

# STRATEGIC PLAN 2022 – 2024

New Mexico

Aging and Long-Term  
Services Department



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<b>S</b>	Service—Meeting the needs of our stakeholders—Caring about our communities and our senior services system—Delivering quality through our service
<b>E</b>	Excellence—Striving for the best in quality in everything we do—Pursuing growth and learning—Being accountable
<b>R</b>	Respect—Building open and honest relationships with communication—Being passionate and determined—Being respectful and humble
<b>V</b>	Variety—Approaching our work with optimism, think boldly, and greet new ideas openly—Valuing diversity—Creating a culture where creativity and improvement are encouraged and rewarded
<b>I</b>	Innovation—Embracing and drive change grounded in high-quality research—Doing more with less—Having a sense of possibility
<b>C</b>	Clarity—Providing transparency—Thinking critically and strategically in search of the best answers and approaches, reflecting on past experiences and data to draw lessons for the future, and making choices that are deeply rooted in our mission—Making clear, committed decisions
<b>E</b>	Empowerment—Empowering our talented people to take the initiative and to do what’s right—Being passionate about service and about our consumers and stakeholders, thereby delivering superior value—Celebrating success, recognizing, and rewarding the achievements of individuals and teams

## Message from Secretary Hotrum-Lopez

The past three years have significantly affected each and every one of us. Disparities were magnified and the ways that we had previously engaged with each other were potentially dangerous to our vulnerable populations. Our constituents were disproportionately affected by the virus, creating new challenges for our networks. The COVID-19 pandemic forced us to look at how we provide services to seniors and adults with disabilities across New Mexico, and to re-evaluate how best to be of service.

We felt a renewed sense of urgency to streamline a comprehensive service plan that helps us shape a healthier future for all New Mexicans. We sought extensive input from our constituents, AAAs, providers, and stakeholders. We worked internally to create guideposts and plans of action that ensure another pandemic will not create interruptions in service.

Through leadership, service, and advocacy for older adults and adults with disabilities, we are implementing decisive action plans that will tackle the barriers to better services throughout New Mexico.

Throughout this plan, we have incorporated strategies for action:

1. Collaborative leadership: establishing open communication between constituents, AAAs, providers, and ALTSD staff that focuses on consumers and provides outcomes that can be used to shape future performance.
2. Integrity and trust: maintaining and enhancing the public's faith in our services by providing the best we can offer to our constituents.
3. Professional excellence: continuing to hold ourselves and our providers to high standards, enhancing the delivery of our services, providing necessary training, and improving workforce efficiency.
4. Process improvement: working to shorten consumer service times, improve consumer satisfaction and data integrity and react expeditiously to business changes.

We look forward to continuing to serve our fellow New Mexicans and taking the tactical steps laid out within this strategic plan. It is our hope that with each year we can work towards a better future for older adults and adults with disabilities in our great state.

## Aging and Long-Term Services Department

**Vision - Lifelong independence and healthy aging**

**Mission Statement - Provide accessible, integrated services to older adults, adults with disabilities, and caregivers to assist in maintaining their independence, dignity, health, safety, and economic well-being, thereby empowering them to live independently in their own communities as productively as possible.**

### Guiding Principles -

- ...Protect the safety and rights of those we serve
- ...Promote personal choice and self-determination
- ...Treat all persons with respect, embracing cultural diversity
- ...Encourage collaborative partnerships
- ...Provide fiscally responsible services

**Goal 1: Administer core programs that enable older New Mexicans to remain in their residence and community through the availability of and access to high-quality home and community services and supports, including supports for families and caregivers.**

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
1.1	<p>To facilitate the training and to develop a Dementia and Alzheimer's Disease competent work force in long-term care (LTC) facilities.</p> <p><i>The "Long-Term Care Facility Dementia Training Act" Was passed in the 2021 NM Legislative Session. N. M. S. A. 1978, § 24-17B-1</i></p> <p><i>By training a Dementia and Alzheimer's Disease — competent staff, it will ensure that New Mexicans are able to remain in Long-Term Care Facilities within their home communities or very close to home; and that Staff of these facilities are able to perform quality, safe and person-centered care.</i></p> <p><b>Office of Alzheimer's &amp; Dementia Care, (OADC)</b></p>	1.1.1	<p>Establish a collaboration process with the New Mexico Department of Health's Division of Health Improvement; to facilitate the Long-Term Care Facility Dementia Training Requirements and Certification; including collaboration on oversight and compliance. Each Long-Term Care Facility and/or LTF Contractor that is subject to the Long-Term Care Facility Dementia Training Act, shall provide training to all direct care service staff from the department's current list of standardized training programs. These programs are as follows: recognizing and treating dementia; person-centered care; activities of daily living; and any other subjects within the scope of long-term care facility dementia training identified by the department pursuant to the Long-Term Care Facility Dementia Training Act.</p>	1.1.2	<p>Continue collaboration with NMDOH to ensure that long-term care facilities comply with the "Long-Term Care Facility Dementia Training Act."</p>		

Goal 1: Administer core programs that will enable older New Mexicans to remain in their residence and community of choice through the availability of and access to high-quality home and community services and supports, including supports for families and caregivers.							
Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
1.2	<p>Provide support to New Mexicans transitioning from a long-term care facility to a community setting.</p> <p><b>Long-Term Care Ombudsman Program, (LTCOP)</b>  <b>- Care Transition Services, (CTS)</b></p>	1.2.1	<p>Continue providing, through CTS, the following:</p> <ul style="list-style-type: none"> <li>– Support individuals in short-term crisis situations, until long-term supports arrangements have been made.</li> <li>– Assist individuals in accessing available community programs and services to support the greatest level of independence possible. Assist clients transitioning from a critical pathway provider (hospitals, physician's offices, nursing homes, rehabilitation centers, and other community residential service providers) back into a less restrictive setting in the community.</li> </ul>	1.2.2	<p>Provide CTS, including:</p> <ul style="list-style-type: none"> <li>– Provide short-term crisis support, until long-term supports are established for referred individuals.</li> <li>– Broker access to community programs and services to support independence and successful community tenure.</li> <li>– Coordinate with critical pathway providers involved in the individual's transition to a less restrictive setting.</li> </ul> <p>Perform advocacy that supports community tenure for the defined transition period</p>	1.2.4	<p>Provide CTS, including:</p> <ul style="list-style-type: none"> <li>– Provide short-term crisis support, until long-term supports are established for referred individuals.</li> <li>– Broker access to community programs and services to support independence and successful community tenure.</li> <li>– Coordinate with critical pathway providers involved in the individual's transition to a less restrictive setting.</li> </ul> <p>Perform advocacy that supports community tenure for the defined transition period</p>

