

FEBRUARY 2026

ROADMAP TO IMPLEMENT STATEWIDE VETERANS COORDINATED CARE IN NEW MEXICO

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ABOUT SYRACUSE UNIVERSITY'S D'ANIELLO INSTITUTE FOR VETERANS AND MILITARY FAMILIES (IVMF)

The D'Aniello Institute for Veterans and Military Families (IVMF) delivers class-leading programs in career, vocational, and entrepreneurship training by providing service members, veterans, and military spouses with the knowledge, connections, and experience they need to navigate the transition between military life and the civilian world and workplace. We provide and share access to programs, resources, and partnerships that help transform lives and support their goals after service.

The D'Aniello Institute also consults with and advises service organizations across the country on effective ways to coordinate care that serves the needs of veterans and the military family community.

In addition, the IVMF delivers research, evaluation, policy insights, and quality-improvement results through a data-informed approach to address evolving challenges facing veterans and their families. Action-oriented and solution-focused, the IVMF empowers partners to measure, improve, and communicate the impact of veteran and military family initiatives.

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CONTRIBUTORS

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ACKNOWLEDGEMENTS

The IVMF would also like to express their gratitude to the many organizations and staff members who participated in the data collection process for this report. We recognize that their time is valuable and their work critical in the communities in which they operate. Without their support and participation, it would not have been possible for us to understand the landscape of military-connected care in New Mexico from an on-the-ground perspective. We hope this report can set the stage for continued work that benefits the military-connected population, its providers, and New Mexico as a whole.

SUGGESTED CITATION

Akol, N., Bridgewater, Z. M., DelSignore, V. R., Graham, E., & Keville, M. R. (2026). Roadmap to Implement Statewide Veterans Coordinated Care in New Mexico. D'Aniello Institute for Veterans and Military Families (IVMF), Syracuse University.

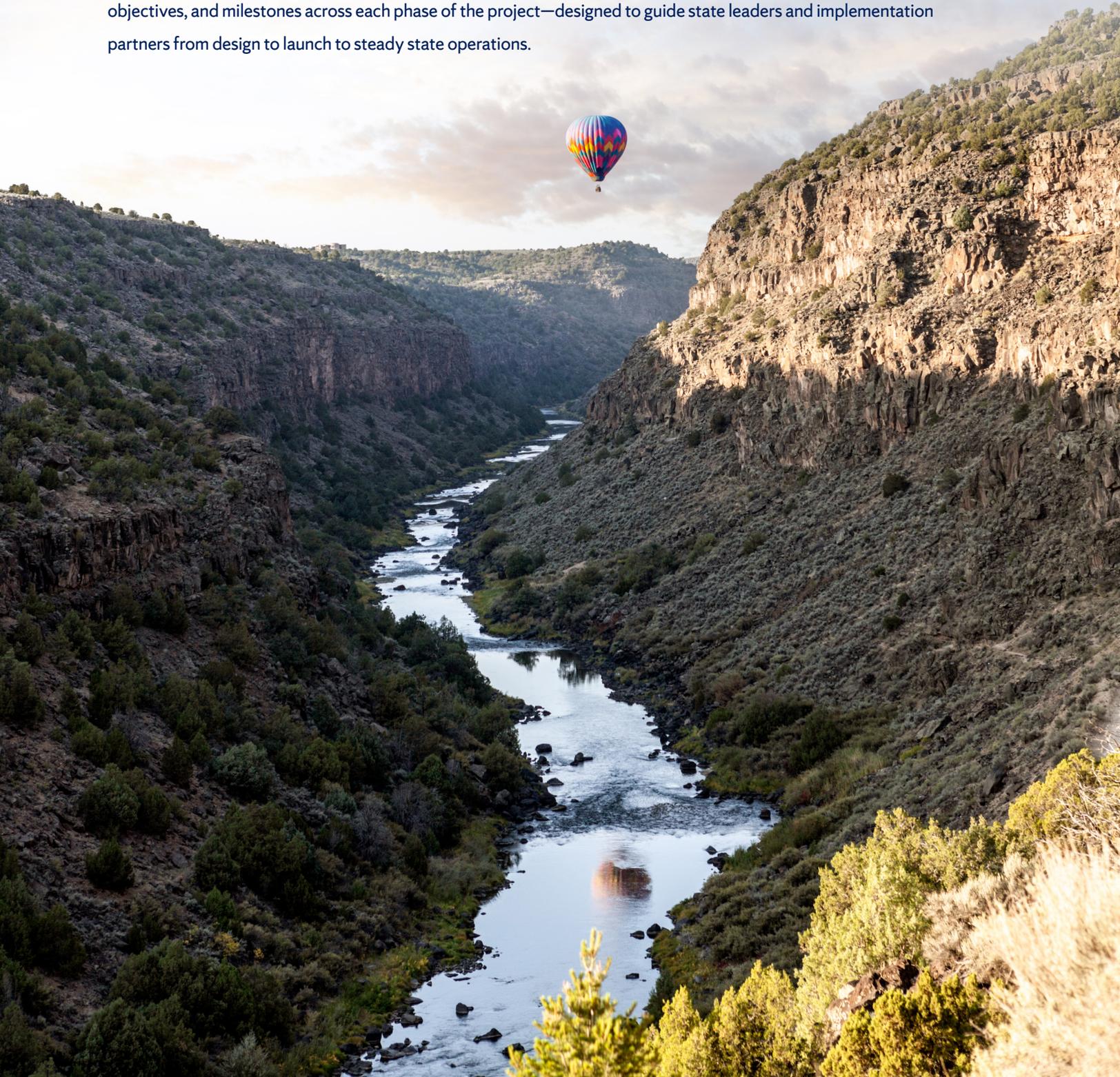
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Project Overview

