



UNM HEALTH & HEALTH SCIENCES STRATEGIC PLAN OUTLINE

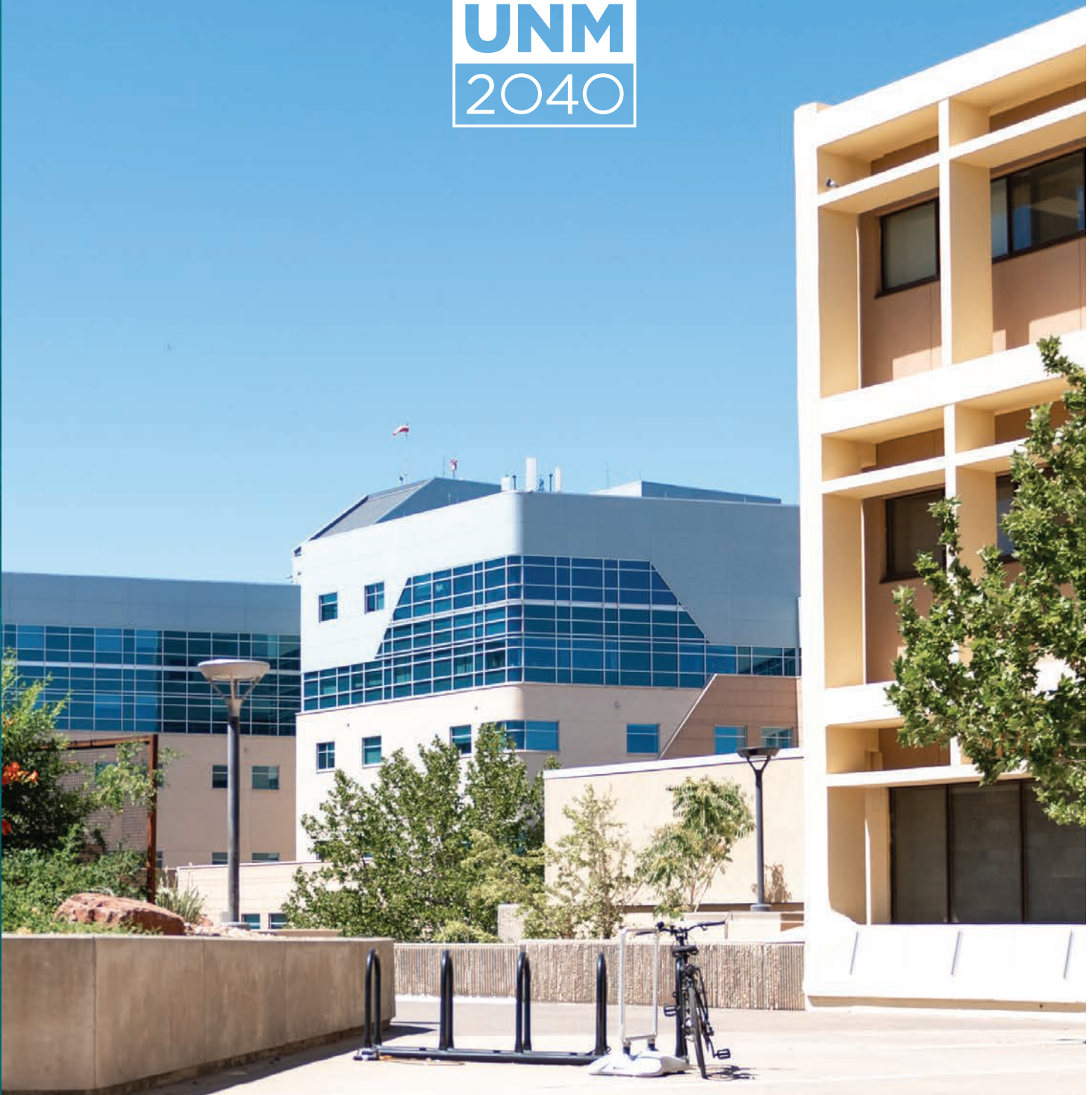




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This is a working document that will be regularly updated

LAST REVISED 8/23/2023



STRATEGIC PLAN TAXONOMY

Mission, Vision, and Values	Setting the broader direction for the organization, aligned with UNM 2040
High-Level Goals	What we seek to accomplish holistically within each priority area
Strategic Objectives	Specific areas of strategic attention and effort mapping to the goals and priorities
Tactics	Granular strategies that can be operationalized in a series of action steps
One University Opportunities and Requests	Dependencies and opportunities for collaboration with Main Campus
Accelerators	Critical and cross-cutting elements of the plan on which successful execution of the strategic priorities depend
Action Steps & Metrics	Operationalized elements of the plan included in an Implementation Plan



ALIGNING WITH OUR WHOLE STATE

STATE HEALTH IMPROVEMENT PLAN ALIGNMENT

Current state insights guided the identification of these six high-level priorities, which represent areas of greatest impact and need for UNM Health and Health Sciences and the state of New Mexico more broadly. Each priority is further developed into strategic objectives and tactics, alongside points of integration between the priorities.

SYSTEMATICALLY ALIGNING PLANNING EFFORTS



Community Health Assessments

State Health Assessments

Health Equity Report

Performance Management System

Quality Improvement Implementation Plan

Workforce Development Plan

Public Health Accreditation Reqs.

STATE HEALTH IMPROVEMENT PLAN PRIORITIES



ACCESS TO CARE



BEHAVIORAL HEALTH



SOCIAL HEALTH

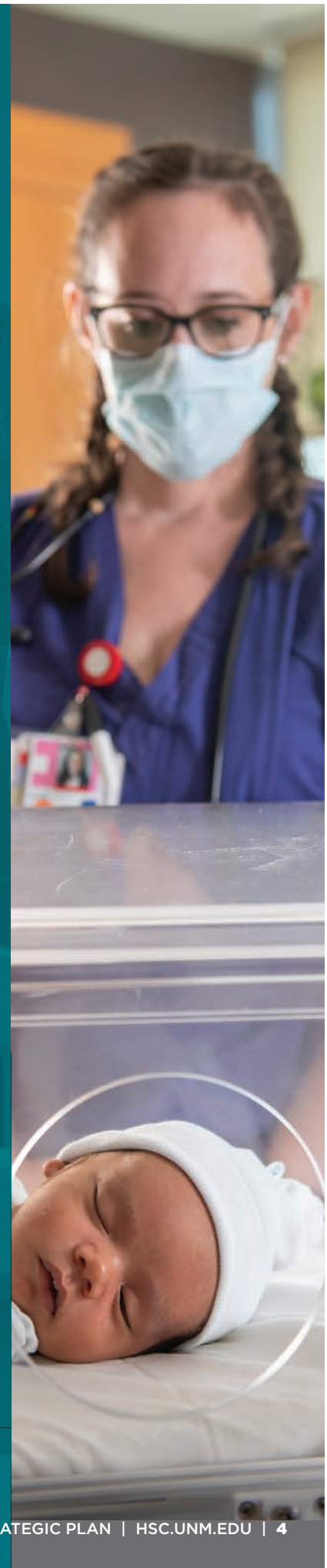
Criteria for Selection

Health areas systematically align planning efforts and prioritize collaboration

These health areas matter to New Mexicans

We have the capacity to address these health areas

These health areas are backed up by data and address health inequities



STRATEGIC PLAN STRUCTURE

A 20-YEAR VISION WITH A 5-YEAR ACTION PLAN

The strategic plan will be organized by a series of nested strategies with the overall mission, vision and values of the organization cascading into strategic focus areas, priorities, goals, actions and metrics



Why we exist, what we want to be, what we believe in Setting the broader direction for the organization, aligned with UNM 2040.

What we must achieve to get there General areas of focus for collaboration, coordination and ideation to guide the plan summarized with a brief narrative.

Aspirations in alignment with each priority What we seek to accomplish holistically within each priority area.

What will we focus on in service of strategic priorities Specific areas of strategic attention and effort mapping to the goals and priorities.

Specific outcomes Granular strategies that can be operationalized in a series of action steps.

Planned actions to achieve goals and indicators of success Operationalized elements of the plan included in an Implementation Plan.

Dedicated to

The 158 Students and Alumni of
The University of New Mexico
Who made the supreme sacrifice

ONE UNIVERSITY, MANY VOICES



Engagement

UNM Health & Health Sciences
Strategic Plan Survey

1000+ Survey respondents

3000+ Engaged

STAKEHOLDER ENGAGEMENT

DIALOGUING WITH ALL VOICES:

Staff, students, faculty, patients and community members - all of our constituents have unique and important voices.