	<p><b>(Continued)</b> Provide support to New Mexicans transitioning from a long-term care facility to a community setting.</p> <p><b>Long-Term Care Ombudsman Program, (LTCOP)</b> <b>- Care Transition Services, (CTS)</b></p>			<p>1.2.3 Expand knowledge of LTC, community and state-level resources, and the LTCOP across ATLSD and among resident rights stakeholders</p> <ul style="list-style-type: none"><li>– Explore performance of CTS to perform certain LTCOP activities</li><li>– Coordinate with CERD intake to connect CTS referrals earlier in the process</li></ul> <p>Collaborate with Community Health Workers through training and referrals</p>	<p>1.2.5 Community outreach and education of resident rights in Assisted Living Facilities (ALF):</p> <ul style="list-style-type: none"><li>– Coordinate with HSD to support application of Home and Community-Based Services (HCBS) settings rule</li><li>– Support establishment of resident and family councils</li></ul> <p>Collaborate with LTCOP to assess resident rights in ALFs</p>		
1.3	<p>Modernize Aging and Long-Term Services Department's rules, policies, procedures, and business practices to administer more effectively the Older Americans Act programs as well as State-funded services.</p> <p><b>Aging Network Division, (AND)</b></p>	1.3.1	<p>Seek policy changes that will allow for the development of alternative delivery models for services including schedules for home-delivered meals and pilot testing for alternative modes of transportation for service delivery.</p>	1.3.3	<p>Update internal policies and procedures to allow for implementation of innovative approaches of service delivery for Title III OAA services. Develop and implement a framework to guide the work on improving program design ensuring innovative, sustainable, replicable model projects.</p>	1.3.6	<p>Implement the innovative approaches for transportation services, expand transportation availability for older adults and adults with disabilities especially in rural communities, collaborate with the Department of Veteran Services, MCOs and Aging Network.</p>

<p><b>(Continued)</b> Modernize Aging and Long-Term Services Department's rules, policies, procedures, and business practices to administer more effectively the Older Americans Act programs as well as State-funded services.</p> <p><b>Aging Network Division, (AND)</b></p>	1.3.2	Develop Area Plan Guidance to reflect changes in the State Plan on Aging as well as the updated policies and procedures, while ensuring that the AAA RFP process includes innovative service models.	1.3.4	Implementation of the Food, Farm and Hunger Initiatives: Rural Food (non-perishable) Box initiative, to reduce older adult food insecurity and the expansion of the NM Grown program.	1.3.7	Expansion of the rural in-house food pantry/non-perishable food box program.
			1.3.5	Implement the pilot program for ALTSD Community Health Workers: Identified ALTSD staff will complete the train the trainer DOH training/certification and will develop a training schedule for offered training for SEP and aging network.	1.3.8	Add 8 SEP positions to the regional Community Health Worker programming.

**Goal 1: Administer core programs that will enable older New Mexicans to remain in their own residence and community of choice through the availability of and access to high-quality home and community services and supports, including supports for families and caregivers.**

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
1.4	Ensure that older adults, adults with disabilities, and their caregivers are provided the resources and supports they need.  <b>Consumer and Elder Rights Division, (CERD)</b>	1.4.1	Be a central point of referral for all older adults, adults with disabilities and their caregivers and anyone who is assisting them in their quest for resources/assistance. No wrong door.	1.4.2	Be a central point of referral for all older adults, adults with disabilities and their caregivers and anyone who is assisting them in their quest for resources/assistance.	1.4.4	Be a central point of referral for all older adults, adults with disabilities and their caregivers and anyone who is assisting them in their quest for resources/assistance.
				1.4.3	Continue to partner with .NM Area Agencies on Aging and Indian Area Agency, religious ministries, AARP, Heconomics, The New Mexico Alliance of Health Councils, NM Department of Health, NM Retiree Healthcare Authority, Educational Retirement Board, Office of the Attorney General, and Office of Superintendent of Insurance to name a few.	1.4.5	Continue to partner with .NM Area Agencies on Aging and Indian Area Agency, religious ministries, AARP, Heconomics, The New Mexico Alliance of Health Councils, NM Department of Health, NM Retiree Healthcare Authority, Educational Retirement Board, Office of the Attorney General, and Office of Superintendent of Insurance to name a few.



**Goal 1: Administer core programs that will enable older New Mexicans to remain in their residence and community of choice through the availability of and access to high-quality home and community services and supports, including supports for families and caregivers.**

