

SANTA FE
Recovery Center

THE PATH TO RECOVERY

Strategic Plan

2023-2027

HOPE

Working in partnership to create understanding and empathy for people with substance use disorder, improving the environment for people needing recovery services, continuing to increase participation in prevention and recovery services – thereby decreasing the need for intensive residential treatment – and ultimately helping to decrease the number of people requiring treatment while accompanying more people in long-term active recovery.

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Our Vision

Santa Fe Recovery Center envisions recovery for all individuals struggling with addictions.

Our Mission

Santa Fe Recovery Center works with individuals to sustain lasting recovery from substance use disorders and related mental health disorders by providing culturally relevant, evidence based treatment and education in partnership with other community organizations.

Core Values

Client-Centered

Continuous Learning & Improvement

Be a Good Partner

Community

Inclusion



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Plan Overview

Santa Fe Recovery Center (the Center) understands that our success is measured by how well we partner with key stakeholders such as the State of New Mexico, county governments, hospital systems in Santa Fe, Gallup and expansion locations, and our Indian Health and Native American community partners, for it is only together that we can collectively act to improve substance use and behavioral health outcomes for individuals, families, and communities across our state and region.

As such, the Center's 2026/27 strategic plan emphasizes service accessibility expansion in two primary ways:

1. The Center's expansion of prevention & recovery services within its own organizational ecosystem; and
2. Our expanded partnerships to further broaden access to SUD-related services in an effort to improve critical outcomes across the full spectrum of systems and locations.

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6 Goals

- Make recovery accessible
- Improve client recovery outcomes
- Help end the addiction crisis across the region through service expansion, partnership, and advocacy
- Invest in systems and tools required for service expansion and increased accessibility
- Secure funding required to enact this plan

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5 Strategic Imperatives

- Data-driven decision making
- Skilled and equipped workforce
- Quality, safety, and excellence in all we do
- Effectiveness and efficiency for sustainability and impact
- Expanded services and partnerships to decrease SUD-related deaths and illnesses across the region

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4 Major Milestones

- Transition Treatment Model
- Expansion of Prevention & Recovery Services
- Integration Standards
- Alumni & Referral/Preferred Partners Networks

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3 Shared Aims

- Improve outcomes for people in treatment
- Increase access to critical SUD-related services
- Decrease the number of SUD-related deaths and illnesses



Statement of Need

The devastating effects of addiction ripple across our communities and throughout the U.S. In order for us to create improved and increased impact, it is important to frame our work in a wider context.

New Mexico has some of the most troublesome outcomes in the country. The work of the Center and our life-saving and life-changing programs has never been needed more.

Beyond the state's need for increased access to prevention, treatment, and recovery services, as evidenced by its troubling outcomes, the state faces workforce development challenges that must be addressed in order for the Center to succeed with its strategic plan.

New Mexico at a Glance



Suicide Mortality

**4th Highest
in the U.S.**



Drug Use Rate

**3rd Highest
in the U.S.**



Alcohol-related Deaths

**Highest
in the U.S.**

New Mexico Workforce



10th Lowest

State with concentration
of nurse employment



Entire State

Considered Mental
Health Shortage Area



10th Lowest

Rate of college
graduation in the U.S.



Plan Narrative



By 2027, the Center will have established a new care model that places the client at the center of care. The plan creates a care team approach to service that accompanies each client with the same core team throughout the continuum of all of the Center's services. This change represents a strategic pivot that we believe will help improve long-term recovery outcomes. Whenever possible, a therapist will continue to serve clients beyond graduation/discharge. This extension of services should increase recovery success rates.

The plan emphasizes the expansion of community-based outpatient treatment with residential services, allowing the Center to increase access and to improve service provision for people with high acuity and co-occurring disorders. Mental health service and psychiatric care expansion will enable the Center to work more directly with client families as well as be better equipped to meet the needs of individual clients.

