

# LEGISLATIVE FINANCE COMMITTEE: PRESENTATION ON UNM HEALTH & HEALTH SCIENCES

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**DOUGLAS ZIEDONIS, M.D.**  
Executive Vice President, UNM Health Sciences and  
Chief Executive Officer, UNM Health System

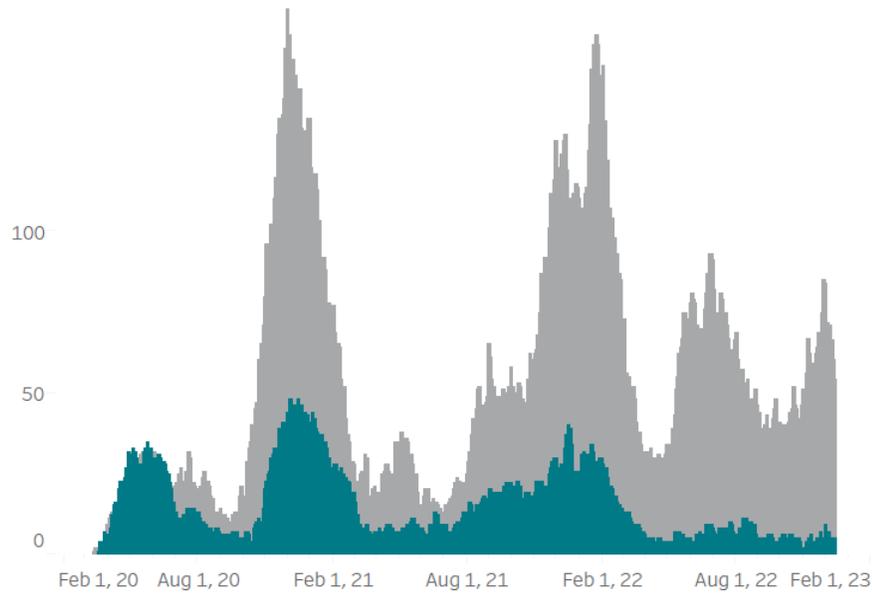


HEALTH & HEALTH SCIENCES

# We are Grateful for Our UNM Workforce



## COVID Inpatient Census



UNMH  
Emergency Department



## Ongoing Public Health Emergency

- Three viral illnesses - COVID, Influenza, RSV
- Adult and pediatric patients
- NM DOH RSV Declaration Dec 1, 2022

## UNM Hospital

- Emergency Department High Volumes
  - Holding > 80 admitted patients
  - Tent for waiting room overflow
- Adult occupancy > 130%
- Pediatric occupancy > 100%
- Request for support
  - Personnel – Disaster Medicine Assistance Team (DMAT)
  - Equipment – Cardiac monitors
  - Financial support

# Thank you, State Legislative and Executive Leaders, for Improving Health in NM

## FY23 support includes, but not limited to:

- Nursing expansion and endowment funds
- School of Public Health
- Project ECHO
- Office of the Medical Investigator
- Human Papillomavirus Pap Registry
- Increasing Medicaid Provider Rates
- Hospital Labor Costs in response to Covid-19



## Ongoing Infrastructure Projects

- College of Nursing Population Health Excellence Building
- UNMH Tower
- Comprehensive Movement Disorders Center
- Behavioral Health Crisis Triage Center
- Comprehensive Cancer Center – Radiation Vault and GMP Pharmacy
- Child Psychiatric Center

# Outline for Conversation:

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- **UNM Health & Health Sciences Priorities**

- **Four Key Areas**

1. Faculty & Staff Compensation, Recruitment, & Retention

2. Workforce Development & Public Service

\* Related RPSPs: Nursing BA/MD, Rural Student Programs, & OMI

3. COPH to School of Public Health Expansion

4. Comprehensive Cancer Center

- **Appendix Items:**

- RPSP, Capital, and Specials requests

- Collaborative Partnerships on Health Matters Draft



# UNM Health & Health Sciences Priorities

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## **Health Equity & Community Needs**

- Focus on underserved communities, including rural NM (Rural, CNAH, Center for Hispanic / Latino Health, etc.)

## **Clinical Care: Access, Quality and Patient Safety**

- Patient & Family Centered-Care and Experience
- Healthy Aging Across the Lifespan

## **Behavioral Health (mental health and substance misuse)**

- State, County & City Partners; Center of Excellence in Addiction, Tele-Consult / Tele-Health, Child Psych

## **Public Health**

- Across the UNM campus & Health System & New Mexico, including NMSU

## **Expand Research & Education Infrastructure & Programs**

## **Workforce Matters (UNM and across New Mexico):**

- Clinical Faculty and Staff Compensation, Recruitment and Retention
- Expand Health Workforce: Increase Pipeline Programs and Student Class Size (student experience and supports)

# Faculty & Staff Compensation, Recruitment and Retention: Clinical Faculty Educators (Medical, Nursing, Pharmacy, etc.)

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- **We are the only Academic Health Center in the State**
  - Faculty do clinical care, teach our NM workforce of the future, do NM specific research, and work with NM communities.
  - Clinical Faculty work at least 20% of their time teaching students and 80% clinical.
    - I&G and tuition cover 6% of clinical faculty salaries.
  - Our clinical revenue source is fully utilized; current financial status is hopeful for breaking even.
- **Critical Goal: Elevate Salaries to the 50<sup>th</sup> percentile** (to help retain and recruit; we have done a lot but need help)
- **Supportive of requests to fully fund compensation raises for Higher Education faculty and staff; however, the current methodology does not fully attend to the uniqueness of an Academic Health Center**
  - Funding streams more complex than College / University
- **In FY23 we received only \$7.4M of the needed \$30.5M funding to cover the 7% raise for faculty and staff salaries**
  - We covered mostly through clinical revenues (\$23.1M). Of note, \$19M supported the SOM faculty and staff raises.
- **If there is a 10% raise in FY24 (good target for our critical compensation increase goal) we would require \$52M**
  - With the FY23 compensation methodology we would receive only \$10.6M; therefore we would need to find \$41.4M
- **We are doing many other efforts with recruitment and retention**

