and performance targets to support strategically desired outcomes and performance improvement efforts. This effort aligns with the already established performance-based budgeting framework being utilized in New Mexico through the Accountability in Government Act (AGA) that has identified more than 60 performance measures for NMDOH. Additionally, this framework established by the AGA

ties to the budgeting process to optimize program effectiveness and promote accountability. The Operations Division will work across the department to assist programs in developing and monitoring output, quality, and outcome metrics.

Tactical Initiative 3.2.2: Maintaining a Performance Management Model

The performance management model at NMDOH begins with community health assessments conducted at the local level. These assessments collect comprehensive data to identify key health needs and challenges within communities. The findings from these local assessments directly inform the NMDOH's State of Health in New Mexico report, a statewide health assessment prepared by department epidemiologists.

The State Health Assessment provides a broad overview of New Mexico's health status, examining the well-being of various populations across the state. It highlights critical health issues and disparities requiring focused attention.

Building on this foundation, the State Health Improvement Plan (SHIP) is developed through extensive community engagement and incorporates evidence-based strategies to address the priorities identified in the assessment. The SHIP serves as a collaborative, inter-agency, Tribal, and community-focused roadmap for health improvement.

Together, the State Health Assessment and State Health Improvement Plan shape NMDOH's strategic direction by guiding department initiatives and pinpointing specific areas for quality and performance enhancement. Over the next two fiscal years, NMDOH will continue advancing the goals outlined in the SHIP while engaging with communities and partners to prepare for the next cycle of the State Health Assessment.

Objective 3.3: Improved Fiscal Management

Tactical Initiative 3.3.1: Improved Responsiveness to Internal and External Customer Needs

Significant focus on filling positions and new leadership of the department has transformed responsiveness to internal and external customers through reviews of processes and procedures focused on procurement, accounts receivable, and more generally on financial functions of the department. As a result of this work, procurement violations have declined, turn-around times for contracts, purchase orders, and RFPs have been reduced, budget projection models are more accurate, state reversions were dramatically reduced, and a work-plan to address issues identified within the annual NMDOH audit was developed. While significant progress has been made, NMDOH continues to focus on more streamlined processes as customers in our program areas as well as other partners within the state are prioritized. As part of this, key performance indicators (KPIs) within the financial arena will be developed to ensure an early rapid response to any problems that may occur.

The **New Mexico Department of Health** remains steadfast in its commitment to protecting and advancing the health of all New Mexicans. By sharing our vision, missions, values, and strategic initiatives, we aim to provide greater transparency into the vital work being carried out across the Department. Our success depends on meaningful partnerships with communities, local organizations, and especially with the Tribes, Pueblos, and Nations, whose collaboration is essential to building a healthier future. Together, we can foster equity, strengthen public health systems, and improve the well-being of every person who calls New Mexico home.



FY25-FY27 Strategic Plan Update

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