The New Mexico State Legislature is interested in building a statewide coordinated care network to better connect veterans and their families to services. Starting in 2022, the D’Aniello Institute for Veterans and Military Families at Syracuse University (IVMF) has undertaken extensive engagement with community-based veteran-serving organizations and other key stakeholders statewide to inform the design of this network.

This document translates community input into an actionable roadmap for implementation. It outlines key activities, objectives, and milestones across each phase of the project—designed to guide state leaders and implementation partners from design to launch to steady state operations.



Recommended Implementation Duration

FOUR YEARS

SUMMARY TIMELINE



IMPLEMENTATION PHASE 1: NETWORK LEAD AND TECHNOLOGY SELECTION

DURATION: MONTHS 1 THROUGH 6

Phase Overview

This foundational implementation phase establishes the organizational and technological infrastructure for New Mexico's coordinated care network. The primary focus is identifying and contracting with a lead organization that will serve as the operational backbone of the network, while simultaneously selecting the closed-loop referral technology that will enable coordinated service delivery.

To support these efforts, the fiscal agent engages a technical assistance provider with expertise in coordinated care network implementation—such as the IVMF or Social Impact Network Consulting—to support the lead organization selection process and early implementation activities. The fiscal agent also engages with an independent evaluator, such as UNM's Prevention Research Center, to assist in key evaluation and framework design activities.

This phase begins with developing a request for proposals (RFP) and assembling a review committee that includes both public, private, and nonprofit partners—ensuring the selection process reflects the diverse stakeholders of which the network will be comprised. Note that members of the review committee must relinquish their ability to submit an RFP application. Following a competitive review, the selected lead organization will enter into a formal contract with the fiscal agent that will run for the duration of the pilot period. Concurrently, the fiscal agent leads a technology selection process to identify the closed-loop referral platform that will serve as the network's tool of record. IVMF recommends that network leadership consider the referral management platform selected by the New Mexico Health Care Authority (NMHCA) for the YES New Mexico initiative to ensure continuity and consistency across state systems.

By the close of this phase, the network will have secured committed leadership and core technology infrastructure, positioning it to move into active implementation.