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
1.5	<p>To support all divisions in the initiatives they have for Goal 1 (listed above).</p> <p><b>Administrative Services Division, (ASD)</b></p>	1.5.1	<ul style="list-style-type: none"> <li>– Maximize division funding through grant and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> <li>– Early communication regarding grant balances and spending plans.</li> </ul> <p>Have division directors submit budget requests and justifications for upcoming fiscal year in June. Ensure the requests are vetted and submit a comprehensive budget to Secretary and all Directors.</p>	1.5.2	<ul style="list-style-type: none"> <li>– Maximize division funding through grants, Medicaid, and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> <li>– Early communication regarding grant balances and spending plans.</li> </ul> <p>Have division directors submit budget requests and justifications for upcoming fiscal year in June. Ensure the requests are vetted and submit a comprehensive budget to Secretary and all Directors.</p>	1.5.3	<ul style="list-style-type: none"> <li>– Maximize division funding through grants, Medicaid, and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> <li>– Early communication regarding grant balances and spending plans.</li> <li>– Have division directors submit budget requests and justifications for upcoming fiscal year in June. Ensure the requests are vetted and submit a comprehensive budget to Secretary and all Directors.</li> </ul>
1.6	<p>Support Tribal Senior Center Programs Initiative by coordinating with ALTSD's Internal Divisions and Programs (ADRC, CERD, LTCOP, OADC, APS, ASD) to promote access more effectively to program services to tribal elders in NM.</p> <p><b>Office of Indian Elder Affairs, (OIEA)</b></p>	1.6.1	Continue the coordination and access to services for TPN's elders to support health aging.	1.6.3	Work with AND to update internal policies and procedures to allow for implementation of innovative approaches of service delivery for Title III OAA services. Develop and implement a framework to guide the work on improving program design ensuring innovative, sustainable, replicable model projects as they relate to tribal programs.	1.6.5	Work with tribal senior programs to evaluate, design, and implement innovative approaches to expand program services for older adults and disabled populations in tribal communities by collaborating with various interdepartmental and departmental divisions to support program and training needs for senior centers.

1.6	<p><b>(Continued)</b> Support Tribal Senior Center Programs Initiative by coordinating with ALTSD's Internal Divisions and Programs (ADRC, CERD, LTCOP, OADC, APS, ASD) to promote access more effectively to program services to tribal elders in NM.</p> <p><b>Office of Indian Elder Affairs, (OIEA)</b></p>	1.6.2	Advocate for and solicit support for tribal programs and collaborate with various state, federal, educational, and interdepartmental resources tribal programs need to support and develop their programs.	1.6.4	Provide ongoing information and support to TPN's through ADRC, CERD, LTCOP, OADC, APS, and ASD to inform and provide supportive services to tribal elders in NM.	1.6.6	Expand access to various state, federal, educational, and interdepartmental resources to benefit and develop tribal programs.
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## Aging and Long-Term Services Department

### Goal 2: Expand and Innovate Services

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
2.1	Migrate the existing server infrastructure to a cloud-based solution in order to ensure better access to accommodate to the increased telework/remote workforce. <b>Information Technology Division, (ITD)</b>	2.1.1	Upgrade existing WellSky suite of applications (A&D / SAMS, Harmony and OmbudsManager to latest Human Services platform.				
2.2	Participate in the HHS 2020 Project <b>Information Technology Division, (ITD)</b>	2.2.1	Continue collaboration with other NM Health and Human Service agencies to maximize data sharing and reduce replication of processes.				
2.3	Modernize current IT infrastructure, systems, and applications to meet the needs of ALTSD and its' constituents. <b>Information Technology Division, (ITD)</b>	2.3.1	Upgrade existing WellSky suite of applications (A&D / SAMS, Harmony and OmbudsManager to latest Human Services platform.				

**Goal 2: Expand and Innovate Services**

<b>Objectives</b>		<b>SFY 2022 Tactics</b>		<b>SFY 2023 Tactics</b>		<b>SFY 2024 Tactics</b>	
2.4	Collaborate to expand education on in-home respite and respite resources to patients and caregivers in rural and tribal areas of New Mexico.  <b>Office of Alzheimer's &amp; Dementia Care, (OADC)</b>	2.4.1	Provide self-directed respite care to families throughout New Mexico affected by dementia or Alzheimer's Disease. Self-directed respite may consist of providing caregivers with vouchers to purchase respite care services of their own choosing or reimbursing caregivers for respite care services upon receipt of verification of service provision.	2.4.6	Explore and/or develop alternative respite funding sources, i.e., Medicaid-funded programs or grants.	2.4.9	Develop relationships and collaborative efforts with other respite agencies statewide.
		2.4.2	Conduct on-going monitoring with the New Mexico Alzheimer's Association to ensure compliance with self-directed respite care and outreach to patients and caregivers in rural and tribal areas of New Mexico.	2.4.7	Conduct on-going needs assessments to determine current needs of patients and caregivers in rural and tribal areas of New Mexico and potentially changing trends in care.		
		2.4.3	Identify quality assurance efforts on case outcomes and services provided.	2.4.8	Develop stronger collaborative efforts within state agencies (examples: Department of Health; Human Services Department)		
		2.4.4	Work with tribal governments to increase the use of self-directed respite care and other resources as identified.				
		2.4.5	Work to improve outreach efforts in rural areas of the State to increase the use of self-directed respite care and other resources as identified.				

**Goal 2: Expand and Innovate Services**

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
2.5	Recruitment and retention of Long-Term Care Ombudsman Volunteers.	2.5.1	Explore employing a Volunteer Management Expert to lead volunteer management, recruitment, and activities throughout the state.	2.5.8	Restructure LTCOP operations to identify lead staff in the development of outreach and training activities (cycle of statewide recruitment and training activities).	2.5.15	Continuous quality improvement of outreach and training activities cycle and statewide recruitment strategy.
	<b>Long Term Care Ombudsman Program, (LTCOP)</b>	2.5.2	Continue effective annual evaluation efforts of LTCOP volunteer recruitment and retention. Utilize successful practices of the local programs with strong volunteer management as a basis for statewide practice.	2.5.9	Develop volunteer retention strategy: Explore contracting with subject matter expert to develop resource guides aimed at volunteer retention	2.5.16	Implement volunteer retention strategy, including documentation of resource guides for volunteer retention
		2.5.3	Include a training program that would serve to re- certify volunteers and educate them on complaint trends.	2.5.10	Implement LTCOP training program developed in SFY 2022.	2.5.17	Continuous quality improvement of LTCOP training program
		2.5.4	Continue to clarify ombudsman volunteer roles regional coordinator roles, and to provide a range of roles for volunteers.	2.5.11	Develop policies and procedures to solidify regional coordinator approach to assessment of volunteer skill and readiness and supervision structure and supervision as part of volunteer development.	2.5.18	Continuous quality improvement of policies and procedures for assessment of volunteer skill and readiness and supervision structure and supervision as part of volunteer development.
		2.5.5	Hold an annual recognition event for LTCOP volunteers, that acknowledges their contribution to the program.	2.5.12	Host FY 23 volunteer recognition event and initiate planning for FY24 recognition and training event	2.5.19	Host SFY 24 volunteer recognition event and initiate planning for SFY25
		2.5.6	Participate in national volunteer appreciation month April.	2.5.13	Participate in national volunteer appreciation month April.	2.5.20	Participate in national volunteer appreciation month April.