COMMUNICATING THE PLAN:

Communication of planning process and updates at Town Halls, department meetings, Boards, LEADing To Excellence, Main Campus leadership meetings, community events, email communications and other opportunities

APPRECIATING INPUT:

Avenues of Sharing - Survey (English and Spanish) and IdeaScale

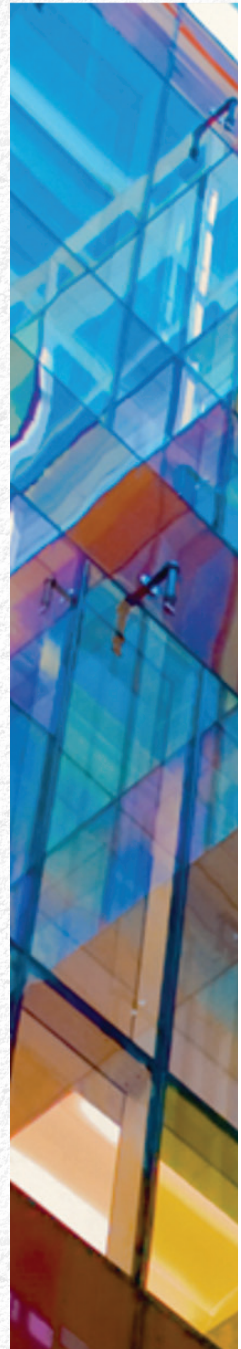


SEVEN STRATEGIC PRIORITIES

TO IMPROVE THE HEALTH OF ALL NEW MEXICANS

OBJECTIVES

- 1. Prioritize Workforce Development, Recruitment and Retention**
Cultivate strong educational pathways early on for New Mexicans to pursue healthcare careers. Prioritize investment in healthcare provider and faculty recruitment and retention from both within New Mexico and out-of-state. Cultivate a safe and supportive workplace.
- 2. Elevate Behavioral Health: Address Mental Health & Substance Misuse**
Become a national leader in addressing the rising need for behavioral health services through research, medical education, and clinical care with a public health lens that addresses the urgent needs such of New Mexicans (e.g., substance use, depression, etc.).
- 3. Enhance Health Equity, including for Rural, Hispanic/Latino, Native American and other Underserved Groups**
Focus on partnering with regional health and public health infrastructure. Invest in resources that engage and support the underserved communities in New Mexico. Elevate the voice of Hispanic and Native American populations within the state. There are many other underserved groups including Black, Asian, LGBTQ+, Veterans, those with disabilities, etc.
- 4. Expand Impact through Research**
Focus on research specific to New Mexico's unique population and challenges. Cultivate collaborative and transdisciplinary research that addresses grand challenges that represent the state's needs and strengths with the intent of impacting the health and economy of New Mexico.
- 5. Enhance Access, Quality and Safety of Clinical Care**
Achieve excellence in clinical care by supporting infrastructure, workforce, accountability and data systems. Invest in emerging medical technologies to enhance clinical care and prevention that will improve patient satisfaction and outcomes.
- 6. Enrich Student Experience, Educational Innovation, and Outcomes**
Cultivate strong connections to the University, especially for undergraduates. Support resource-sharing and equity among school/colleges. Focus on expanding research and education collaborations, innovation, and supporting students through career development.
- 7. Advance New Mexico's Economic Development in Biosciences and Health Care Services and Technology**
Advance New Mexico Economic Development in Biosciences and Biotech by accelerating the translation of our research and other innovations to develop and support patent filings, business development, and strategic partnerships.



OUR PLAN

UNM HEALTH AND HEALTH SCIENCES
STRATEGIC PLANNING FRAMEWORK

VISION

Transform **health care** and **health science education** and **research** to improve health and health equity for New Mexico and beyond.

MISSION

We exist to **lead** New Mexico toward **health equity** through our unique **integration of care delivery, education, discovery and innovation** and through **advocacy** and **collaborations**. We **celebrate** the **diverse cultures** and **history** of our state while creating an **inclusive** and **compassionate community** that makes UNM Health and Health Sciences an extraordinary place to study, work and serve.

VALUES

HEALING:

Both within individuals and among our communities that cultivates hope, care and joy.

EQUITY:

For all New Mexicans in health, education and economic opportunity.

EXCELLENCE:

In health care, education and research and in building a place where people seek to study, work and serve.

INNOVATION:

In all aspects of our mission enabling us to rise to the health, workforce and economic challenges of our time.

COMPASSION:

In how we treat our patients, students, each other and ourselves.

SERVICE:

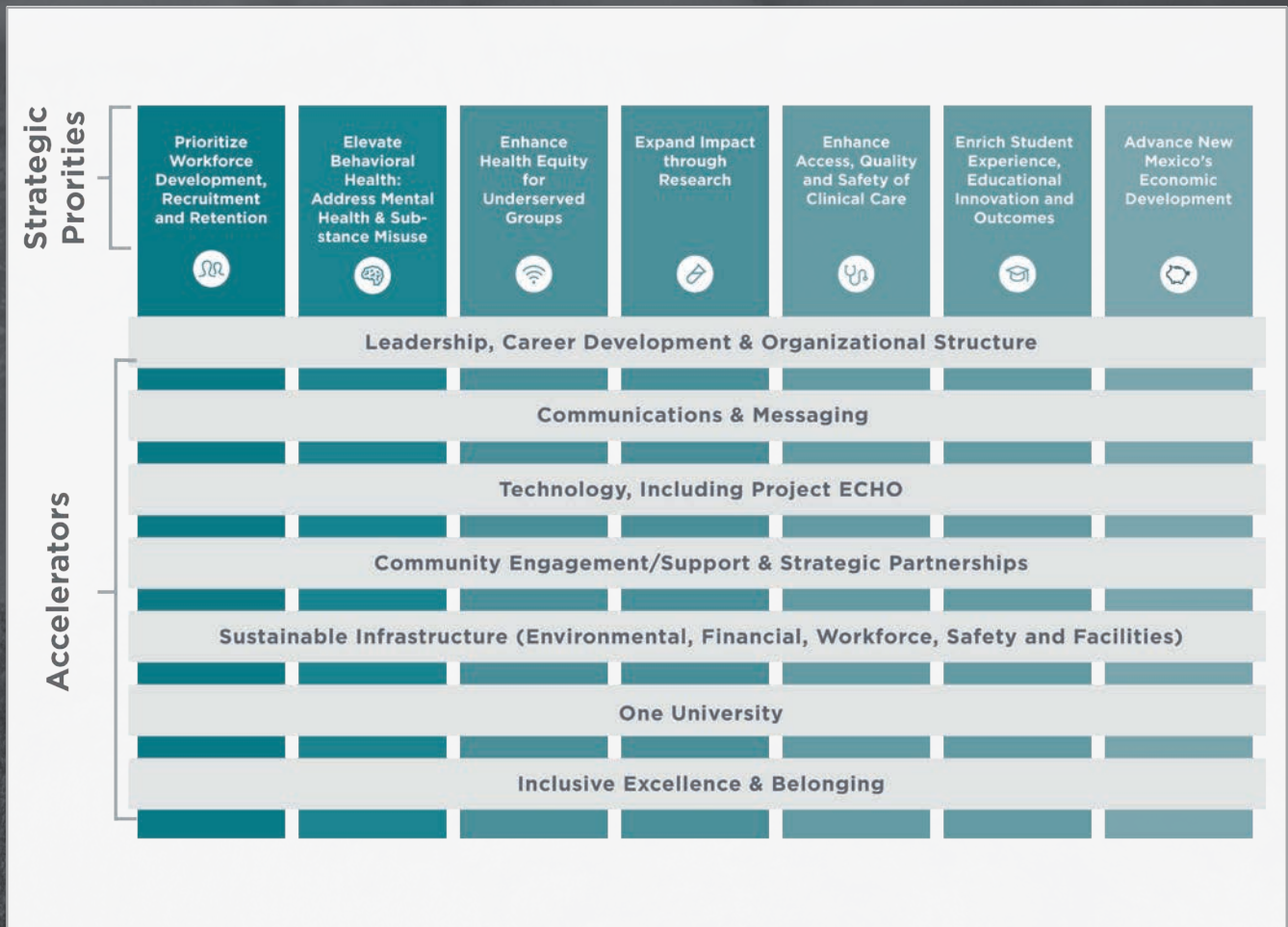
Accountable to our diverse communities across New Mexico.



STRATEGIC PRIORITIES AND ACCELERATORS

SEVEN STRATEGIC PRIORITIES TO IMPROVE THE HEALTH OF ALL NEW MEXICANS

Current state insights guided the identification of these seven high-level priorities, which represent areas of greatest impact and need for UNM Health and Health Sciences and the state of New Mexico more broadly. Each priority is further developed into strategic objectives and tactics, alongside points of integration between the priorities.





PRIORITIZE WORKFORCE DEVELOPMENT, RECRUITMENT AND RETENTION

NARRATIVE SUMMARY

University of New Mexico Health and Health Sciences is the state's critical engine of workforce development in health care and health sciences. To meet the current and future workforce needs of both the state and the University, planning, resources, and innovation are needed that will guide historic numbers of New Mexicans into pathways toward health care professions as well as attract and retain educators, researchers, and clinicians from out-of-state. With current workforce challenges being among the most urgent faced by the state and the UNM system, an elevated talent experience will be necessary that promotes well-being, reduces burnout, addresses systemic ease of practice matters, supports career development and includes long-term retention approaches. While UNM may not control all the factors that create headwinds for workforce development in New Mexico, it must take a leadership role in creating safe, supportive, and attractive communities that inspire people to learn, work and serve in the state.

High-Level Goals

1. Advance New Mexico's state-wide needs by developing the health care workforce of the future and help in retaining the workforce across the state to serve New Mexicans.
 - a. *(aligns with O1 - evolving compensation and benefits models, O7 - pathways, O8 - statewide workforce needs)*
2. Advance UNM's own workforce needs by enhancing workforce development, attracting, and retaining diverse, highly productive, and talented people who exemplify our core values and are inspired to educate and heal the populations of people we have the privilege to serve at UNM.
 - a. *(aligns with O2 - employability of our graduates, O4 - faculty and staff recruitment and retention, O5 - BH recruitment and retention, O6 - clinical recruitment and retention)*
3. Elevate the wellbeing & safety of the individuals that make up UNM Health & Health Sciences through systemic change and supporting individuals, and develop a best-in-class talent experience with a culture that supports community and belonging.
 - a. *(aligns with O3 - well-being and culture)*


Strategic Objectives & Tactics

1. Implement Evolving UNM Compensation and Benefits Models

1. Improve health benefits through legislative action and increasing employer share/ spend on health benefits.
2. Expand childcare services.
3. Tie professional development to formal succession planning.
4. Determine positions (faculty or staff) for Sign-on Bonuses with service requirement to promote retention.
5. Plan for more competitive compensation from multiple funding streams.
6. Explore and evaluate potential opportunities for tuition remission and other incentives to drive workforce expansion.
7. Create standardized and transparent compensation plans

2. Strengthen connection to private industry and increase employability of our graduates

1. Increase awareness of Health and Health Science priorities and align with the priorities of local, public / private, state, federal, and tribal governments.
2. Increase student enrollment in health sciences colleges and schools.
3. 3.Explore programs targeted to retain graduates as clinicians, faculty, or for research positions.