Coupled with treatment service expansion is the plan's intention to grow and expand prevention and recovery services. Working with current and new partners to enact Evidence-Based practices within the community to prevent SUD, relapse, and death, the plan expands the Center's service scope in order to better position us as a partner with the State, county governments and key health systems to improve community-level outcomes and to work to curb the need for more deep-end treatment services.

Along with formalizing and expanding our prevention services, the plan also extends care beyond program discharge with therapy and formalizes recovery services as part of the Center's core work.

Recovery services will not only entail a formalized and robust alumni network – with CPSWs at the fore and centered within the whole of the recovery community – but will include expanded formal services for both individuals and their loved ones. The premise of expanding our recovery services is to extend care well beyond the current 30/90/180-day programs in order to better accompany and encourage more successful long-term recovery for individuals as well as their families.

Community and partnership are core themes to the plan as well because we are committed to not only improve outcomes for the people the Center directly serves, but to work collectively to improve community level outcomes. Working in collaborative coalition with service partners and other key stakeholders, the plan outlines for the Center to help improve systems and community environments in order to prevent SUD-related deaths and illness, to improve recovery services access, and to continue to advocate for de-criminalization and stigma eradication.

In sum, the plan shifts the Center's focus from a treatment-centric service approach to a more holistic model that expands residential and outpatient treatment while extending into prevention and recovery services. This shift will not only improve individual client outcomes, but will allow the Center to be a more robust partner in assisting with improvement on population/community-based outcomes.

The plan positions the Center to:

Improve individual recovery outcomes, help improve community and state outcomes, increase access to services, and extend current service offerings beyond treatment into prevention and recovery.



Goals & Framework

In light of the service needs and workforce challenges that the state and region face, the Center will build upon its strengths and core competencies — focusing on 6 key goals over the next 4 years — in order to best position ourselves as a partner of choice in addressing the state's urgent SUD prevention, treatment and recovery needs. The goals are framed within a Balanced Scorecard framework and address fundamental areas of organizational growth required to make the Center a key driver of change toward better SUD and mental-health-related outcomes in the state and region. Each lens of the Balanced Scorecard helps answer pivotal strategic questions.

Goal 1:

Make recovery accessible.

**People
Served**

Goal 2:

Improve client outcomes.

The People Served lens answers the strategic question: What is happening in the world we operate & in the lives of people served?

Goal 3:

Help end the addiction crisis in the region through service expansion, partnership, and advocacy.

**Learning
&
Growth**

The Learning & Growth lens answers the strategic question: What are the key issues we need to address?

Goal 4:

Build a highly-trained and engaged workforce.

**Operational
Excellence**

Goal 5:

Invest in systems and tools required for service expansion and increased accessibility.

The Operational Excellence lens answers the strategic question: How do these relate to performance?

Goal 6:

Secure funding required to enact this plan.

**Funding &
Fiscal
Management**

The Funding lens answers the strategic question: What should we do to increase impact?



Objectives & Outcomes

Goal #1

Make recovery accessible.

OBJECTIVE: Expand Recovery Service Access Across the Region

OUTCOMES:

1. Timely & Accessible Services
2. Increased Service Capacity
3. Culturally Proficient Services
4. Increased Depth & Breadth of Service Providers
5. Robust Alumni Network

Goal #2

Improve client outcomes.

OBJECTIVE: Reduce the Need for Deep-End Services

OUTCOMES:

1. Increased Community-Based Outpatient Recovery Services & Access
2. Broadened & Lengthened Continuum of Care
3. Community-Based Prevention Services Included with Portfolio Offering

Goal #3

Help end addiction crisis in the region through service expansion, partnership, and advocacy.

OBJECTIVE: Shift Priority Focus from Treatment to Prevention & Recovery

OUTCOMES:

1. Expanded Continuum of Care that meaningfully includes Prevention & Recovery Services
2. Evidence-Based & Promising Practices Piloted & Incorporated into Care Continuum
3. Fully Integrated Medical & Clinical Modalities with Care Continuum

OBJECTIVE: Create Recovery-Friendly Community/ies

OUTCOMES:

1. In collaboration with key partners and legislators, introduced &/or changed systems & legislation that advanced recovery across New Mexico
2. Established recovery thought leader across the region



Objectives & Outcomes

Goal #4 Build a highly-trained and engaged workforce.