**Goal 2: Expand and Innovate Services**

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
2.6	<b>(Continued)</b> Recruitment and retention of Long- Term Care Ombudsman Volunteers.  <b>(Long Term Care Ombudsman Program, (LTCOP))</b>	2.5.7	Expand advertisements about volunteer recruiting, utilizing press, community groups; include targeted recruitment for retired people or those who work in the health care field. This tactic includes the Volunteer Management Expert (if applicable), or by training existing volunteers to attend community functions and recruit additional volunteers.	2.5.14	Expand communication activities <ul style="list-style-type: none"> <li>– Expand collaborative partnership with community resident rights partners.</li> <li>– Update and distribute promotional materials</li> <li>– Train existing volunteers to identify and attend community functions and recruit additional volunteers.</li> </ul> Identify resident rights stakeholders and introduce volunteer opportunities	2.5.21	Expand communication activities Collaborate with community partners and ALTSD divisions to Identify resident rights stakeholders and introduce volunteer opportunities
	Engage in community outreach to raise awareness about the Ombudsman Program and long-term care issues.  <b>Long Term Care Ombudsman Program, (LTCOP)</b>	2.6.1	Issue press releases directly from the LTCOP, or (if appropriate) jointly with ALTSD: reflecting the work of the LTCOP, sharing aggregate data, drawing attention to the annual report of the LTCOP.	2.6.6	Explore use LTCOP landing page to communicate observations of indicators of resident rights <ul style="list-style-type: none"> <li>– Annual report</li> <li>Data snapshots</li> </ul>	2.6.11	Develop Resident Rights Indicator Tool, exploring opportunities to leverage resident input in the assessment of indicators
		2.6.2	Utilize media outreach, providing stories and information about the ombudsman program's purpose and accomplishments.	2.6.7	Establish The Voice, a publication promoting resident's rights targeted to residents, their advocates and caregivers, providers, and the general public.	2.6.12	Develop media outreach strategy to expand communication of resident needs and issues promote LTCOP purpose and accomplishments: <ul style="list-style-type: none"> <li>– Op-ed cycle</li> <li>– Establish relationships with key media</li> </ul> Expand communication of resident needs and issues

<p><b>(Continued)</b> Engage in community outreach to raise awareness about the Ombudsman Program and long-term care issues.</p> <p><b>Long Term Care Ombudsman Program, (LTCOP)</b></p>	2.6.3	Communicate with state legislators all year of the residents needs and issues. Offer assistance dealing with their constituents' problems in long- term facility settings.	2.6.8	Identify advocacy positions and establish routine contact with state legislators and expand communication of resident needs and issues	2.6.13	Review and identify advocacy positions and continue routine contact with state legislators
	2.6.4	Develop, and ensure funding for statewide publicity for the LTCOP.	2.6.9	Pursue using grant opportunities to continue statewide LTCOP publicity	2.6.14	Identify opportunities for collaboration with resident rights stakeholders, including AARP, NM Alzheimer's Association, VA Community Nursing Home Program, NM Health Care Association: <ul style="list-style-type: none"> <li>- volunteer recruitment</li> <li>- advocacy positions</li> </ul> community outreach and education
	2.6.5	Strengthen relationships between the LTCOP and community groups, such as AARP, the NM Alzheimer's association, etc.	2.6.10	Continue to cultivate relationships with resident rights stakeholders, including AARP, NM Alzheimer's Association, VA Community Nursing Home Program, NM Health Care Association.		

**Goal 2: Expand and Innovate Services**

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
2.7	Leverage sustainable funding: Maximize billing Medicaid services by working with MCOs to identify and address gaps in care and develop programs to fulfill these voids in communities. Leverage other funding sources to allow the Department to expand programs and services and braid funding to implement long-term sustainable programs. <b>(Aging Network Division, AND)</b>	2.7.1	Collaborate with HSD in the Medicaid Third Party billing RFP process for the Title III Medicaid billable services.	2.7.4	Collaborate with MCOs, the New Mexico Aging Network and Community Based Organizations by leveraging and maximizing current services and creating an array of services designed to keep older adults and adults with disabilities living in the community.		
		2.7.2	Include Medicaid billing in the AAA Area Plan guidance and the AAA RFP process.	2.7.5	Integrate health, health care and social services systems, including efforts through contractual arrangements by incorporating Aging Network services with other home and community-based services.		
		2.7.3	Compile and analyze senior services provided by MCOs to identify the gaps in MCO and Title III services for Adult Day Care, Case Management, and In-home services (Homemaker services, caregiver respite and chore services).				