# What is needed:

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- For each 1% salary increase we need \$5.2M
  - We propose sharing this expense (\$1.8M UNM HSC and \$3.4M State funding for each percent increase).
- We appreciate your consideration of options such as RPSP, I&G, and Endowments
- We appreciate the need for planning and phasing

# Workforce Development & Public Service:

Related RPSPs: Nursing Students, BA/MD,  
Rural Student Programs, & OMI

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**92%** OF UNM BSN PROGRAM\* GRADUATES STAY IN NEW MEXICO TO SERVE OUR STATE.

OVER **80%** OF APRN STUDENTS COMPLETE RURAL ROTATIONS IN MEDICALLY UNDERSERVED AND RURAL AREAS

## UNDERGRADUATE

**COMMITTED TO DIVERSITY & INCLUSION**

We value our diverse communities, students and faculty, and we strive to promote equity and advocate for inclusiveness. We value our partnerships with our community to enhance our understanding and learning.

MINORITY SERVING UNIVERSITY

**ETHNICITY**

- Minorities 60.5%
- Caucasian 39.5%

**GENDER**

- Female 84%
- Male 16%

BASED ON THE COLLEGE OF NURSING FALL 2020 ENROLLMENT FOR ALL PROGRAMS



**99%** OF RECENT GRADUATES SURVEY RESPONDENTS HAD A JOB WITHIN 12 MONTHS OF GRADUATION.

## GRADUATE

**COMMITTED TO DIVERSITY & INCLUSION**

We value our diverse communities, students and faculty, and we strive to promote equity and advocate for inclusiveness. We value our partnerships with our community to enhance our understanding and learning.

MINORITY-SERVING UNIVERSITY

**ETHNICITY**

- Minorities 65%
- Caucasian 34%

**GENDER**

- Female 83%
- Male 17%

BASED ON THE COLLEGE OF NURSING SPRING 2021 ENROLLMENT FOR BSN PROGRAMS

# FY24 College of Nursing RPSP Requests

- The College of Nursing currently has two RPSPs for additional funding

- **Graduate Education**

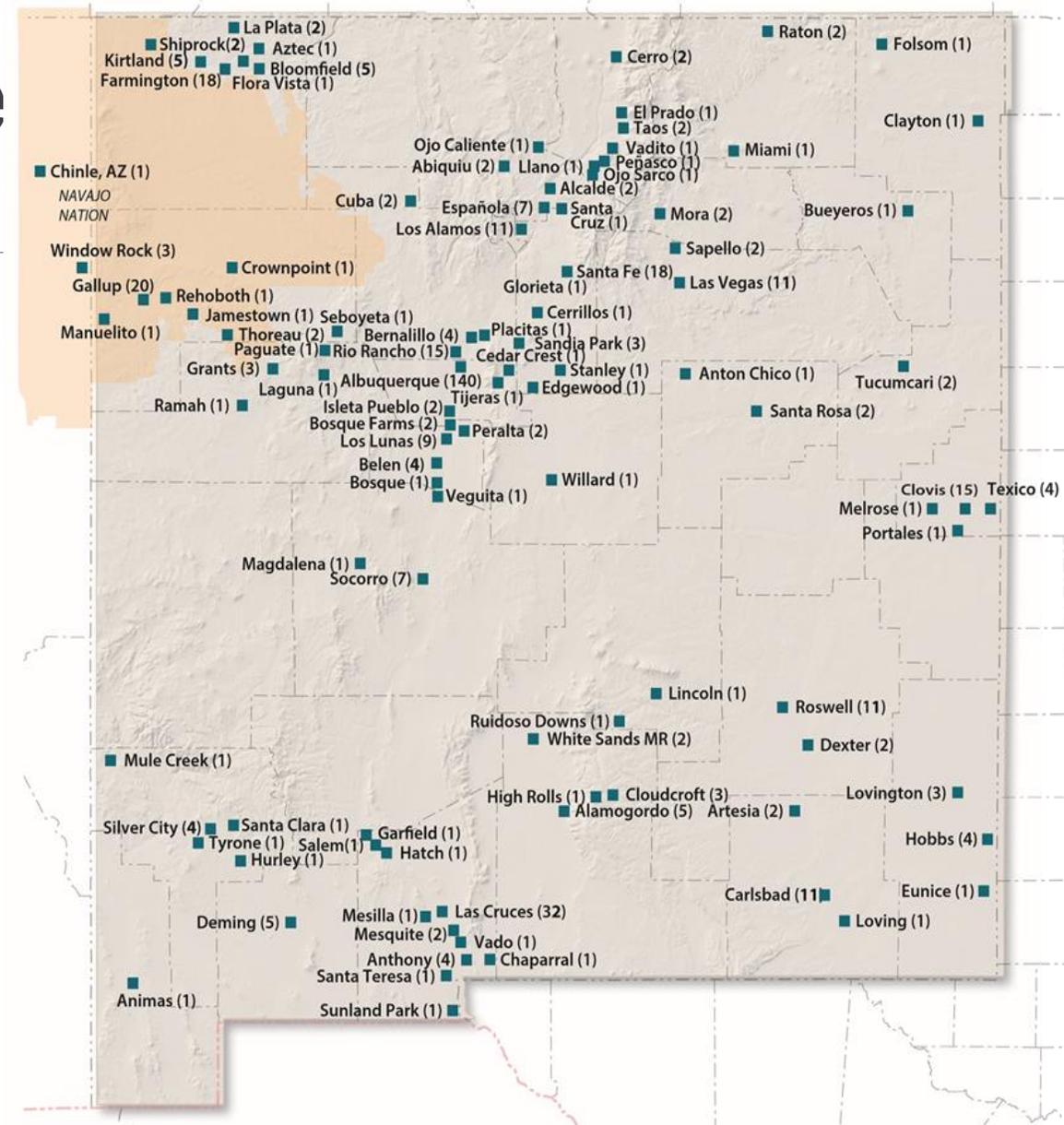
- Advanced Practice Registered Nurses
  - We will continue our Masters NP and start a DNP program
- FY23 funding \$1,744,400 (prior year)
- FY24 request \$2,200,000 (expansion request)