OBJECTIVE: Foster an organizational culture that is supportive, diverse, and inclusive

OUTCOMES:

1. Staff retention rates out-perform sector averages
2. Training is established across the organization
3. Staff demographics reflect communities served up and down the organizational hierarchy
4. Formal career ladders within the organization exist
5. A Performance Management System exists that ties cultural values to performance

Goal #5 Invest in systems and tools required for service expansion and increased accessibility.

OBJECTIVE: Use data in new and innovative ways to guide decision-making in every corner of the Center

OUTCOMES:

1. Integrated multi-year budget system and uniform forecasting model
2. Staff are competent using data in decision-making: KPI analyses; Business Intelligence output from Performance Management System; meaningful analysis of client outcomes; data integration into performance management; an increase in efficiencies and effectiveness

Goal #6 Secure funding required to enact this plan.

OBJECTIVE: Increase Capacity to Serve

OUTCOMES:

1. Doubled Revenue
2. Optimized Payer Mix
3. Diversified Revenue Portfolio
4. Philanthropic Investment

OBJECTIVE: Shift from Fee-for-Service to Value-Based Contracting

OUTCOMES:

1. Effectively-managed shared savings programs to maximize reimbursement
2. Improved Operating Costs
3. Increased Patient Volumes
4. Effectively Enacted New MCO Relationships



Strategic Imperatives

Continuous improvement and striving toward excellence in all we do are critical components to our ability to make good on the commitments of the strategic plan.

The Goals and Objectives outlined above are only possible if the Center adequately focuses on those items that are so foundational to the plan's achievement that they serve as the basis for the planning cycle and are woven within each of the goals and all of the objectives for the coming four years.

The strategic imperatives that serve as the plan's foundation and that are interwoven throughout the plan in direct and indirect ways are:



Data

Data-driven decision making



Workforce

Skilled and equipped workforce



CQI

Quality, safety, and excellence in all we do



Effectiveness

Effectiveness and efficiency for sustainability and impact



Expansion

Expanded services and partnership to decrease SUD-related deaths and illness across the region