- 
4. Enhance post-doctoral and doctoral program internships and cross-training with private industry.
 - 3. Elevate the well-being and safety of the individuals that make up UNM Health and Health Sciences and improve culture**
 1. Build a sense of community across UNM, including Health and Health Sciences, that will foster and practice equitable collaboration and improve communication.
 2. Improve workplace safety as it relates to property damage, physical safety from violence, and professional safety.
 3. To help HSC employees feel valued and appreciated, supervisors and peers will assess and develop recognition and reward opportunities.
 4. Enhance the well-being of the individuals within the UNM Health and Health Sciences workforce.
 5. Develop a Talent Experience Office to support a positive workplace for the entire UNM Health and Health Sciences.
 6. Create a Healthy and Safe Campus Network across UNM to increase awareness and coordination of resources.
 - 4. Improve UNM Faculty and Staff Recruitment and Retention**
 1. Promote faculty hiring processes that meet industry/academic standards supported by modern technology.
 2. Establish a more equitable process between the Health and Health Sciences staff hiring platforms with a realistic job position and path.
 3. Expand incentivized education in UNM schools and colleges (nursing, pharmacy, graduate, etc.) to support the workforce.
 4. Identify common needs and present impediments to change.
 5. Grow existing capabilities around professional development and coordinate across units to expand capabilities to underserved areas.
 6. Create an HSC-wide resource that shares diversity and inclusion opportunities across the organization to support students and to retain well-qualified and diverse faculty/staff
 7. Advance the recruitment, retention and promotion of faculty and staff who represent the diverse populations served.
 - i. Leveraging the Faculty Equity Advisor Model, create a UNM Health and Health Sciences workforce that looks like our population for faculty and staff.
 - ii. Move all action steps from the previous Faculty Advisor model Tactic into this “Advance the recruitment...” Tactic
 8. Prioritize creating individual development plans and align with funded release time for intermittent professional development and departmental service.
 - 5. Improve Statewide and UNM Behavioral Health workforce recruitment and retention**
 1. Create and expand training programs and number of students for behavioral health professions that have had limited training opportunities at UNM, such as social workers, nurses, mental health specialists, psychologists, and peer support workers.
 2. Improve recruitment and retention efforts across behavioral health programs at UNM.
 3. Improve incentives to enter a behavioral health education, to practice in rural/frontier areas of New Mexico, and/or relocate to New Mexico.
 4. Align the UNM behavioral health workforce development plan with the NM workforce needs through the state for behavioral health.
 - 6. Improve Clinical workforce recruitment and retention**
 1. Align UNM Health Science’s graduate clinician output with statewide community specialty mix needs.
 2. Expand number of Health Team members (Degree and Certificate) trained inter-professionally on UNM Health Sciences campuses, including branches and Rio Rancho.

3. Reduce cost of certificate programs for MAs, CNAs, CHWs, etc. by UNM HSC partnering with Community Colleges, Branch Campuses, FQHCs in classroom and practical training.
4. Expand Area Health Education Center (AHEC) and Health Extension (HERO)-directed, community-based, HSC-linked training hubs across NM by region and/or county.
5. Create career ladder for non-degree, certificate-bearing health team members to increase retention.
6. Recruit psychiatric nurse specialists to UNM Health and Health Sciences to increase services, including support across the state to address statewide nursing shortage.
- 7. Expand and strengthen partnership and pathways programs for health and health sciences careers.**
 1. Promote education readiness across the statewide K-20+ system through earlier student and teacher support, including through partnerships with higher education institutions, including leveraging Project ECHO
 2. Scale up the current Health Science Center DEI Communities to Careers K-20+ health pathway programs and regional hubs.
 3. Develop programs that attract young students in science, pharmacy, nursing, research and administration and the mission/culture of UNM – leading to job opportunities and continued development.
- 8. Working with the State and other providers, create and help deploy a statewide plan for increasing the state health care workforce.**
 1. Continue leading the New Mexico Health Care Workforce Committee, including publishing and communicating the findings to increase awareness and advocacy.
 2. Working with the State, develop a plan to increase the behavioral health workforce across the state, including rural areas and training and support for the use of tele-mental health and tele-consult interventions.
 3. Work with state to deploy the plan, with the needed state and other resources, to support statewide workforce needs.
- 9. Increase clinical workforce wellbeing and support systemic wellness and ease of practice changes**
 1. Improve systemic/operational ease of practice for UNM Health and Health Sciences workforce.
 2. Create an innovative “Trauma informed Care” approach for organizational change and for employees to support their patients as well as to support one another in reducing burnout and the trauma of the pandemic.
 3. Create care team-directed engagement programs.
- 10. Enhance collaborations with the Veteran’s Affairs (VA) New Mexico Health Care system to increase our joint hires of faculty, staff, and residents / fellows**
 1. Establish a plan and recruit jointly Veteran Affairs / UNM faculty and health care staff in key target clinical areas (e.g., interventional pulmonary, rheumatology, etc) and across New Mexico
 2. Consider ways to hire more veterans in our recruitment process for faculty, staff, and students.

ONE UNIVERSITY OPPORTUNITIES AND REQUESTS

Opportunities

1. An opportunity exists to explore models for enhanced incentives across UNM in collaboration with Central Campus and the branch campuses.

Central and Branch Campus Requests

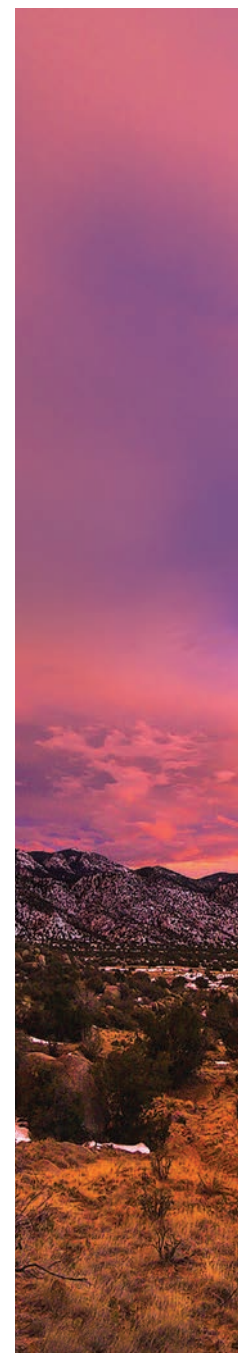
2. Identify UNM leadership that can work with Health & Health Sciences on enterprise-wide initiatives around the implementation of evolving compensation and benefits models.
3. Designate members from Central and Branch Campuses to join the Cross-Campus Healthcare Pathways Committee.
4. Collaboratively review Central and Health Sciences faculty and staff hiring processes where appropriate to identify efficiencies to reduce “work waste” and implement streamline processes with technology and

address other recommendations.

5. Identify group within Academic Affairs that can work with Health Science Deans to identify Career Services programs, infrastructure, and financial support needs in highest priority areas to address staffing shortages, including apprentice opportunities with colleges.
6. Identify group within UNM Marketing & Communications that can work with Health & Health Sciences Marketing & Communications to develop campaigns that highlight all mission components of UNM Health and Health Sciences.
7. Create a “Healthy and Safer Campus Network” workgroup to catalog existing resources and create a plan for the Network to support faculty, staff, and students.

Accelerators of Workforce Development:

- **Leadership, Career Development, and Organizational Structure:** Leadership is needed across both UNM HSC and Central Campus to reinforce the One University vision and collaboration across campuses to improve employee satisfaction, recruitment, and retention. The existing organizational structure of HSC, UNMH, and UNMMG must be evaluated to align hiring policies and ultimately limit staff attrition.
- **Communications & Messaging:** The identification of UNM Marketing & Comms support resources fuels efforts to develop campaigns that highlight all mission components of the organization, one example being one that features diverse alumni. There also exists a need to coordinate larger marketing & communications efforts to tell a holistic story, including the communication of UNM Health and Health Sciences’ presence at existing branch campuses.
- **Technology, including Project ECHO:** Updating HR technologies and promoting electronic document usage supports the priority to increase faculty and staff recruitment and retention. Project ECHO also provides an opportunity to gain additional enrollment of providers in rural areas, which will support UNM Health and Health Sciences’ need for a statewide workforce strategy to fulfill its mission to serve all New Mexicans.
- **Community Engagement/Support & Strategic Partnerships:** Community engagement and support across the state are crucial in the success of pathway programs and efforts to expand presence outside of Albuquerque through pathway programs. UNM’s VA partnership can help fuel the workforce pipeline for UNM Health and Health Sciences as it looks outside not only the organization, but outside the state, to fill the workforce shortage.
- **Sustainable Infrastructure (Environmental, Financial, Workforce, Safety, and Facilities):** Financial instability and statewide environmental threats can deteriorate UNM’s ability to attract and retain the workforce needed to fulfill this mission. A safe campus better enables UNM Health and Health Sciences to attract and retain a stable workforce, which may include working with UNM Campus police and security and Facilities and Maintenance to enhance workplace safety. Lastly, attractive facilities can serve as a recruitment tool.
- **Inclusive Excellence & Belonging:** A strong sense of belonging promotes retention of the UNM Health and Health Sciences workforce. An equitable hiring process that grows a diverse workforce is crucial in UNM Health and Health Sciences’ efforts to meet the current and future needs of both the state and the University.