## Goal 2: Expand and Innovate Services

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
2.8	Appropriate a new system (ICE) which would expand our abilities to provide more services in one area.  <b>Consumer and Elder Rights Division, (CERD)</b>	2.8.1	Implement ICE and have the capability to do live calls, CHAT, emails, instant messaging, push notifications, and automatic callbacks all from one system.	2.8.2	Refine ICE and continue the capability to do live calls, CHAT, emails, instant messaging, push notifications, and automatic callbacks all from one system.	2.8.3	Monitor ICE and continue the capability to do live calls, CHAT, emails, instant messaging, push notifications, and automatic callbacks all from one system.
2.9	To support all divisions in the initiatives of Goal 2 (as listed above).  <b>Administrative Services Division, (ASD)</b>	2.9.1	<ul style="list-style-type: none"> <li>– Maximize division funding through grant and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> </ul>	2.9.2	<ul style="list-style-type: none"> <li>– Maximize division funding through grant and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> </ul>	2.9.3	<ul style="list-style-type: none"> <li>– Maximize division funding through grant and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> </ul>
2.10	Review and update OIEA program policies, procedures, business practices, and technology upgrades to more effectively support the coordination of tribal programs funded by state general funds and Title III.  <b>Office of Indian Elder Affairs, (OIEA)</b>	2.10.1	Collaborate with ALTSD's divisions to develop Area Plan Guidance that reflects changes in the State Plan on Aging as well as the updated policies and procedures, while ensuring that the AAA RFP process includes innovative service models that complement and support tribal program access to Title III funding.	2.10.4	Develop, monitor, and maintain a process of review to evaluate outcomes and support continual improvement of AAAs interactive relationship with tribal senior center programs.	2.10.7	Maximize tribal senior center support systems to support more comprehensive program integration, and development of senior programs.
		2.10.2	Support the upgrade of computer systems and provide training on required OOAPS/ WellSky Reporting Systems, SAMScan and monthly reporting processes required for reimbursement, and ensure tribal senior programs. licenses are in place for designated tribal personnel.	2.10.5	Maintain training and support for tribal program personnel to minimize turnover and retraining requirements.		
		2.10.3	Collaborate with the NM Grown Initiative to expand the Farm to Senior Center program.	2.10.6	Continue the coordination with Tribes, Pueblos, and the Navajo Nation to support access to healthy food for elders.		

## Aging and Long-Term Services Department

### Goal 3—Establish and expand inventive programs that support consumer control and choice.

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
3.1	<p>Develop and cultivate Dementia-Friendly Communities throughout the New Mexico. A “Dementia-Friendly Community” is defined as one that is informed, safe and respectful of individuals with dementia and their families, provides supportive options and fosters quality of life.</p> <p><b>Office of Alzheimer’s &amp; Dementia Care, (OADC)</b></p>	3.1.1	Collaborate with the Dementia Friendly America Initiative to help communities take action by leveraging tailored resources in businesses, community-based services and supports, faith communities, health care communities, legal and financial services, local government, and residential settings.	3.1.10	Provide active support and resources to communities in New Mexico who are currently working toward being recognized as a Dementia-Friendly Community.	3.1.16	Expand training to other NM State Agencies (examples: Department of Health, Human Services Department, Department of Public Safety, and others).
		3.1.2	Raise public awareness about dementia and transforming attitudes about dementia and Alzheimer’s Disease, through public presentations, media, and other informational forums.	3.1.11	Assist with developing two communities in New Mexico in becoming recognized as a Dementia-Friendly Community.	3.1.17	Collaborate and continue to build strong relationships with the business, community-based services and supports, faith communities, health care communities, schools.
		3.1.3	Develop supportive options that foster quality of life. This will be done by encouraging patient-centered care at all levels, early diagnosis, and continuing to have discussions directly with the individual related to what they find meaningful in their lives.	3.1.12	Conduct at least two specialized dementia-friendly training events in New Mexico communities.	3.1.18	Continue to provide education and outreach services to communities in New Mexico for professionals and service providers that interact with persons who have dementia.
		3.1.4	Support caregivers and families touched by Dementia and Alzheimer’s Disease.	3.1.13	Increase access to training resources related to dementia.	3.1.19	Increase access to training resources related to dementia and Alzheimer’s Disease.
		3.1.5	Promote meaningful participation in community life. Examples: integrated seating in restaurants, opportunities for volunteer work, religious services, public events, access to safety services, the arts and fitness/wellness activities.	3.1.14	Promote training in the community for professionals and service providers that interact with persons who have dementia.	3.1.20	Increase on-going quality improvement activities to build on successes and “lessons learned.”

**Goal 3—Establish and expand inventive programs that support consumer control and choice.**

<b>Objectives</b>		<b>SFY 2022 Tactics</b>		<b>SFY 2023 Tactics</b>		<b>SFY 2024 Tactics</b>	
3.1	<b>(Continued)</b> Develop and cultivate Dementia-Friendly Communities throughout the New Mexico. A “Dementia-Friendly Community” is defined as one that is informed, safe and respectful of individuals with dementia and their families, provides supportive options and fosters quality of life.  <b>Office of Alzheimer’s &amp; Dementia Care, (OADC)</b>	3.1.6	Reach populations statewide who are underserved, especially in rural and tribal areas.	3.1.9	Implement on-going quality improvement activities to build on positive aspects; build and grow from “lessons learned.”	3.1.12	Continue to provide active support to communities who are recognized as a Dementia-Friendly Community.
		3.1.7	70% of ALTSD Staff shall receive specialized dementia-friendly training in order to become a more knowledgeable and informed staff.	3.1.10		3.1.13	Continue to assist communities in New Mexico in moving toward a Dementia-Friendly State. Work on legislative “buy-in” to move toward a Dementia-Friendly State.
		3.1.8	Build relationships with County and City government to support the development of Dementia-Friendly Communities.	3.1.11	Build relationships with County and City government to support the development of Dementia-Friendly Communities.		
3.2	Strengthen the referral system between outside entities (local emergency responders or other state agencies) and internal ALTSD programs (e.g., ADRC, APS, and the LTCOP)  <b>Long Term Care Ombudsman Program, (LTCOP)</b>	3.2.1	Hold regular meetings between those divisions and bureaus within ALTSD that receive contact/complaints from the public (ADRC, APS, the LTCOP), to streamline the internal referral process.	3.2.3	Design a training to enlist/train/retain community advocates (first responders, ALTSD staff, etc.) to ensure appropriate referrals to LTCOP.	3.2.5	Collaborate on internal ATLSD solutions to streamlining internal referrals (i.e., online complaint platform).
		3.2.2	Create a periodic, consistent communication process to use with outside agencies summarizing the types of complaints/referrals that come into the LTCOP that are not within our jurisdiction. This will assist these callers by instituting a streamlined referral process that eliminates callers being transferred to several different agencies before receiving help. It will also educate other state agencies about our program services. These communications could come either from periodic meetings, or in written form.	3.2.4	Explore IT solution for uniform assessment and referral process, from which data can be captured related to internal and external referrals.		