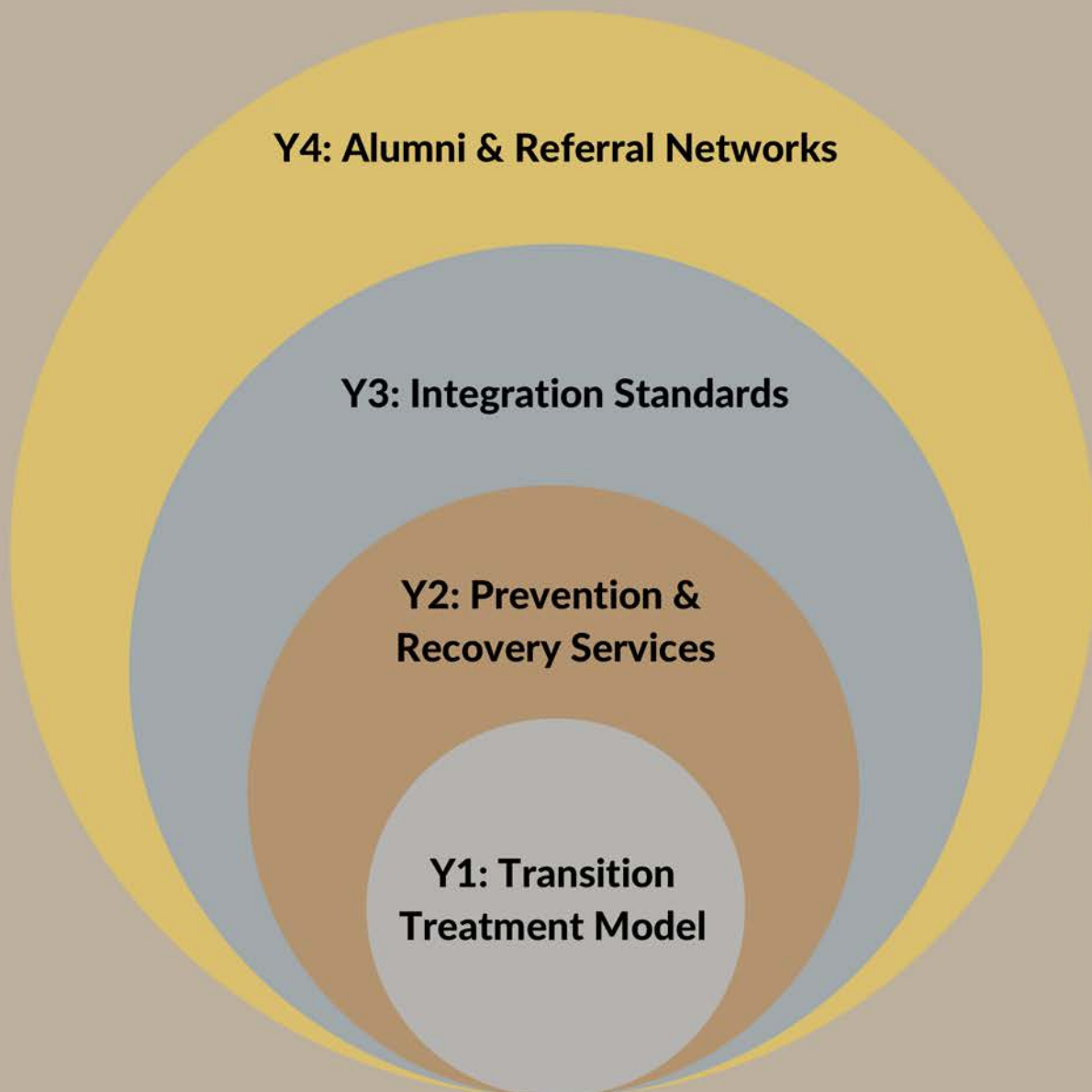


Major Milestones

Each year of the plan incorporates accomplishing a major milestone, each of which is a critical component to meeting the overall aims of the strategic plan. The major milestones create a locus of activity for each year and create a path for all staff to focus resources and energy every year of the plan.

The following areas of critical work are the major milestones for the Center's 2026/27 strategy for the next 4 years:

Major Milestones by Year





Shared Aims & Conclusion

The plan dictates that we track our contributions toward collective change. The Center is only as successful as our service partners and key stakeholders are at every level and in every corner of the state and region. It is only together that we can begin to tackle troublesome outcomes and shift environments, systems and services to create a healthier state and region free from the devastating effects of addiction.

As such, this plan positions the Center to help drive improved community-level outcomes through service expansion, deepened partnerships, and advocacy in three key areas:



Improved outcomes for people in treatment



Increased access to critical SUD-related services



Decreased number of SUD-related deaths & illness

CONCLUSION

The Recovery Center aims, in partnership with an engaged Alumni Network, preferred partners, and a whole array of cross-sector stakeholders, to see fewer and fewer people require substance use treatment services and more people in active, long-term recovery.

As such, our 2026/27 strategic plan positions us, by incorporating promising medical and therapeutic as well as evidence-based service practices into our care continuum, to help lead the region in prevention and recovery from SUD and SUD-related issues.

The plan's goals and objectives align with the NM BHSD's vision and goals as well as other key stakeholders' visions and goals. The best way for us to improve outcomes for New Mexico and beyond is to do so in partnership and collective action.




SANTA FE Recovery Center



THE PATH TO RECOVERY

**Santa Fe Recovery Center
envisions recovery for all
individuals struggling with
addictions.**



www.sfrecovery.org