ELEVATE BEHAVIORAL HEALTH: ADDRESS MENTAL HEALTH & SUBSTANCE MISUSE

NARRATIVE SUMMARY

The need for transformation of the comprehensive, state-wide behavioral health and substance misuse continuum of care is paramount to New Mexico's long-term economic and cultural vitality. UNM is positioned to be a leader in this transformation which includes building capacity and infrastructure to support the long-term acute, ambulatory, and preventative systems that will address the mental health and substance misuse crisis in the state. However, UNM cannot meet the state's systemic behavioral health and substance misuse challenges alone and new reimbursement models, state-wide policies, partnerships, and initiatives must flourish through advocacy and coalition building with UNM at the center of the solution. This effort will take full engagement of every relevant stakeholder in the state in a moon-shot aspirational mission to become the nationwide model for transformative behavioral health and substance misuse education, research, and care.

High-Level Goals


11. Become a national leader in behavioral health education, research, and care by mobilizing our institution's expertise and external partners to lead a state-wide coalition aimed at transforming behavioral health care across New Mexico including by advancing public health policy and through fully engaged advocacy.
 - a. a. *(aligns with O1 - partnership and advocacy, O3 - ambulatory care facilities and capacity, O7 - Center for Excellence in Addictions, O9 - Behavioral Care of First Nations)*
12. Develop service and technology innovations in how to best integrate Behavioral Health Services through research, education, and clinical care at UNM in service of our unique populations of students and patients.
 - a. a. *(aligns with O4 - embed substance use prevention and treatment, O5 - inter-organizational collaboration, O8 - telecommunications)*
13. Elevate awareness, advocacy, and pursuit of new resources for increasing substance use prevention, treatment, education, and research, as a critical pillar of all behavioral health services in response to the urgent needs of New Mexicans and as a model for broader adoption nationwide.
 - a. a. *(aligns with O2 - children's BH services, O6 - trauma-informed care)*

Strategic Objectives & Tactics

1. **Lead at the state level through partnership and advocacy**
 1. Develop ongoing partnerships with New Mexico Human Services Department (HSD) and other providers and service agencies to come to a common framework regarding systems and priorities for Behavioral Health.
 2. Create venues for consistent dialogue with key state partners to align on collaborative efforts, policy, and system-wide changes to the behavioral health ecosystem within the state
 3. Collaborate with New Mexico Human Services Department (HSD) to support reimbursement models for a more adequate model of care across the state for BH.
 4. Advocate to ensure there are funds to support strategic program development.
 5. Enhance partnership with tribal leadership to promote alignment of behavioral health priorities for American Indian individuals and families.
 6. Build a state-wide coalition to create long-term psychiatric care residences.
 7. Partner with the state to expand data science capabilities that support better understanding behavioral health

care.

8. Develop a Public Sector Psychiatry Division that partners with state, county, and city institutions as well as Tribes and Pueblos to provide leadership and behavioral care in public sector organizations (jails, detention centers, state hospitals, etc).
 9. Support our Homeless Coordinating Council partnership in reducing homelessness in Bernalillo County and consider ways to expand across New Mexico, including with our UNM Project ECHO learning communities and partnering with Community Solutions for addressing systemic issues in a coordinated manner.
 10. Better address the mental health and substance misuse problems of individuals who are experiencing homelessness through using a patient-centered approach (i.e., “Street Behavioral Care Medicine”), organizational change approaches (MISSION model, etc) and through partnerships with agencies that specialize this area.
- 2. Invest in children’s behavioral health services**
 1. Develop Continuum of Care for pediatric patients to allow for patients being placed in correct levels of care.
 2. Develop specialized services for Autism, DD, etc. To ensure access to needed care. Integrate goals and framework with ongoing UNMCDD work.
 3. Create a financial framework that supports sustainable access to services for pediatric BH patients.
 4. Advocate for Telec-consult service funding support to support health care workers and school based providers across the state, including rural areas (similar to the MCPAP model in 30 other states).
 - 3. Expand acute and ambulatory care facilities and capacity**
 1. Develop capacity for all behavioral health patients needing acute level care for both pediatric and adults.
 2. Develop capital and operational funding models to support facility planning, construction, and operations.
 3. Create a financial framework with the state Medicaid system, Behavioral Health Service Division and other governmental stakeholders to create sustainable operational funding streams.
 - 4. Embed substance use prevention and treatment in all aspects of behavioral healthcare**
 1. Complete assessment of current state of SUD prevention and treatment at the practitioner, program, and organizational levels.
 2. Investigate barriers to treatment of substance use disorders and explore solutions to reduce barriers.
 3. Develop framework for standardized SU assessment and treatment.
 4. Strengthen the SU and MH workforce.
 5. Establish a collaboration with judicial, legislative branches of government to provide education and partner to support wellness.
 - 5. Develop inter-organizational collaboration among providers as well as integration of behavioral health initiatives**
 1. Better map all mental health services provided by University of New Mexico (UNM), University of New Mexico Health (UNMH), Sandoval Regional Medical Center (SRMC), Addiction and Substance Abuse Program (ASAP), and all of the Health Sciences Center (HSC).
 2. Eliminate gaps by cross-training and advocating for increasing the number of FTEs to support integration of BH in all HSC areas to also facilitate continuity of care.
 - i. Improve warm Handoffs and education for providers.
 - ii. Move all the Tactics from what was previously the Tactic of “Improve warm Handoffs and education for providers.” as additional action steps
 3. Expand UNM/HSC’s reach by partnering with local providers.
 - 6. Develop a Trauma-informed Care Approach to Patient Care**
 1. Develop a unified understanding and skills to provide trauma-informed care
 2. Develop and implement a UNM Health and Health Sciences-specific Trauma-Informed Care Approach, through

- 
- organizational change supporting interventions and training of health care workforce (all workers).
3. Promote availability of a culturally appropriate and trauma-informed service array
7. **Create a Center for Excellence in Addictions that integrates and elevates the educational, research and clinical missions of UNM Health and Health Sciences as a national leader in this space**
 1. Determine the scope and charge of the Center of Excellence in Addictions.
 2. Create a plan for development of the center and sustainable funding.
 3. Integrate current strengths in clinical, education, and research across UNM.
 8. **Expand the use of technology and telecommunications to improve access to Behavioral Health Services**
 1. Invest in expanded capabilities to deliver Behavioral Care Telemedicine
 2. Advocate for health care plans and state agencies to support the expansion and utilization of tele-consult service for primary care and other providers from Behavioral Health providers, including UNM as the lead on these services.
 3. Expand education and training utilizing Project ECHO to expand awareness, training, and support to the public, providers, patients, and their families.
 4. Expand direct patient and family care support by Project ECHO for behavioral health prevention / education on stress reduction and self-management skills, as well as education support for those in stable recovery long term.
 5. Expand tele-mentoring services (i.e., Project ECHO) for providers
 9. **Become a national and global leader in the Behavioral Care of First Nations and for Hispanic, and Rural populations.**
 1. Determine the roles and scope of additional focus on Behavioral Care research, education, and training as well as the potential role of Project ECHO and integration of One University.

ONE UNIVERSITY OPPORTUNITIES AND REQUESTS

Opportunities

1. 1.Establish collaborations with Main Campus Psychology Department, Student Health, Athletics, and other interested entities with Schools/Colleges/Departments/Divisions at UNM Health and Health Sciences, as well as other interested groups at UNM to drive innovations in public behavioral health policy, systems and interventions that will support the mission to become a national model in transformative behavioral health education, research, and care for the populations we serve.

Central and Branch Campus Requests

1. Establish point of contact within College of Education to support the development of social worker practicums that enable patients being placed in correct levels of care.
2. Identify branch campus leadership who will join the Health Sciences Deans meetings that can help expand behavioral health activities, including support the development of a framework for standardized SU assessment and treatment.
3. Identify across UNM interested faculty, staff, and students interested to develop an Academic Interest Group that develops academic activities, and pursues additional funding to expand Community Health & Peer Support Worker Training program at UNM and other areas of need.
4. Identify leadership group including representation across service lines and campuses to coordinate the integration of behavioral health across all mission components.



Accelerators of Workforce Development:

- **Leadership, Career Development, and Organizational Structure:** Several opportunities exist to coordinate and integrate across the organizational in areas such as the College of Education, the College of Population Health (in the future, School of Public Health), and the UNM Governmental Resources Center. Leadership can spearhead the effort of incorporating behavioral health into all aspects of HSC across all mission components.
- **Communications & Messaging:** Equity and trauma-informed approaches and recovery model language should be included in all communications. Promotion of existing and new Behavioral Health service lines is critical in providing access. Given this Priority's emphasis on collaboration among providers, a common voice supported by unified messaging would be beneficial.
- **Technology, including Project ECHO:** Technology supports UNM's desire to be a leader in the behavioral health space. If one-time grants were secured, technology could allow for more rural/frontier clinics to obtain technology for remote consultation. Project ECHO can also support the development of technology-powered tools and resources to educate community partners on a standardized approach to substance use assessment and treatment.
- **Community Engagement/Support & Strategic Partnerships:** Partnership and alignment with external players such as the Department of Health, Human Services Department, Behavioral Health Services Department, and tribal leadership are imperatives for the success of behavioral health initiatives, especially regarding the advocacy and leadership role that UNM Health and Health Sciences seeks to play in this area.
- **Sustainable Infrastructure (Environmental, Financial, Workforce, Safety, and Facilities):** While significant work in increasing space to provide the behavioral health services are in- motion, facilities may also enhance UNM Health and Health Sciences' ability to expand care statewide and beyond Albuquerque by developing resources in rural and frontier areas. There also exists a need to focus on overdose and suicide as safety issues related to substance use as well as safe infrastructure such as gear and transportation.
- **Inclusive Excellence & Belonging:** Diversity, equity, and inclusion enables UNM Health and Health Sciences to approach its behavioral health care delivery model with an understanding of the diverse populations it serves, especially when developing a trauma-informed care approach.