**Goal 3—Establish and expand inventive programs that support consumer control and choice.**

<b>Objectives</b>		<b>SFY 2022 Tactics</b>		<b>SFY 2023 Tactics</b>		<b>SFY 2024 Tactics</b>	
3.3	Ensure that senior homeowners, their families, and family caregivers receive education and support surrounding reverse mortgages, using the Heconomics application, so they are able to make educated choices. <b>Consumer and Elder Rights Division, (CERD)</b>	3.3.1	Implement technology, using the Heconomics application, to provide reverse mortgage information and staff support.	3.3.3	Advertise Heconomics using a pop-out on the NM Aging website, radio advertisement and Facebook.	3.3.4	Analyze the outcome of advertising Heconomics using a pop-out on the NM Aging website, radio advertisement and Facebook.
		3.3.2	Collaborate with ALTSD Public Information Officer (PIO) on: News Conferences, press releases, and commercial production regarding Heconomics, followed by social media posts.				
3.4	To support all divisions in the initiatives in Goal 3 (as listed above). <b>Administrative Services Division, (ASD)</b>	3.4.1	<ul style="list-style-type: none"> <li>– Maximize division funding through grant and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> <li>– Implement no wrong door policy in ASD, to facilitate understanding and inquiries</li> </ul>	3.4.2	<ul style="list-style-type: none"> <li>– Maximize division funding through grant and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> <li>– Ensure no wrong door for division directors</li> </ul>	3.4.3	<ul style="list-style-type: none"> <li>– Maximize division funding through grant and other source application opportunities.</li> <li>– Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.</li> </ul>
3.5	Develop an Eldercare Workforce Development Initiative to address personnel turnover and provide capacity building support for tribal senior center personnel.  <b>Office of Indian Elder Affairs, (OIEA)</b>	3.5.1	Conduct an Asset Mapping and Gap Analysis among one representative Pueblo, one Apache Tribe, and the Navajo Nation.	3.5.2	Conduct an Asset Mapping and Gap Analysis among two representative Pueblos and complete Apache Tribe's Analysis and report findings. Based on the findings of the Asset Mapping and Gap Analysis, document and develop recommendations for how to address the complex needs of program development of tribal senior centers in New Mexico.	3.5.3	Expand Asset Mapping and Gap Analysis work to three additional Tribes or Pueblos. Work with educational institutions and tribal programs to establish an eldercare workforce initiative to support capacity building within tribal communities.

## Aging and Long-Term Services Department

### Goal 4— Prevent and improve response to abuse, neglect, and exploitation while preserving the rights and autonomy of older New Mexicans

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
4.1	Ensure APS appropriate services, supports and resources are made available to all APS referred clients	4.1.1	Implement CORE competency training for all APS staff.	4.1.14	Begin establishing a case management program within APS to work on more complex cases.	4.1.23	Identify quality assurance efforts on case outcomes and services provided.
	<b>Adult Protective Services, (APS)</b>	4.1.2	Implement case review to identify areas for improvement.	4.1.15	Implement comprehensive specific training for all APS staff.	4.1.24	Create stronger partnership with the OMI to utilize WellSky system to cross reference if the deceased person has a history or open investigation with APS.
		4.1.3	Complete federal crosswalk needs assessment to identify areas for improvement to the APS statutes and policies.	4.1.16	Transform APS policies and procedures to align with directives, federal standards, and APS redesign.		
		4.1.4	Create directives and protocols on arising concerns and areas of focus to support APS intake and field staff.	4.1.17	Create partnership with Medicaid to provide in-home cognitive behavioral therapy for hoarding clients.		
		4.1.5	Implement a web-based APS reporting system to allow for more flexible methods to report adult abuse, neglect, and exploitation.	4.1.18	Implement broadcast emergency response system		
		4.1.6	Utilize federal funds to provide more resources and supports in key areas, such as home modifications, food insecurity, caregiving support, and home modifications.	4.1.19	Implement and utilize new APS tools.		
		4.1.7	Establish and create an elder fatality review team to review APS client deaths and determine if the death occurred because of abuse, neglect, and exploitation. Include this language in statute.	4.1.20	Onboard more clients, create a referral process and identify streamlined approaches for the Veteran's Program, (recently put under APS starting July 2022.)		
		4.1.8	Initiate and create a case management program within APS to create more comprehensive coordination of services and referrals after an investigation has been completed.	4.1.21	APS will go out for bids for new homecare vendors for APS-referred clients.		

**Goal 4— Prevent and improve response to abuse, neglect, and exploitation while preserving the rights and autonomy of older New Mexicans**

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
4.1	<b>(Continued)</b> Ensure APS appropriate services, supports and resources are made available to all APS referred clients.  <b>(Adult Protective Services, APS)</b>	4.1.9	Identify a scope of work for a vendor to begin working on a broadcast emergency response system to alert the public of scam and fraud.	4.1.22	Begin an offline version of the APS face-to-face tool that will provide a seamless transition once the field staff goes online. This will provide real-time entry for field staff's notes in areas with limited internet.		
		4.1.10	Engage and partner with a local school of social work to begin development and resource in evidence-based assessment tools, decision making matrix and other resources to support APS workforce and improve case outcomes.				
		4.1.11	Begin utilizing testing tools in the field for utilization and implementation.				
		4.1.12	Establish and create more senior supportive housing to include wrap-around service delivery and coordination.				
		4.1.13	Begin solicitation and partnership with a local developer/management company to pursue senior supportive housing.				