- **Undergraduate Education**

- Accelerated Bachelor's of Science in Nursing (ABSN) program (new)
  - FY23 Nursing Expansion Funds awarded (prior year)
  - FY24 request \$1,500,000

# BA/MD Workforce Pipeline

- Critical physician shortage in NM.
- Need for greater diversity of physician workforce to match diversity of the state.
- Combined BA/MD Degree Program utilizes a 'grow your own' framework to address this problem.



# FY24 RPSP Request

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**Combined BA/MD Degree Program** requests new funding in the amount of \$959,962 for FY24.

The requested funding will provide for:

- \$755,000 for student support, wrap around services, tuition, housing and meals
- \$204,962 for related faculty and staff costs



# Collaborative to Increase Health Personnel to Rural and Medically Underserved

**GOAL: Increase all Health Science Student Experiences in Rural Communities, Frontier Areas, and Sovereign Nations**

**PROBLEM: 32 of New Mexico's 33 counties remain medically underserved in whole or in part.**

- Pandemic highlighted issues of access in underserved communities.
- High costs of temporary housing limit students' ability to train in underserved areas outside of Albuquerque.
- Existing HSC programs to prepare students for careers in underserved areas lack funding to grow.

**PROPOSAL: Expand 3 programs to increase graduates practicing in NM's underserved communities.**

- Medicine: Rural and Urban Underserved Program (RUUP) @ SOM
- Nursing: Advanced Practice Primary Care Program @ CON
- Pharmacy: Pharmacy Practice Experiences @ COP

**ASK: Make FY23 Junior Bill Funding Recurring (\$163,400 for FY24)**

- Supports student expenses

# Office of the Medical Investigator (OMI)

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Needs to support New Mexico's OMI:

Total Request: **\$9,840,800**

- Expansion Request: **\$3,065,400**
- Current Program
  - Performs autopsies and investigates unattended deaths
  - In 2020, OMI investigated 9,800 deaths and examined 3,812 decedents
  - State appropriations covered 45% of OMI's budget
- Expansion funding will
  - Increase state appropriation to cover 55% of operating expenses
  - Support an additional Forensic Pathologist
  - Support forensic Toxicology for "Non-Pending" cases

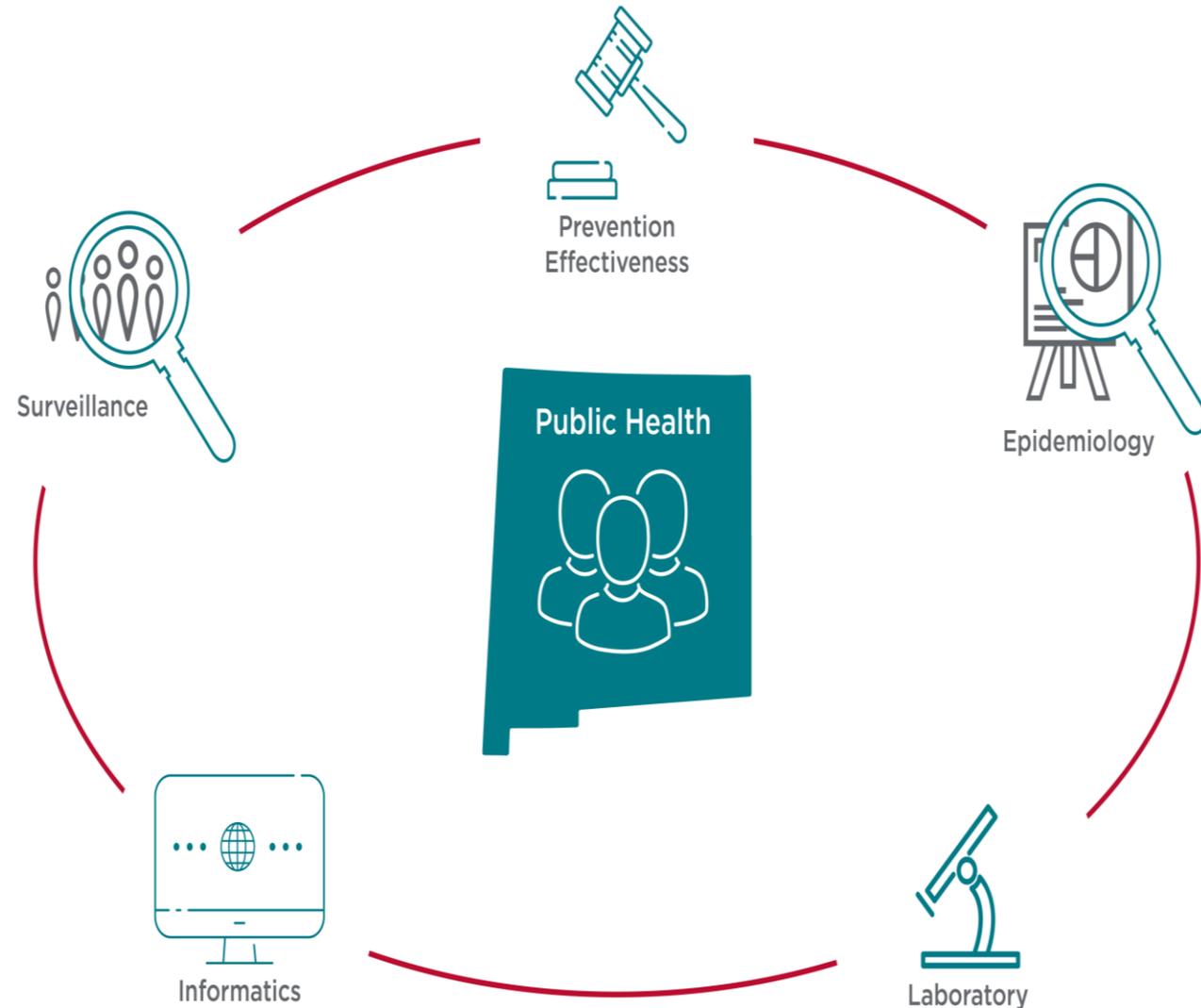
# MANY CAPITAL PROJECTS: On-time and On-Budget