ENHANCE HEALTH EQUITY, INCLUDING FOR RURAL, HISPANIC/LATINO, NATIVE AMERICAN, AND OTHER UNDERSERVED GROUPS

NARRATIVE SUMMARY

Sciences and is deeply embedded in our values. In appreciation and recognition of the hundreds of voices that we intend to elevate from our health equity dialogues with many communities within New Mexico that formed the Equity Manifesto at the 2022 Health Equity Summit, we advance their words as our common vision in Health Equity:

We will unite our vision, voices, and relationships to strengthen collaborative partnerships and sustain our cultural practices, values and beliefs for our next generation.

We promise to teach the next generation and our communities about the history of inequity and resistance

and how to be leaders that interrupt narratives and policies that are rooted in racism and oppression.

These principles are imperative to expanding knowledge, increasing our collective critical consciousness and moving towards sustainable change that advances health equity for all.

High-Level Goals

10. Center equity within the culture of UNM Health and Health Sciences to be an example for the communities we serve and to also learn by their example.
 - a. *(aligns with O1 - Center equity within the culture)*
11. Elevate the voices of Hispanic, Latino and Native American people across the state of New Mexico as we also seek to engage, learn from, and support the interests of these and other underserved communities.
 - a. *(aligns with O2 - Office of Health Equity, O3 - Improve access to care in underserved populations, O5 - Center for Hispanic/Latino Health, O8 - Coalesce Native American health services)*
12. Improve the health and well-being of all New Mexicans by improving awareness, training and intervention strategies around social determinants of health, adverse childhood events, and multigenerational trauma with Project ECHO and other tactics.
 - a. *(aligns with O6 - College of Population Health, O7 - data-driven public health approach)*
13. Use a Health Equity lens to strengthen UNM Health and Health Sciences' role in developing, advocating, and leading in health policy and partner with regional and public health infrastructure to advance health equity throughout New Mexico.
 - a. *(aligns with O4 - partnerships and engagement with underserved and rural communities, O9 - Center for Rural Health)*

Strategic Objectives & Tactics

1. **Center equity within the culture of UNM Health & Health Sciences**
 1. Integrate/align health equity as a part of the mission statements across the Health Sciences and Health System.
 2. Conduct initial and ongoing training and education around health equity for new and existing employees.
 3. Gain alignment in course objectives and demonstrated action/competency in the field with students and graduates as it relates to health equity.
2. **Develop a UNM Office of Health Equity**
 1. Build a vision and support to establish an Office of Health Equity (OoHE) by securing support/commitment from executive leadership and gathering stakeholder and community input to define its purpose and scope.
 2. In collaboration with stakeholders, develop/define the leadership structure of the OoHE, and identify the necessary support needed to ensure its success.
 3. Develop complete proposal, present to decision-makers, and obtain approval to establish the office.
3. **Improve access to care in underserved populations across New Mexico**
 1. Expand health services training for underserved populations.
 2. Gain additional enrollment of providers in rural areas.
 3. Train all Health Sciences learners (from students to faculty) on Social Determinants of Health (SDOH) now a required screening of all adult hospital inpatients and expanding to ambulatory care.
 4. Create "HERO/AHEC/CHW Hubs" in every county and larger Tribal communities in NM
 5. Improve access for underserved populations to specialty clinical care only UNM can provide
4. **Improve and coordinate partnerships and engagement with underserved and rural communities in research, education, policy, clinical, and service**
 1. Create a "coordination center" for community engagement in all mission areas (e.g., Office of Community Engagement and External Partnerships) across Health and Health Sciences.
 2. Meet the needs of our community partners post engagement.
 3. Complete continual evaluation and bidirectional communication.

5. Establish a Center for Hispanic/Latino Health

1. (Re)convene internal and external culturally aligned leadership, core allied entities and diverse community partners to finalize design for the Center for Hispanic/ Latino Health Equity (CHLHE) that includes all missions for Health and Health Sciences.
2. Build from existing human resources, collaborative efforts (services, education, and research) a co-leadership model for the proposed CHLHE.
3. Garner institutional and statewide commitment to funding and space to sustain the CHLHE for many years, including with the UNM Foundation and Government Relations Office.

6. Expand the College of Population Health into a School of Public Health

1. Increase the number of students enrolled in COPH programs.
2. Increase the number and diversity of faculty in public health that can expand the work of the COPH and qualify the college for an expansion to School of Public Health.
3. Increase non-research money to support public health initiatives.
4. Create a Public Health Education Network Statewide.
5. Expand Statewide Community Health Assessments through partnerships with public health agencies in every county across New Mexico.
6. Lead two major statewide public health intervention initiatives: Substance Use Prevention and Diabetes Prevention Program.
7. Apply for accreditation for a School of Public Health
8. Create a plan and seek state, philanthropy, and other source funding for the School of Public Health, including ongoing faculty funding, operations, and a new building
9. Create collaborations with existing state and county programs
10. Further develop the one university approach to public health, including aligning and engaging all of UNM in a dynamic and 21st Century School of Public Health.

7. Advance a data-driven public health approach with the goal of equity

1. Assess the current state of sociodemographic and UNMH data collection and target new data collection and collect race and ethnicity data from UNMH enrollment forms.
2. Provide regular access to disaggregated data and insights through data snapshots, data highlights, and stratified reporting on disaggregated data including sex, race, ethnicity, Medicaid/ Medicare, dual eligibility/ low-income subsidy, and rural-urban disparities.
3. Develop ongoing tools and resources for community partners, such as (1) Mapping, Medicare Disparities Tool, an interactive tool with county-level data and regular updates with more data; (2) Health Equity Technical Assistance Program; (3) Disparity Impact Statement.
4. Connect data and identified health disparities to actions including community-based focused outreach, education, and service connection.

8. Coalesce Native American health services, academic initiatives, and advocacy groups throughout UNM Health and Health Sciences

1. Acknowledge current Native American health initiatives across the UNM Health and Health Sciences enterprise
2. Establish a council to convene all groups running Native American health initiatives (including those from Central Campus)
3. Develop strategy to better integrate Native American Health initiatives across UNM Health and Health Sciences

9. Create a Center for Rural Health



1. Define vision, and organizational structure, and operations of the Center of Rural Health
 - i. Explore the possibility of organizing the Center for Rural Health under the Office of Community Health
 2. Grow UNM's presence in the rural health research space
 3. Expand training on the unique skills needed for rural health care.
 4. Partner with rural health care providers to provide support through Project ECHO and other tactics, and to consider ways they might also help more urban areas.
- 10. Enhance our partnerships with Veterans Affairs organizations to help reduce health disparities for veterans and their families across the state.**
1. Build on the priorities, goals, and tactics developed at the UNM / VA retreat / summit that included a focus on veterans and their unique needs.
 2. Establish a partnership with the New Mexico Department of Veterans to assist in statewide goals and initiatives.
 3. Expand research on the veteran population and their families.

ONE UNIVERSITY OPPORTUNITIES AND REQUESTS

Opportunities

1. Connect with Central Campus groups focused on equity with the UNM Health and Health Sciences health equity groups to unite and elevate their voice at UNM and in the state more broadly.

Central and Branch Campus Requests

1. Identify unit components across the organization (e.g., Central campus DEI, HSC DEI, COPH, College of Education and Human Sciences, DEI affinity groups) to identify where crossover in equity promotion is currently occurring.
2. Determine group of branch campuses who can work to identify areas of differentiation for health services training to ensure locally-driven training and workforce development.
3. Establish regular cadence between campuses to align on current engagement methods with underserved and rural communities.
4. Connect HSC and central campus data teams to understand use and collection method of sociodemographic data.

Accelerators of Health Equity

- **Leadership, Career Development, and Organizational Structure:** Coordination at the leadership and organizational structure level would help enable entity-wide alignment and cultural change. Various Offices/ Centers created through this initiative (Health Equity, Hispanic/Latino Health, Rural Health) would include organizational structures that are embedded into that of the broader UNM Health and Health Sciences.
- **Communications & Messaging:** It is essential that all communication and marketing efforts align with the culture and language of the New Mexico population. Given the vast number of diverse UNM internal and external stakeholders engaged through Health Equity, communications should aim to be a coordinated effort that prioritizes inclusion and accessibility.
- **Technology, including Project ECHO:** A mobile app that allows for quick access to resources can promote utilization of Safe Zones. Given Project ECHO's ability to reach rural communities, its model provides the ability to expand health services training in underserved communities and, in turn, gain additional enrollment of providers in rural areas.
- **Community Engagement/Support & Strategic Partnerships:** Enhancing bidirectional communication and

collaboration with those partners will be critical in ensuring buy-in and best serving their needs. Partnerships and engagement with underserved and rural communities in research, education, policy, clinical, and service are especially important to meet the needs of the community that UNM Health and Health Sciences serves.

- **Sustainable Infrastructure (Environmental, Financial, Workforce, Safety, and Facilities):** Given UNM's position in a state where environment is of particular consideration for health equity, an outsized investment is needed to promote equity in health outcomes. As safety also encompasses psychological safety, the designation of specific offices as culturally- and linguistically safe zones can enhance sustained trust-building efforts.
- **Inclusive Excellence & Belonging:** Inclusive Excellence and Belonging are core tenets of Health Equity, whose Objectives cannot be accomplished without a baseline of a strong culture of equity within UNM Health and Health Sciences. This is important not only for internal culture, but also in efforts to improve partnerships and engagement with underserved and rural communities.