**Goal 4— Prevent and improve response to abuse, neglect, and exploitation while preserving the rights and autonomy of older New Mexicans**

Objectives		SFY 2022 Tactics		SFY 2023 Tactics		SFY 2024 Tactics	
4.2	Protect the rights, health, safety, and welfare of New Mexicans living in long- term care facilities.  <b>Long Term Care Ombudsman Program, (LTCOP)</b>	4.2.1	In Long-Term Care facilities: Investigation and resolution of complaints made by or on behalf of residents of LTC facilities. Ensuring that providers uphold resident rights and inform residents of their rights.	4.2.6	In LTC facilities: Investigation and resolution of complaints made by or on behalf of residents of LTC facilities. Ensuring that providers uphold resident rights and inform residents of their rights.	4.2.11	In LTC facilities: Investigation and resolution of complaints made by or on behalf of residents of LTC facilities. Ensuring that providers uphold resident rights and inform residents of their rights.
		4.2.2	Continue operation of the LTCOP discharge defense team, providing support to long- term care residents being discharged against their will.	4.2.7	Deploy LTCOP- CTS staff to assess resident rights in ALFs, including inappropriate discharges, and refer issues to LTCOP regional coordinators as indicated.	4.2.12	Identify key collaborative partnerships to expand discharge defense strategy, providing support to long- term care residents being discharged against their will.
		4.2.3	Continue to strengthen relationships between the LTCOP and other state agencies: APS, NM DOH, NM AG, NM OSI, NM State Auditor's Office, through case abuse, neglect, and exploitation (ANE) referrals (when feasible), joint advocacy projects, and by providing periodic programmatic updates, in order to hold providers accountable for fulfilling their responsibilities to residents.	4.2.8	Continue to strengthen relationships between the LTCOP and other state agencies: APS, NM DOH, NM AG, NM OSI, NM State Auditor's Office, through case ANE referrals (when feasible), joint advocacy projects, and by providing periodic programmatic updates, in order to hold providers accountable for fulfilling their responsibilities to residents.	4.2.13	Continue to strengthen relationships between the LTCOP and other state agencies: APS, NM DOH, NM AG, NM OSI, NM State Auditor's Office, through case ANE referrals (when feasible), joint advocacy projects, and by providing periodic programmatic updates, in order to hold providers accountable for fulfilling their responsibilities to residents.

4.2	<p>(Continued) Protect the rights, health, safety, and welfare of New Mexicans living in long- term care facilities.</p> <p><b>Long Term Care Ombudsman Program, (LTCOP)</b></p>	4.2.4	Continue to strengthen relationships between the LTCOP and community organizations: e.g., the Alzheimer's Association, Disability Rights NM, citizen advocacy groups, and others who may be stakeholders or partners related to issues affecting LTC residents.	4.2.9	Continue to strengthen relationships between the LTCOP and community organizations: e.g., the Alzheimer's Association, Disability Rights NM, citizen advocacy groups, and others who may be stakeholders or partners related to issues affecting LTC residents.	4.2.14	Continue to strengthen relationships between the LTCOP and community organizations: e.g., the Alzheimer's Association, Disability Rights NM, citizen advocacy groups, and others who may be stakeholders or partners related to issues affecting LTC residents.
		4.2.5	Utilize the LTCOP annual report to promote awareness of the program, and to seek potential volunteers.	4.2.10	Utilize the LTCOP annual report to promote awareness of the program, and to seek potential volunteers.	4.2.15	Utilize the LTCOP annual report to promote awareness of the program, and to seek potential volunteers.
4.3	<p>Educate and increase public awareness of abuse, neglect, and exploitation issues for individuals with Dementia and Alzheimer's Disease.</p> <p><b>Office of Alzheimer's &amp; Dementia Care, (OADC)</b></p>	4.3.1	Provide education on the warning signs and Six Types of Elder Abuse as follows: Physical abuse; Emotional Abuse; Financial Abuse; Neglect or Self-Neglect; Exploitation. Action steps to accomplish this task include distribution of printed and electronic media; including education at public forums where information on Dementia and Alzheimer's is being discussed.	4.3.4	OADC and APS will collaborate and provide training to Dementia Care Navigators, physicians, and healthcare staff, as well as the general public. OADC and APS will collaborate on Elder Abuse Campaigns as part of the New MexiCARE Program.	4.3.9	OADC will continue collaborative efforts with APS on Elder Abuse Prevention Campaigns, New MexiCARE Program, Dementia Friendly New Mexico, and other initiatives.
		4.3.2	Collaborate with ALTSD APS in their effort to ensure APS appropriate services, supports and resources are made available to all APS referred clients.	4.3.5	Continue collaboration with ALTSD APS in their effort to confirm APS appropriate services, supports and resources are made available to all APS referred clients.	4.3.10	Institute a collaborative process with ALTSD APS in their effort to ensure APS appropriate services, supports and resources are made available to all APS referred clients.