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- Center of Excellence for Orthopaedic Surgery & Rehabilitation
- New Hospital Tower & Tower Garage
- Comprehensive Movement Disorders & Senior Health Center
- Interdisciplinary Substance Use and Brain Injury Center (ISUBI)
- Family Medicine Clinic – Rio Rancho
- HSC Upper Plaza Collaborative Outdoor Shade Structure
- UNM College of Nursing & College of Population Health
- Children’s Psychiatric Center
- Crisis Triage Center with the County

# COPH to School of Public Health Expansion

- Thank You for your support
- Value to the State
- Stewardship of the \$10M
  - Six Key Deliverables:  
Faculty, students,  
programming, etc
- Next Steps



# Public Health & Clinical Health Working Together to Improve Health

## **PUBLIC HEALTH SERVICES (population based interventions)**

- **COVID**

- Epidemiology of the population – what’s happening & where? Changes overtime
- State-wide Policies – Public Health Order for all Hospitals; Masks indoors, etc
- Health Economics – population based
- Tracking and Tracing – surveillance of transmission of illness, phone app
- Education of the Public on what can help (Prevention, Education & Awareness): wash hands, wear masks, safe distances, get tested, get vaccinated, etc.

- **TOBACCO USE DISORDER**

- Epidemiology – understanding use patterns, by whom, impact of vaping and e-cigarettes
- Prevention Policies: Who can buy cigarettes? Where can you use products? Taxes on products? Who can sell? Warnings on cigarettes, etc
- Public Education of Risks – awareness and treatment options.
- Public Health Interventions: Quitlines

## **CLINICAL HEALTH CARE SERVICES (individual based)**

- **COVID**

- Screening, assessment, & diagnosis
- Clinical providers credentialed
- Treatment in health care setting (EHR documentation, etc).
  - ICU, Ventilators, Medications,
  - Focus on individual and family members
- Insurance, Individual Costs, Hospital Costs

- **TOBACCO USE DISORDER**

- Screen (CO meter), assessment, diagnosis
- Medications (7 FDA approved)
- Counseling / Psychosocial Treatments
- Medical co-morbidities treatment in health care settings
- Billing, insurance, etc.