EXPAND IMPACT THROUGH RESEARCH

NARRATIVE SUMMARY


UNM Health and Health Sciences' research enterprise is poised for transformative growth having built a strong foundation on which to expand, calling for increased focus and resources from the University, state, federal, private and foundation sources. To elevate the research enterprise, UNM Health Sciences will harness its strengths in key areas that both serve New Mexico, align with its mission, build on its strengths, and address critical health challenges of our time. To succeed in these endeavors, investment in infrastructure, faculty, and data capabilities will be needed from a variety of stakeholders and a focus on collaborative research both within the HSC and across the University as well as with external partners will be required. Developing, attracting, and retaining key investigators will be essential and require investment and cultural change that leads to research realizing its place as an equal priority in the mission and strategy of the organization.

High-Level Goals

1. Establish national leadership in select research areas that both leverage and enhance our strengths and that are important to New Mexico's unique population and challenges through collaborative and transdisciplinary research initiatives.
 - a. *(aligns with O3 - bidirectional collaborations between enterprises, O6 - critical research areas of strength)*
2. Identify and invest in basic science and translational research programs that will lead to transformative discoveries and impact, including data science, informatics, and computational science.
 - a. *(aligns with O4 - basic science and translational research programs, O5 - translational research)*
3. Strengthen our scientific and administrative research infrastructure and external partnerships to support the elevation of our research programs to be nationally competitive and prominent in our areas of focus.
 - a. *(aligns with O2 - research infrastructure)*
4. Establish and invest in creating pathways for developing and retaining faculty, staff, and student investigators who are committed to serving the state and helping to solve its most pressing health challenges.
 - a. *(aligns with O1 - comprehensive institutional cultural change, O7 - vibrant and successful community of graduate and postdoctoral students)*

Strategic Objectives & Tactics

1. Strengthen the research mission through comprehensive institutional cultural change

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1. Develop a funds flow model to grow and sustain research across the Health Sciences.
 2. Implement policy changes to promote research.
 3. Disseminate and promote the research mission throughout NM and the region.
 4. Increase the scope, size, and quality of research activities.
 5. Increase recruitment, retention, participation, and success of faculty, staff, and students engaged in the research mission.
 6. Create a culture of high ROI research programs.
- 2. Build and support research infrastructure**
1. Seek support from a variety of sources to help provide the needed physical space, equipment, and facilities needed to carry out current and future cutting-edge research.
 2. Establish a sustained institutional investment in our shared resource facilities through seeking additional resources and supports.
 3. Develop a comprehensive Data Sciences Program as a key element of the research mission, including through one university partnerships, national labs, and other partnerships.
 4. Continuously improve organizational systems and administrative processes geared toward facilitating and accelerating research.
- 3. Enhance bidirectional collaborations between research, clinical, and educational enterprises**
1. Create the plan and leadership support for how the research and clinical missions mutually reinforce each other in a learning health system.
 2. Build research and scholarship development into all educational sector activities.
 3. Increase number of research collaborations across UNM, including with Health Sciences and Central Campus partnerships.
 4. Create and incentivize multidisciplinary teams to elevate quality improvement as a research discipline, integrated with education and clinical care across the UNM and Veterans Affairs collaborations.
 5. Expand utilization of a public health and dissemination and implementation science research approaches across the research, clinical, and educational enterprises.
- 4. Identify and invest in basic science and translational research programs**
1. Identify areas / programs that will lead to transformative discoveries and impact, including data science, informatics, and computational science
 2. Identify a structure and process to invest and prioritize these research areas.
- 5. Focus on translational research that aligns with our partners in industry**
1. Engaging with our economic development workgroup priorities, establish UNM as a national innovation hub for the pharmaceutical, healthcare, and biomedical technology industries.
 2. Enhance the clinical and translational influence on the research enterprise.
 3. Promote collaboration with regional partners, including national labs, Veteran's Affairs, and New Mexico industry.
- 6. Coalesce established critical research areas of strength around substance abuse, health equity, and environmental health**
1. Bring cohesion to UNM One University research areas that include Health Sciences, including substance abuse, health equity, and environmental health.
 - i. For each area catalog existing resources, faculty, and other critical components, including health services or public health services if relevant.
 - ii. under Substance Use
 2. Develop a Center for Addictions which brings together existing research centers and other mission areas

when appropriate.

- i. Seek new NIH Center grant funding supports.
- ii. Be part of the planning for the Center of Excellence in Addiction to develop a plan for it that includes research, teaching, and clinical practice
- iii. Identify a leadership team and determine need to recruit additional members versus accomplish in-house
- iv. Convene group to establish critical priorities for following year

1. Health Equity

- i. Develop a plan for coalescing Health Equity related research, and be part of the larger UNM Health and Health Sciences plan for an Office of Health Equity which will include enhancing linkages with research, teaching, and clinical practice
- ii. Identify a leadership team and determine need to recruit additional members versus accomplish in-house
- iii. Convene group to establish critical priorities for following year

2. Environmental Health

- i. Develop a plan for coalescing Environmental Health Centers and projects as part of Climate Change and the School of Public Health partnering on this topic.
- ii. Identify a leadership team and determine need to recruit additional members versus accomplish in-house
- iii. Convene group to establish critical priorities for following year

3. Launch an EVP Research Advisory Group to provide steering and governance oversight to our research priority areas.

1. Set up process to prioritize and confirm the research focus areas, and update.
2. Determine operating model, leadership, and requisite seed funding to launch new research focus areas.
3. Determine new / modified research cores that can provide cross-research area support.
4. Secure space and operating funds for the research areas.

4. Create a more vibrant and successful community of graduate and postdoctoral students

1. Increase the number of highly skilled graduate students and post-doctoral fellows.
2. Improve recruitment and retention of high-quality graduate students and post-doctoral fellows.
3. Enhance the quality of biomedical scientist training.
4. Create an institutional culture that values research education and mentoring of graduate students and fellows
5. Increase the number of extramurally funded training programs.

5. Work in collaboration with Veteran's Affairs on research grant opportunities that the Veterans Affairs announces.

1. Veteran's affairs has announced the PACT (Promise to Address Comprehensive Toxics) ACT Research program which focuses on research related to military environmental areas and health impacts (vibration, noise, etc.)
2. Increase Veteran's Affairs partnerships with COP Environmental Health Centers
3. Focus on Behavioral Health related research grant funding, including homelessness, suicide, and post-traumatic stress disorder amongst veterans.

6. Work with Veteran's Affairs to do joint ventures, including in facilities for clinical and research mission areas.

1. Develop a plan for joint research buildings

ONE UNIVERSITY OPPORTUNITIES AND REQUESTS

Opportunities

1. A new One University opportunity exists to secure authorization and dedicated space to co-develop a Department/Institute of Data Science and Statistics. This would likely include funding for recruiting founding leadership and new faculty, compute facilities (significant high- performance computing and cloud resources), and ongoing administrative and operational support.

Central and Branch Campus Requests

1. Identify points of contact that can coordinate with a committee of HSC stakeholders on the development of research and funds flow policies.
2. Coordinate with Rio Rancho campus leadership on research infrastructure needs to proactively plan research-related facilities.
3. Understand Central Campus initiatives with Data Sciences education.
4. 4. Identify areas to integrate a public health approach into existing Central campus education
5. 5. Identify existing industry relations and areas of collaboration with Central Campus innovation groups (e.g., UNM Innovation Academy, UNM Rainforest Innovations).

Accelerators of Research

- **Leadership, Career Development, and Organizational Structure:** The research enterprise's continued growth relies in bidirectional collaborations across the various mission components of the organization. It also warrants the establishment of national leadership in select research areas that both leverage and enhance its strengths and that are important to New Mexico's unique population and challenges through collaborative and transdisciplinary research initiatives.
- **Communications & Messaging:** Communicating research's value requires unified messaging. A targeted marketing plan will also be crucial to engage biotech and pharma stakeholders in funding target projects. A unified communications plan including the execution of the annual, one-week statewide research awareness campaign can support the research enterprise's community awareness-building efforts.
- **Technology, including Project ECHO:** Investments in emerging research technologies such as AI alongside basic IT resources will help grow the enterprise-wide research mission. In collaboration with Central Campus, leveraging CARC supports cross-campus supercomputing. Technology would also be an accelerator to develop a continuing education (CME) platform for research learning.
- **Community Engagement/Support & Strategic Partnerships:** Community-engaged research presents an opportunity to build community support in advancing the research mission. Partnerships with industry and federal partners such as National Labs, Lovelace Biomedical, and the VA support efforts around transfer to industry given the opportunity to develop and co-market new products and services, and more broadly elevate UNM's research programs to be nationally competitive and prominent in its areas of focus.
- **Sustainable Infrastructure (Environmental, Financial, Workforce, Safety, and Facilities):** New Mexico's population and landscape present an opportunity for UNM Health and Health Sciences to distinguish itself as a leader in Environmental Health at the intersection of Health Equity. However, the long-term success of research relies in part on sustained institutional investment in state-of-the art shared resource facilities that promote collaboration among the various units and individuals performing cutting-edge research.
- **Inclusive Excellence & Belonging:** As research spans across the UNM Health and Health Sciences enterprise, a sense of belonging is crucial in helping build a research community that promotes collaborations across various components and the coalescing of research strengths.

ENHANCE ACCESS, QUALITY, AND SAFETY OF CLINICAL CARE

NARRATIVE SUMMARY

UNM Health's clinical and related community engagement enterprise is both the center of health care delivery for the state of New Mexico and the most public-facing component of the organization's tripartite mission of clinical, education, and research activities. To meet the health care needs of New Mexico, an intentional integration of education, research and clinical care is essential as the clinical enterprise has a major role in training the next generation of clinicians and informing and supporting discovery through research and innovation. The UNM Health system has been heavily burdened with capacity challenges and increasing demand for services; thus, significant investments have been made to build facility and workforce capacity and those efforts must continue to be the central focus of investment and attention in the near term. In parallel with and supported by the efforts to build capacity, the system continues to seek ways to improve access, quality and safety as well as reach out to rural areas of the state. This plan also recognizes that taking care of the people that make up the UNM Health workforce is an essential component to sustainability in delivering the care that the state needs.