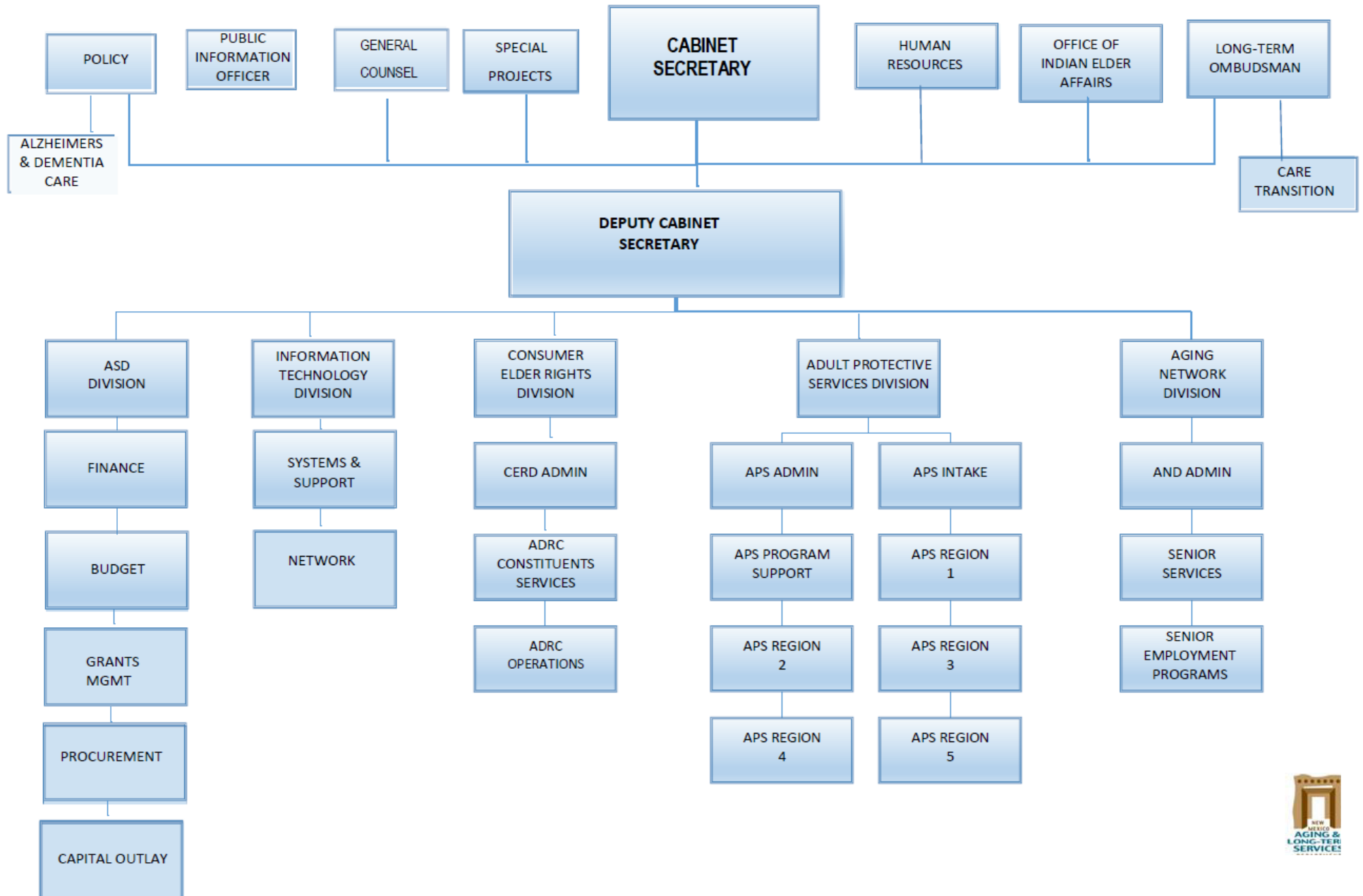


	(Continued) Educate and increase public awareness of abuse, neglect, and exploitation issues for individuals with Dementia and Alzheimer's Disease.  Office of Alzheimer's & Dementia Care, (OADC)	4.3.3	Provide education and training to members of the medical community in rural and tribal regions regarding recognizing abuse, neglect and exploitation and reporting requirements.	4.3.6	Collaborate with and provide training for APS workers, Dementia Care Navigators, physicians, and healthcare staff on intervention.	4.3.11	Institute an educational process that provides training to members of the medical community in rural and tribal regions regarding recognizing abuse, neglect and exploitation and reporting requirements.
				4.3.7	Provide information and training to physicians on the signs of abuse and reporting of abuse, neglect, and exploitation.		
				4.3.8	OADC will collaborate with the New Mexico and National Suicide Prevention Coalition to reduce suicidal behaviors and save lives by providing the public with practical and proven suicide prevention training. Peer-based Interventions such as QPR Institute (Question, Persuade, Refer) and #BeThe1To (ask; be there; keep them safe; help them connect; follow up) will be utilized.		

**Goal 4— Prevent and improve response to abuse, neglect, and exploitation while preserving the rights and autonomy of older New Mexicans**

<b>Objectives</b>		<b>SFY 2022 Tactics</b>		<b>SFY 2023 Tactics</b>		<b>SFY 2024 Tactics</b>	
4.4	Ensure that staff continue to report abuse, neglect, or exploitation by taking Adult Protective Service (APS) reports.  <b>Consumer and Elder Rights Division, (CERD)</b>	4.4.1	Continue to take APS reports and send them to APS Intake to process by Options Counseling.	4.4.2	Examine the current process of continuing to take APS reports and send them to APS Intake to process by Options Counseling.	4.4.3	Institute a best practice process for Options Counseling to continue taking APS reports and send them to APS Intake to process.
4.5	To support all divisions in the initiatives in Goal 4 (as listed above).  <b>Administrative Services Division, (ASD)</b>	4.5.1	Maximize division funding through grant and other source application opportunities.	4.5.3	Maximize division funding through grant and other source application opportunities.	4.5.5	Maximize division funding through grant and other source application opportunities.
		4.5.2	Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.	4.5.4	Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.	4.5.6	Provide support by processing purchase orders, payments, and financial reports based on oversight agency guidelines.
4.6	Support tribal communities, develop Home and Community Based Services to assist older tribal adults, adults with disabilities, and caregivers maintain their independence, dignity, autonomy, health, safety, and economic well-being, and empower them to live on their own terms as productively as possible.  <b>Office of Indian Elder Affairs, (OIEA)</b>	4.6.1	Collaborate with the NM Human Services Department (NMHSD) to consult with tribal leaders and support tribes to develop and support much needed new and/or existing Home and Community Based Services (HCBS) by utilizing funding provided by American Rescue Plan Act of 2021 which provides for \$350 Billion for state, local and tribal governments.	4.6.2	Work with NMHSD, ALTSD divisions, and other partners to assist tribes to develop assessment tools—to determine the needs of vulnerable elders, caregiver support, respite care, identification of gaps in services, training and support for families and caregivers, access to “tool kits” and training to address Alzheimer’s, dementia, caregiving, and medical services.	4.6.3	Maximize and support the further development of HCBS within tribal communities.

# Organizational Chart





For information about programs, services, providers in your area, or eligibility requirements, call  
The Aging and Disability Resource Center **505-476-4846**

If you suspect an adult is being abused, neglected, or exploited, call the  
Adult Protective Services Statewide Intake, toll-free at **1-866-654-3219 or 1-505-476-4912.**

Do you or someone you know need help with issues in a long-term care facility?  
Call an Ombudsman today. Services are free, confidential, and provided statewide.

**1-866-451-2901** Statewide

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**[www.nmaging.state.nm.us](http://www.nmaging.state.nm.us)**