# School of Public Health Building

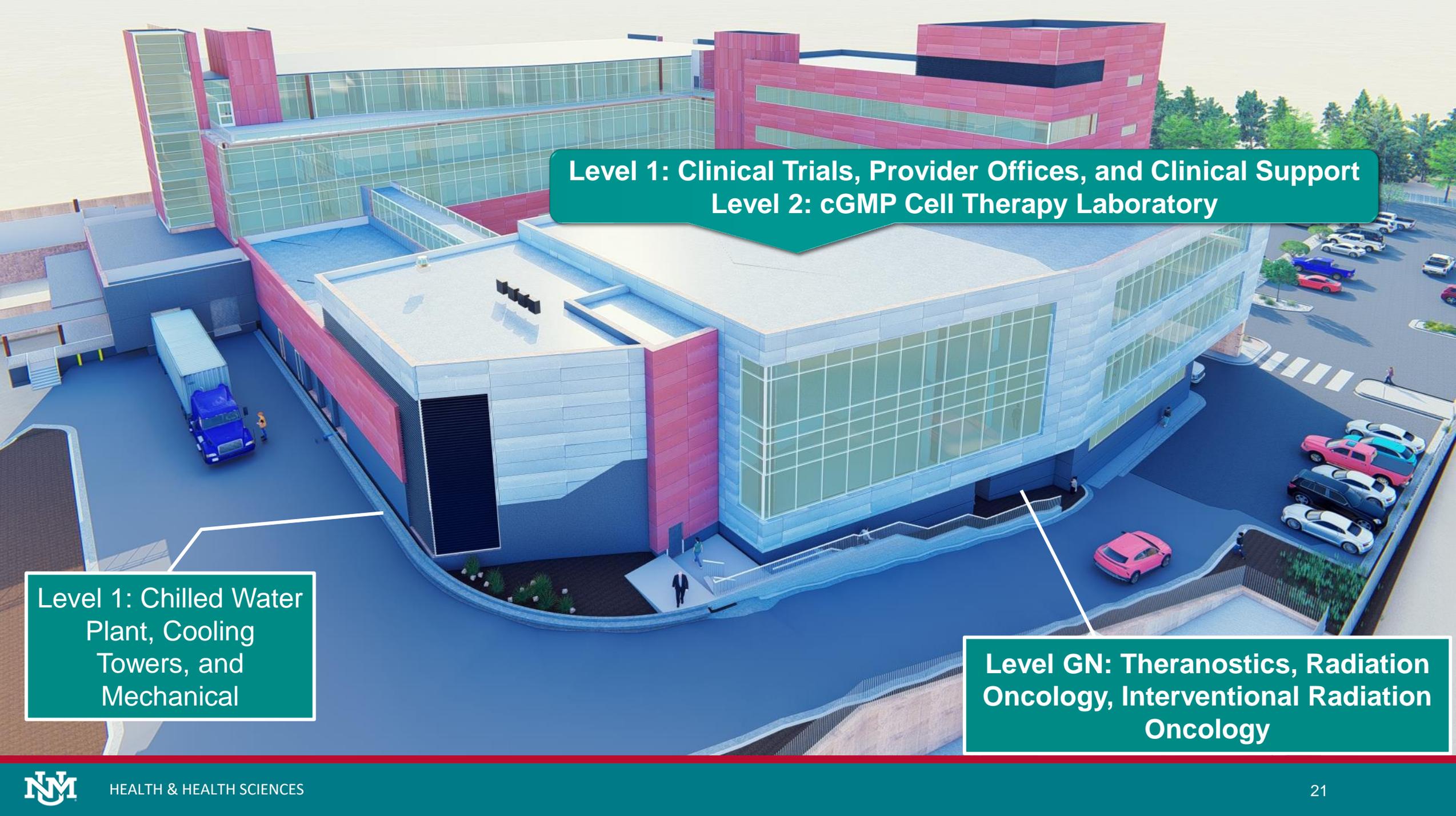
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- \$50 million dollar request based on feasibility study
  - Initial programing, align with building plan and size, cost estimate
- NEEDS:
  - No space on HSC campus, renting space for COPH faculty
  - More faculty are being hired and this will also help recruit new faculty and teach more students
  - One place to consolidate and collaborate as a school and with community partners
  - Includes office space, collaborative learning spaces, space for research centers, dry labs and state of the art technology

# UNM Comprehensive Cancer Center Radiation Oncology and GMP Laboratory Expansion



Dr. Yolanda (Yoli) Sanchez  
CEO and Director, UNM  
Comprehensive Cancer Center  
Starts at UNM: Feb 6, 2023



**Level 1: Clinical Trials, Provider Offices, and Clinical Support**  
**Level 2: cGMP Cell Therapy Laboratory**

**Level 1: Chilled Water Plant, Cooling Towers, and Mechanical**

**Level GN: Theranostics, Radiation Oncology, Interventional Radiation Oncology**

# UNMCCC Radiation Oncology and Laboratory Expansion

- Thank you for the initial \$29M Bond support; unfortunately the costs of construction and materials have risen dramatically. Now the costs are \$53M (shortage of about \$24M)
- Plans to construct 3 floor building addition of 46,890 square feet, with 1.5 floors of clinical office space
- New radiation vault to house a MRI Image Guided Linear Accelerator (state of the art) for expanded Radiation Oncology Clinical Services to meet high patient demand and bring new technologies to New Mexico cancer patients (all types of solid tumors), including to support stereotactic radiosurgery
- Interventional Radiology Suite for state of the art imaging and image guided interventions
- Theranostics Shielded Infusion Suite (radioactive treatments, recovery rooms, intervention)
- Construct, renovate, and equip good manufacturing process (GMP) laboratories in support of new cancer treatment modalities
  - Cell Processing Laboratory: Bone Marrow & Stem Cell Transplantation & Cell-Based Immunotherapies
  - Radiochemistry/ Radiopharmacy Laboratory: Cancer Diagnostics & Targeted Radioisotope Treatments

# Thank you and Questions

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Reach out anytime! Email: [HSC-EVP@salud.unm.edu](mailto:HSC-EVP@salud.unm.edu); [dziedonis@salud.unm.edu](mailto:dziedonis@salud.unm.edu)



# Appendix

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# Research and Public Service Project (RPSPs), Capital, and Special Appropriation Requests

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**University of New Mexico - HSC  
FY24 Research and Public Service Projects**

**Expansion Requests**

<b>Description</b>	<b>Requests</b>	<b>Notes</b>
Graduate Medical Education Residencies	\$2,243,700	\$122,800 increase
Physician Assistant Program	\$653,276	\$397,676 increase
Graduate Education Nurse Practitioner Funding	\$2,200,000	\$455,600 increase
Child Abuse Services	\$185,000	\$38,000 increase
NM Poison and Drug Information Center	\$2,481,600	\$142,800 increase
Office of the Medical Investigator	\$9,840,800	\$3,065,400 increase

**University of New Mexico - HSC  
FY24 Research and Public Service Projects**

**New RPSP Requests**

<b>Description</b>	<b>Requests</b>	<b>Notes</b>
Combined BA/MD Degree Program	\$959,962	New
Collaborative to increase health personnel to medically underserved	\$163,000	New
Master of Science in Anesthesia Program Development	\$330,000	New
Undergraduate Nursing Education - Accelerated Bachelors of Science in Nursing Program	\$1,500,000	New
ENLACE Govt Leadership	\$450,000	New