High-Level Goals

1. Achieve excellence in quality and safety, focused on value-based care delivery, while improving patient outcomes and patient experience through expanding building facilities and workforce capacity and leveraging innovations in technology, informatics, and workforce development.
2. Expand access to clinical services throughout the state using a multi-modal approach and engaging with community-based providers across New Mexico and in service of health equity.
 - a. *(aligns with O3 - statewide strategy for continuum of care, O7 - comprehensive health plan and payer strategy)*
3. Continue to innovate in models of care and reimbursement that enable improvements in access, quality, safety while delivering patient-centered, caregiver-led clinical care and enabling long-term financial stewardship and sustainability for the safety net health system within New Mexico.
 - a. *(aligns with O1 - emerging and future facility capacity, O2 - alignment of clinical growth, O5 - Technology and Informatics, O6 - innovate models of care)*

Strategic Objectives & Tactics

1. **Align emerging and future facility capacity with Health System Clinical Strategy**
 1. Utilize currently developed facility plans to quantify current and future clinical capacity, including behavioral health.
 2. Align current and planned facility growth with identified clinical need and access.
 3. Align facility planning with Health System clinical strategy and need.
2. **Prioritize alignment of clinical growth with education and research missions**
 1. Identify gaps between current clinical delivery platform and expected needs of community/state.
 2. Identify gaps between current status of education and research within clinical care delivery.

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3. Prioritize focus areas (after gaps have been identified in Goals 1 & 2).
 4. Create a 5 (or 10) year plan with clear targeted and strategic actions.
 - 3. Develop and implement a statewide strategy for continuum of care**
 1. Expand current post-acute care partnerships and activity, including with Lovelace UNM Rehabilitation Hospital, Genesis Healthcare, and other post-acute care facilities.
 2. Expand current Outpatient - pre-acute care partnerships and activity.
 3. Implement currently planned infrastructure for acute care.
 4. Develop and implement Veteran's Affairs clinical partnerships and strategic plan.
 5. Include Veteran's Affairs and LUNMRH as part of clinical delivery platform and in support of the education and research missions
 - 4. Optimize technology and informatics to improve access and quality of care**
 1. Develop clinical data scientist teams that support care delivery and population health and technological platforms that perform risk stratification of populations.
 2. Develop and resource clinical decision support team to support delivery of best practices.
 3. Adopt patient centered technologies (hardware and applications) that improves clinician efficiency, patient experience and access through digital transformation.
 4. Build accompanying IT support infrastructure that spans the HSC missions.
 - 5. Innovate models of care to meet the needs of patients and workforce supply**
 1. Determine our current models of care and which patient populations are benefitting within each domain of pre-acute, acute, post -acute, and overarching social determinants support.
 2. Evaluate and determine which innovative models of care we want to create, within each domain of pre-acute, acute, post-acute, and overarching social determinants support.
 3. Develop and implement 1 or 2 innovative new models within each domain of pre-acute, acute, post-acute, and overarching social determinants support.
 4. Continue expansion of patient-facing prevention and recovery programs.
 5. Explore a hub & spoke model with the Department of Health to expand BH services.
 6. Align innovative models with workforce goals.
 - 6. Develop a comprehensive health plan and payer strategy**
 1. Develop and enhance infrastructure to support VBC, risk reimbursement, and health plan development.
 2. Improve quality scores and maximize risk reimbursement of MA programs and Turquoise Care quality scores.
 3. Advance partnership with UNM Benefits on UNM Health toward full capitation with increased responsibilities for administrative services.
 4. Use health plan approach/competencies to create increased access for uninsured and UNM Care patients.
 5. Use risk sharing model to enhance partnerships and primary care network with FQHCs.
 - 7. Assure Financial Stewardship and Sustainability**
 1. Continue cost containment work
 2. Undertake Revenue Cycle Improvement Initiative focused on efficiency and patient satisfaction
 3. Address Funds Flow and Faculty Payment Coverage Models for clinical activity
 - 8. Enhance Patient Experience, Quality, Safety, and Value**
 1. Address access to clinical care as a critical element of patient satisfaction and experience
 2. Engage leadership to ensure development and fostering of a Culture of Safety and High-Quality care
 3. Drive positive patient outcomes through improved and strengthened enhanced consistency and standardization of care delivery
 4. Improve value-based care and ambulatory quality of care

5. Implement strategies related to Value Differentiation at SRMC
6. Engage the community in needs assessments and to get feedback on our services
9. **Expand Clinical Partnerships with the NM Veteran's Affairs Health Care System**
 1. Collaborate with the Veteran's Affairs organization in developing a plan for an integrated large ambulatory care center, perhaps as a joint venture.
 2. Develop a plan for shared clinical activity that supports UNM Hospital / Office of Community Health activities across the state in the Veterans Affairs Community Based Outpatient Clinics (CBOC) and other locations.

ONE UNIVERSITY OPPORTUNITIES AND REQUESTS

Opportunities

1. Everyone across all campuses has a stake in social determinants in general. Incorporate focus on social determinants into regular work across UNM (statewide) and connect activity/desired action to Office of Community Health (OCH) to spearhead. (Add to #3 or #4 below?)
2. Empower the Office of Community Health (OCH) to spearhead an expanded focus on social determinants of health into the broader efforts of UNM on a statewide basis.

Central and Branch Campus Requests

1. Connect with UNM Land Office to assess current owned (UNM) acreage available for development and determine development opportunities beyond Albuquerque.
2. Establish committee of all branch campuses to support the creation, reporting, and monitoring of clinical operational metrics.
3. Identify central campus education leaders with whom the HSC can design Social Determinants of Health (SDOH) training in cooperation with the Office of Community Health (OCH)
4. Regularly gather insight from branch campus leadership regarding 1) current and potential future care models, and 2) health plan and payer strategies.

Accelerators of Clinical Care

- **Leadership, Career Development, and Organizational Structure:** The success of Clinical Care Objectives requires a coordinated effort not only between UNM Health and Health Sciences leaders internally, but externally as well. Leadership also plays a vital role in increasing workforce well-being and ease of practice, for example through the creation of care team-directed engagement programs.
- **Communications & Messaging:** External communications should support patient access and ease of use through outward-facing content and information. As new innovative models of care are developed, this should be marketed to the broader UNM community to highlight the spectrum of care offered by UNM Health and Health Sciences.
- **Technology, including Project ECHO:** The optimization of technology and informatics (e.g., hardware and network upgrades) support the ability to improve the access and quality of care. Technology such as Project ECHO is also a key accelerator in expanding tele-health and tele-mentoring capabilities can improve clinician efficiency and patient experience/access in the process.
- **Community Engagement/Support & Strategic Partnerships:** UNM Health's role as a clinical teaching player uniquely positions it as the state's safety net healthcare network. Collaboration is needed with state-level partners such as the Department of Health, Human Services Department, Aging and Long-Term Services, and pre- and post-acute care partnerships will help create solutions in expanding access to clinical care, a charge

- that UNM Health and Health Sciences cannot solve alone.
- Sustainable Infrastructure (Environmental, Financial, Workforce, Safety, and Facilities): The clinical enterprise is facing profound workforce shortages in concert with expanded needs to grow its workforce to fill existing and planned facility expansions. While clinical care facilities constitute the majority of current and future planned facilities, a concerted effort to align emerging and future facility capacity with HS Clinical Strategy will be critical in promoting sustained growth across all mission components.
 - Inclusive Excellence & Belonging: A central tenet of Clinical Care is increasing access, which cannot be accomplished without a lens of equity, especially considering UNM’s mission to serve all New Mexicans, including an expanded reach to rural areas of the state. Belonging may also refer to the need to create a teamwork mentality with clinical partnerships to promote a statewide strategy for the continuum of care.

ENRICH STUDENT EXPERIENCE, EDUCATIONAL INNOVATION, AND OUTCOMES

NARRATIVE SUMMARY

Students are at the center of all that UNM Health and Health Sciences stands for: they represent the diverse next generation of health care providers that will pursue health equity for all New Mexicans and beyond, and they are the focus and fuel of the educational and research enterprises of the organization. To meet the workforce needs of the state in the near and long-term, UNM Health Sciences must significantly increase its student body and substantially expand pathways for both New Mexicans and out-of-state students so they can develop and advance themselves in the health care professions. To train and retain those students will require an enhanced student experience and innovations in educational models and pedagogy where interprofessional education, hybrid and remote learning, simulation and direct clinical experiences are leveraged along with centralized student support services to help students meet their holistic and basic needs along the way toward graduation and engagement as employees of the UNM Health and state-wide health care system.

High-Level Goals

1. Significantly increase the student body within UNM Health Sciences to support the short and long-term health care workforce needs within UNH Health and throughout the state by expanding and elevating pathways to health care careers for New Mexicans and developing a robust out-of-state recruitment strategy.
 - a. *(aligns with O3 - Right size the Student Body, O5 - early K-12 intervention)*
2. Enhance educational innovation at UNM Health Sciences to both create an attractive student experience and to expand capacity to educate students who require clinical experience and supervision for graduation and licensure, and to provide a high-value educational experience for those that pursue non-clinical health related professions.
 - a. *(aligns with O2 - educational innovation, O4 - International Center of Excellence, O6 - initiative-based working alignments/ partnerships)*
3. Improve student experience and wellbeing and provide wrap around supports to include addressing basic needs and mental health with the goal of building an exceptional and attractive place to learn and serve after graduation.
 - a. *(aligns with O1 - integrated student support center, O2 - educational innovation, O4 - International*



Center of Excellence)

Strategic Objectives & Tactics

1. Build an integrated Student Support Center

1. Determine best structure for an Integrated Student Support Center.
2. Create a facilities plan for the Center that will enable co-location of critical services.
3. Gain approval for a budget and financial model for the Center.