# Capital Requests

Priority	Project Title	Project Description	State Funding Request	Matching Funds	Total Project Cost
1	<b>Upgrade to the Interprofessional Health Simulation Center</b>	Program, plan, design, and equip a 10,000 square foot expansion to the Interprofessional Healthcare Simulation Center (IHSC) to provide an additional 2 simulation labs with a total of 5 beds; an additional skills lab with 4 beds, and a 700 square foot augmented reality simulation space, as well as a debriefing room, storage space, and space for technological controls for each lab.	\$5,000,000	\$500,000	\$5,500,000
2	<b>HSC Research Equipment</b>	Purchase and installation of needed research equipment to serve all colleges and schools at UNM Health Sciences. (School of Medicine, College of Nursing, College of Population Health, and College of Pharmacy) This is an interdisciplinary request between the HSC Office of Research. This request will assure safety of our facilities and continued competitiveness of our research grants that advance education and health care in New Mexico.	\$2,400,000	\$138,000	\$2,538,000
3	<b>Health Sciences Library &amp; Informatics Center 2nd Floor renovation</b>	Program, plan, design, and renovate the second floor of the Health Sciences Library and Informatics Center. Project will also include refurbishment of the HVAC system as well as replacement of deteriorating and outdated spline ceilings.	\$2,850,000	\$200,000	\$3,050,000
4	<b>Pharmacy Renovation Planning Verification and Design</b>	Program, plan, and design for the College of Pharmacy building renovation. This will include exterior envelope, offices, labs, classrooms, mechanical, electrical, and plumbing systems.	\$3,000,000	\$300,000	\$3,300,000

**University of New Mexico One University and Health Sciences  
2023 Special Appropriation Requests**

Description	Amount
Student, Faculty, Staff, Client & Patient Campus Safety and Accessibility Improvements	\$ 7,650,000
Student Mental Health and Wellness	\$ 2,927,197
OMI - Equipment Request	\$ 596,880
School of Medicine: Faculty Endowment	\$ 50,000,000
School of Medicine: BA/MD Scholarship Endowment	\$ 60,000,000
School of Public Health Building	\$ 50,000,000
Substance Use and Addiction Training, Research, and Outreach	\$ 5,952,345
Dermatology Facilities Renovation and Upgrades	\$ 1,750,000
Maternal Data Center for New Mexico	\$ 2,000,000

# Health System Key Strategic Initiatives

## UNM Hospital

Hospital Tower

Adult Surgical, Critical Care,  
EM & Advanced Diagnostics

Backfill Plan

Gallup Multi-Specialty Clinic,  
including Women's Specialty Clinic

Behavioral Health

– Crisis Triage Center & Child Psychiatric Center

Outpatient Access: Discharge Clinic, Movement  
Disorders Center, Senior Health Clinic, Primary Care,  
and Uptown Clinic

Telehealth Expansion



## SRMC

Orthopaedic Center of Excellence

Level III Trauma Certification

Behavioral Health Programs

Rio Rancho Campus Development Alignment



## UNMMG

Rio Rancho Primary Care Clinic – now open

Telemedicine Expansion

Primary Care Strategic Plan and additional sites

Truman Expansion – Roswell

First Choice Community Health Partnerships

## UNM CCC

Radiation Oncology Capital Project

## Health System Expansions

Network Partnerships, Project ECHO,  
Office of Community Health & Virtual Health

# UNM Health Sciences Key Academic Strategic Initiatives

## School of Medicine

Buildings and Space  
Orthopaedic Center of Excellence  
Research Growth and Structure  
Growth of GME Programs  
Clinical Expansion – New Tower, Child Psychiatric Center, Primary Care



## College of Nursing

CON Building & Rio Rancho Campus Sim. Center  
Further Research Expansion  
Development/UNM Foundation  
Primary Care Strategic Plan



## College of Pharmacy

Pharmacist Provided Primary Care Strategic Plan  
Research (#4 nationally) Infrastructure  
COP Building Renovation  
FQHC Partnerships  
Cannabis education for health care professionals & public



## Health Sciences Integration

Career Development / Mentoring / Employee Relations  
Marketing / Communication Integration  
Office of Strategic Initiatives  
Project ECHO expansion  
ISUBI  
Health Equity Initiative



## College of Population Health

SPH \$10M – faculty hires & 6 deliverables  
SPH Building – feasibility planning  
Executive Council for Public Health

# Six Deliverables to Impact NM Public Health

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## **Deliverable #1: Increase the number of students**

- More than double number of public health students to increase public health workforce for the private, non-profit and public sectors.

## **Deliverable #2: Increase the number of faculty**

- Increase from 13 to at least 24 to enhance quality education, research, and capacity for effective public health interventions statewide.

## **Deliverable #3: Increase non-state research dollars**

- Double our total research dollar amount – increases research focused on New Mexico public health challenges and create jobs statewide.

## **Deliverable #4: Create a Statewide Public Health Education Network**

- Partner with NMSU and other higher education institutions to inventory public health educators to identify gaps and provide access to School of Public Health faculty to support programs and students at other institutions, including expanding our pipeline programs.

## **Deliverable #5: Expand Statewide Community Health Assessments**

- Partner with local Health Councils, County Public Health Offices and community stakeholders to identify community needs.

## **Deliverable #6: Lead two major public health intervention initiatives**

- Pilot two initiatives: (1) Implement the CDC's Diabetes Prevention Program to reduce diabetes and obesity statewide, (2) Implement a few evidence-based addiction prevention best practices to reduce high-risk individuals' substance misuse.