2. Enhance educational innovation

1. Engage UNM programs, branch, and satellite campuses in innovative online learning platforms to increase access to health (and pre-health) professions education.
2. Expand UNM's offering of online badges and certificates.
3. Provide seamless transfer among Health Sciences undergraduate majors within their second year of study.
4. Provide proactive career and academic counseling to support optimal major identification in first year of undergraduate study.

3. Right size the student body of the HSC in relation to needs and capacity

1. Collaborate with UNM & HSC Marketing and Communications to develop common voice and campus-wide best practices to recruitment marketing that identifies and advertises unique and diverse stories about our programs.
2. Identify common out-of-state markets for recruitment by May 2024 across all programs.
3. Review tuition and program costs to right-size for all stakeholders to ensure program sustainability and affordability for students by July 2024.
4. Add simulation capacity to support expansion of clinical training in areas where clinical internships, preceptorships and similar are a bottleneck for credentialing.
5. Expand recruitment of students across the state into all health careers representing the health team from underserved ethnic, geographic and socioeconomic backgrounds.

4. Establish an International Center of Excellence for IPECP

1. Increase infrastructure to expand IPE Honors innovation.
2. Integrate IPECP models into Community Engagement/Outreach and establish urban and rural clinical services.
3. Build out IPECP Research Apparatus.
4. Build International ECHO to support conferences, professional development, and student education.
5. Expand Interprofessional Education and career development support.

5. Prioritize early UNM pre-health student intervention, support, and mentorship leading to careers in health professions

1. Expand partnerships in learning to provide mentored pathways to HSC careers.
2. Improve and expand the health shadowing system at UNM Health and other clinical systems for pre-health science students.
3. Increase and develop peer mentorship models in communities and on campus.

6. Advance UNM by establishing effective, initiative-based working alignments/ partnerships between the Health System and SHAC

1. *[UNM to build out Tactics]*

7. Expand trainee placements and paid positions in the Veterans Affairs organization

1. Develop a plan to expand Veterans Affairs paid GME residents, internships, and Fellowships with all our health sciences academic units.



ONE UNIVERSITY OPPORTUNITIES AND REQUESTS

Opportunities

1. The Student Experience One University opportunity is to create a shared identity as one UNM Health Sciences; connect Main and North Campuses. Goals include the development and promotion of a common identity based on current collaborations; creation of a student advisory committee that creates a conduit for students to engage with UNM Leadership; and the creation of a dashboard for student resources on both central and Health Sciences campuses.

Central and Branch Campus Requests

1. Work with Central Campus to identify areas where administrative services can be shared across UNM Health and Health Sciences enterprise
2. Coordinate with central and branch campuses to identify opportunities for IPE partnerships with all UNM Health specific programming
3. Create central repository of all K-12 intervention, support, and mentorship initiatives occurring across campuses
4. Establish standard meeting cadence between HSC and central campus groups for 1) professional development, 2) recruitment, and 3) retention
5. Identify UNM leadership with whom the Student Advisory Committee can collaborate
6. Work with Central Campus to develop and promote common identity based on current collaborations
7. Co-develop a dashboard for Student Resources on both Main and Health Sciences campuses

Accelerators of Student Experience

- **Leadership, Career Development, and Organizational Structure:** An organizational structure must align early pre-requisites across schools/colleges for pathway flexibility. A clear managerial structure leading professional development must be identified. Leadership and organizational structure was the most common accelerator that survey respondents indicated impacted the success of the strategic plan.
- **Communications & Messaging:** This Priority calls for collaboration with UNM & HSC Marketing and Communications to develop a common voice and campus-wide best practices to recruitment marketing that identifies and advertises unique and diverse stories about our programs.
- **Technology, including Project ECHO:** Disparate technology platforms may require consolidation in the buildout of an integrated Student Support Center. An ECHO model can support statewide workshops in the K-20+ system to support education readiness and ultimately student outcomes. Secondly, an international ECHO model can support an International Center of Excellence for IPECP in the realm of conferences, professional development, and student education.
- **Community Engagement/Support & Strategic Partnerships:** UNM Health and Health Sciences must prioritize outreach to educationally underserved communities to equip K-20+ students with the skills, exposure, mentorship and support necessary to pursue a career in health sciences. State-level administrators need to be educated on the importance of having both in-state and out-of-state in students in UNM HSC's programs and how this enriches the health care of state. Additional accelerators include already established Resource for Health Extension and Community Health Workers – University resources at the front door of communities.
- **Sustainable Infrastructure (Environmental, Financial, Workforce, Safety, and Facilities):** The campus vibrancy that Student Experience promotes – such as an investing in the beautification of campus – support the ability of UNM Health and Health Sciences to sustainably retain graduates to develop the state's workforce. Initiatives promoted within this Priority such as an Integrated Student Support Center will likely require the

- creation of new or the repurposing of existing facilities in order to achieve long-term viability.
- **Inclusive Excellence & Belonging:** As students represent the diverse next generation of health care providers that will pursue health equity for all New Mexicans and beyond, the need to establish DEI and Belonging at the outset of student's journey within UNM Health and Health Sciences is irrefutable. A sense of belonging will also fuel the effort to create a shared identity as One UNM Health Sciences.

ADVANCE NEW MEXICO'S ECONOMIC DEVELOPMENT IN BIOSCIENCES AND HEALTH CARE SERVICES AND TECHNOLOGY

NARRATIVE SUMMARY

Advance New Mexico Economic Development in Biosciences and Biotech by accelerating the translation of our research and other innovations to develop and support patent filings, business development, and strategic partnerships.

High-Level Goals

1. Create and support a new and sustainable economy with companies, patents, and jobs in Biosciences and Biotechnology for New Mexico.
2. Create a culture to support faculty, staff, and students learning on innovation and entrepreneurship.
3. Fuel an ecosystem to advance innovation and entrepreneurship that emerges from UNM.
4. Invest in partnerships and infrastructure to create an ecosystem within UNM that advances economic development from the University.

Strategic Objectives & Tactics

1. **Cultivate and advance partnerships with outside entities to further advance economic development**
 1. Advance rural, Native American, and Hispanic/Latino Community partnerships
 2. Advance partnership with state-wide, city and local entities
 3. Expand UNM's national and global work
 4. Grow and strengthen the New Mexico Bioscience Authority
2. **Support transfer of research assets and intellectual property to commercial enterprise and increase the UNM intellectual property portfolio**
 1. Create an innovation center, incubator, and accelerator
 2. Align and strengthen the partnership with Rainforest Innovation to grow the IP portfolio
 3. Develop methodology to identify research areas with potential to transfer to commercial enterprise and support that transfer with funds and mentorship
 4. Strengthen interdisciplinary research
 5. Identify and invest in basic science and translational research programs that will lead to transformative discoveries and impact, including data science, informatics, and computational science?
3. **Invest in educational pathways toward careers in innovation and entrepreneurship**
 1. Expand innovation and entrepreneurship career exposure to Health Sciences students as part of their training

2. ASCEND – Training for faculty, staff, and student. To increase entrepreneurship and commercialization of basic medical science in the mountain west states
3. To promote entrepreneurship and commercialization and to create a more vibrant and successful community of graduate, postdoctoral students, and faculty by offering training for all aspects of commercialization.
4. Create a more vibrant and successful community of graduate and postdoctoral students.
5. Providing teacher training across New Mexico to enhance STEM education for students.
6. Develop a computational science program
4. **Cultivate early funding mechanisms for start-up efforts through investment from public and private sources**
 1. Create Public-Private Partnerships (P3's) to monetize underutilized lands and facilities to create long-term revenue streams that can be used to invest in discovery and new companies.
 2. Grow and diversify the NM Economy-Advocate for state funding and federal funding and grants to grow discovery and promote innovation in biosciences/biotech and life sciences.
 3. Provide “human capital” and provide institutional “cross fertilization” to support discovery through collaboration between the business school, engineering, STEM, and workforce development.
5. **Support the development of UNM-trained entrepreneurs in development of new health care services and technology businesses**
 1. Course work through Rainforest Innovation and Anderson School of Management
 2. Develop new courses within Health Sciences
 3. Develop a mentoring program
 4. Expand Hackathon activities to focus on new health care services and technology businesses

ONE UNIVERSITY OPPORTUNITIES AND REQUESTS

Opportunities

1. Alignment with Bioscience Authority (BSA)
2. Alignment with the COE in Bioscience Economic Development

Central and Branch Campus Requests

1. Develop more collaborative programs
2. Select priority areas

Enablers of Economic Development

- **Leadership, Career Development, and Organizational Structure:**
 1. Clarify BSA / COE structures
 2. Create a VP for Health and Health Science Economic Development
 3. Create an Office
- **Communications & Messaging:**
 1. Work with Marketing and Communication
 2. Work with other State, Regional, and Local agencies on shared messaging
- **Technology, including Project ECHO:**
 1. Engage Project ECHO in training and mentoring programs
- **Community Engagement/Support & Strategic Partnerships:**
 1. Work with State, County, City, Tribal, VA, and other strategic partners
- **Sustainable Infrastructure (Environmental, Financial, Workforce, Safety, and Facilities):**
 1. Create budget planning, identify space, support workforce development
- **Inclusive Excellence & Belonging:**
 1. Support DEI in Inclusive Excellence Council and Recruitment / Retention