## Phase III Rad. Onc. and GMP Lab Expansion Project

Item No.	Description	Original Programming Estimates (09.2019)	VE Round #3: DD Estimates (June 2022)	Construction Estimate (Orig. Scope) 10.27.2022
0	Base Build	\$ 10,890,000.00	\$ 23,474,537.00	\$ 28,736,285.00
1	Alt. 1 - Theranostics	\$ 407,400.00	Included in Base Bid	Included in Base Bid
2	Alt. 2 - IR and PACU build out	\$ 370,300.00	\$ 2,588,215.00	\$ 2,396,389.00
3	Alt. 3 - Lvl GN Admin Renovation	\$ 682,380.00	\$ 1,510,059.00	\$ 1,457,792.00
4	Alt. 4 - RO Interior Renovation	\$ 1,017,500.00	Shelled	\$ 1,597,509.00
5	Alt. 5 - Radio - Chem/Pharm	\$ 353,750.00	\$ 451,215.00	\$ 752,349.00
6	Alt. 6 - Lvl 1 Admin build out	\$ 682,380.00	\$ 1,302,958.00	\$ 1,299,010.00
7	Alt. 7 - cGMP Cell Therapy Lab	\$ 750,250.00	\$ 1,081,447.00	\$ 1,004,942.00
<b>Subtotals (Total Cost of Construction):</b>		<b>\$ 15,153,960.00</b>	<b>\$ 30,408,431.00</b>	<b>\$ 37,244,276.00</b>
8	Professional Services (Includes Preconstruction Services, CMAR Fees)	\$ 1,590,023.50	\$ 1,695,626.50	\$ 1,845,343.00
9	NM GRT	\$ 1,318,588.70	\$ 2,528,194.53	\$ 2,682,988.00
10	1% Arts	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00
11	FF&E	\$ 8,939,454.00	\$ 9,700,872.50	\$ 8,962,291.00
12	Project Contingency @ 5%	\$ 1,451,249.00	\$ 1,520,421.55	\$ 1,941,255.00
<b>Grand Totals:</b>		<b>\$ 28,653,275.20</b>	<b>\$ 46,053,546.08</b>	<b>\$ 52,876,153.00</b>
<b>Current Funding for Project</b>				<b>\$ 29,130,000.00</b>
<b>Funding Shortfall</b>				<b>\$ (23,746,153.00)</b>

# Statewide Health Equity Summit

- More than **300 stakeholders from 5 regions of the state**
- Prioritize systems and policy solutions through **12 Health Equity Action Labs (HEAL)**
- **Health Equity Digital Policy Stories**
- **Key Note** on Mindfulness & Healing Racism
- **Community leaders** guided the summit content and design-which culminated a year-long process that included regional health equity conversations in **Las Cruces, Hobbs, Gallup, Chama, Santa Fe, Taos, Albuquerque, etc and a statewide Design Team**
- **Equity Manifesto**



**SAVE THE DATE**

**2022  
HEALTH  
EQUITY  
SUMMIT  
SEPTEMBER 19-20**

**PARTNERSHIPS IN ACTION:  
Pathways to Health Equity**

The summit will convene diverse stakeholders to accelerate multi-sectoral efforts to advance effective practices and policies that assure all New Mexicans have just and fair opportunities for achieving optimal health and well-being.

For more information contact:  
healthequity@salud.unm.edu

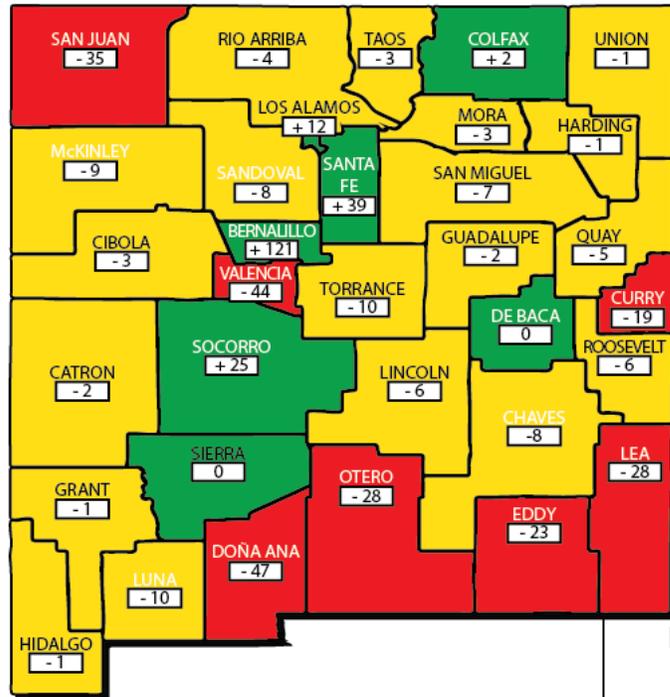
Scan to Learn More or  
to Become a Sponsor



<https://hsc.unm.edu/health-equity/summit.html>

# Overview NM Workforce Analysis: Primary Care Physicians and RNs & CNSs

Primary Care Physicians Compared to Benchmark, 2020

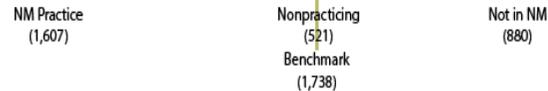


Comparison to Benchmark (8.3 per 10,000 Population)

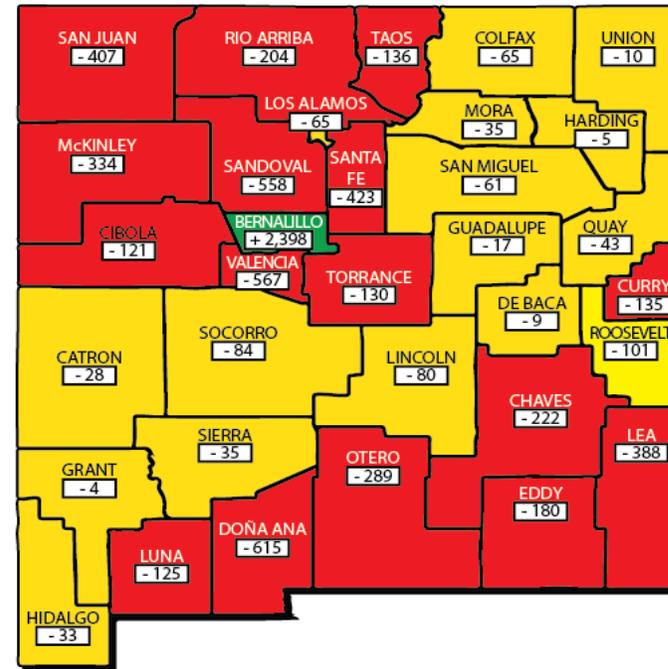
- At or Above Benchmark
- 1 - 10 Providers Below Benchmark
- > 10 Providers Below Benchmark
- 0 Number Above (+) or Below (-) Benchmark

**-133**  
Relative to benchmark statewide

**313**  
Needed to bring all red and yellow counties to benchmark



RNs and CNSs Compared to Benchmark, 2020

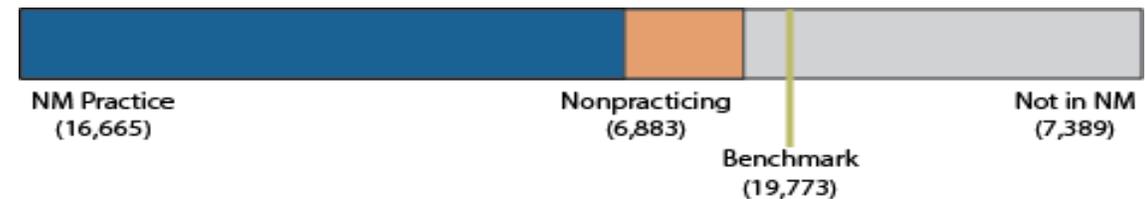


Comparison to Benchmark (94.3 per 10,000 Population)

- At or Above Benchmark
- 1 - 100 Providers Below Benchmark
- > 100 Providers Below Benchmark
- 0 Number Above (+) or Below (-) Benchmark

**-3,108**  
Relative to benchmark statewide

**5,506**  
Needed to bring all red and yellow counties to benchmark



# Sharing Efforts on Critical Issues (DRAFT IDEAS)

Issue	UNM Health & Health Sciences	Payers, Providers, and State Agencies	The Legislature
<b>Support Public Health Initiatives</b>	<ul style="list-style-type: none"> <li>-Partner in public health (prevention) and health equity initiatives, including addiction, behavioral health,</li> <li>-Evaluate programs and provide actionable recommendations</li> <li>-Provide health economics expertise to efficiently allocate resources</li> </ul>	<ul style="list-style-type: none"> <li>-Increase prevention and education programs for families and within schools</li> <li>-Expand partnerships with health plans, provider systems, IHS, State, counties, VA, community health workers, National Laboratories, business, and higher education institutions</li> <li>-Monitor, evaluate, and report outcomes</li> </ul>	<ul style="list-style-type: none"> <li>-Support infrastructure and operational funding</li> </ul>
<b>Increasing Research Mission</b>	<ul style="list-style-type: none"> <li>-Grow research mission to promote health and economic development</li> </ul>	<ul style="list-style-type: none"> <li>-Align with State, business, and industry goals</li> </ul>	<ul style="list-style-type: none"> <li>-Support ongoing, seed and closing funds</li> </ul>

Issue	UNM Health & Health Science	Payers, Providers, & State Agencies	The Legislature
<b>Recruiting and retaining UNM faculty and staff</b>	<ul style="list-style-type: none"> <li>-Support employee wellness and benefits (i.e. childcare)</li> <li>-Offer high-quality education, training, and research opportunities</li> </ul>	<ul style="list-style-type: none"> <li>-Support I&amp;G allocations</li> </ul>	<ul style="list-style-type: none"> <li>-Improve salaries through I&amp;G allocation</li> </ul>
<b>Expanding health professional programs</b>	<ul style="list-style-type: none"> <li>-Provide staged expansion plans informed by student demand and workforce shortages</li> <li>-Train effective healthcare professionals to serve NM communities</li> </ul>	<ul style="list-style-type: none"> <li>-Support health profession program expansions</li> </ul>	<ul style="list-style-type: none"> <li>-Support infrastructure and operational funding to reduce barriers</li> </ul>
<b>Improving clinical access, availability, and outcomes</b>	<ul style="list-style-type: none"> <li>-Continue to expand clinical capacity in strategic areas</li> <li>-Develop current and future workforce</li> <li>-Participate in stakeholder conversations</li> <li>-Expand telehealth, teleconsult, and telementoring services to increase provider capacity statewide</li> <li>-Simplify hospital credentialing (pilot at SRMC just started)</li> </ul>	<ul style="list-style-type: none"> <li>-Create a reimbursement and utilization framework that addresses service gaps</li> <li>-Simplify regulatory demands</li> <li>-Streamline and standardize MCO practices around utilization review &amp; claims management</li> <li>-Monitor, evaluate, and report outcomes</li> <li>-Use the Medical Advisory Team model to plan and coordinate care when resources are scarce</li> <li>-Expand partnerships with health plans, provider systems, IHS, State, VA, community health workers National Laboratories, business, and higher education institutions</li> <li>-Simplify licensure and credentialing, including insurers' support</li> </ul>	<ul style="list-style-type: none"> <li>-Increase Medicaid provider rates statewide to recruit and retain health professionals</li> <li>-Incentivize providers to work in rural, underserved, and Tribal areas</li> <li>-Support virtual health and access to broadband</li> </ul>