OBJECTIVES

- Complete request for proposals (RFP) process and select lead organization
- Lead organization enters contract
- Closed-loop referral technology is selected
- Independent evaluator engaged and evaluation framework established

MILESTONES

- Technical assistance provided engaged (Month 1)
- Independent evaluator engaged (Month 2)
- Closed-loop referral technology selected as tool of record (Month 5)
- Evaluation framework established (Month 6)
- Lead organization is selected and enters contract to operate statewide network (Month 6)





KEY ACTIVITIES

| Activity | Description | Target Date(s) (project month) |
|--|--|---------------------------------------|
| Technical assistance provider engaged | Fiscal agent engages a technical assistance provider with expertise in coordinated care network implementation. | Month 1 |
| RFP drafted | Fiscal agent, with support from technical assistance provider, develops RFP for lead organization and companion scorecard. | Month 1 |
| Review committee assembled | Fiscal agent assembles RFP review committee with public and private partners. | Month 1 |
| Independent evaluator engaged | Fiscal agent engages an independent evaluator to design program evaluation framework and establish baseline measures. | Months 1-2 |
| RFP released | RFP released and socialized broadly. | Months 2-4 |
| Technology options reviewed | Fiscal agent reviews closed-loop referral technology options and develops selection recommendation. | Months 2-4 |
| Evaluation framework developed | Independent evaluator develops evaluation framework in coordination with fiscal agent and technical assistance provider. | Months 3-6 |
| Proposals reviewed and lead organization is selected | RFP responses are reviewed by the committee, scored, and a lead organization is selected. | Month 4 |
| Selection announced | Selection is socialized broadly with stakeholders. | Month 4 |
| Contract drafted and executed with lead organization | Contract is drafted by fiscal agent and executed by lead organization. | Months 4-6 |
| Technology selected | Closed-loop referral technology is formally selected as the tool of record for network activity. | Month 5 |
| Technology licensed | Technology solution is licensed by fiscal agent. | Month 6 |

IMPLEMENTATION PHASE 2: NETWORK DEVELOPMENT & REGIONAL SOFT LAUNCHES

DURATION: MONTHS 7 THROUGH 18

Phase Overview

This twelve-month phase transitions the network from design to early operations. With the lead organization under contract and technology platform selected, attention shifts to building the internal capacity and external partnerships necessary to deliver coordinated care statewide.

The phase opens with the lead organization developing a theory of change¹ and a logic model alongside key stakeholders.² This exercise documents the core justifications for the development of the network, and then articulates the network's intended short-term outcomes and long-term impacts, identifies the preconditions and resources necessary to achieve them, and maps how specific activities and interventions will drive progress. This creates a logic model that informs network operations, performance measurement, and strategic decision-making. Alongside this effort, the lead organization begins developing network standard operating procedures, service delivery standards, and other foundational documents as appropriate. Concurrently, the lead organization hires and trains full-time network staff, including regional coordinators who will manage day-to-day operations in their areas.

Leading off from the theory of change and logic modelling exercises, and together with the evaluative framework developed in Implementation Phase 1, a protocol for data collection will be developed. This includes identifying fields of interest for collection that serve operational needs and programmatic evaluation. This will also include development of metrics calculable from the data collected, that serve as ongoing pulse checks for network health and growth and support long-term evaluation of the network.

A central feature of this phase is a soft-launch period using a phased-in regional approach. The state's regions are divided into two groups: the first group begins pilot operations in month 12, with the second group following three months later. This staggered launch allows network leadership to test operations in a controlled environment, identify and address issues in real time, and refine processes before the network's formal launch. By month 18, all regional networks will be operational and engaged in pilot activities, positioning the network to transition to full implementation in month 19.

¹Center for Theory of Change. (2025). *How Does Theory of Change Work?* <https://www.theoryofchange.org/what-is-theory-of-change/how-does-theory-of-change-work/>

²W.K. Kellogg Foundation. (2004). *Logic Model Development Guide*. <https://wkkf.issuelab.org/resource/logic-model-development-guide.html>

OBJECTIVES

- Lead organization leadership conducts theory of change process in partnership with key stakeholders
- Coordinated care network hires and trains staff
- Network partners are identified and onboarded per region
- Regions are brought online through a phased-in approach

MILESTONES

- Theory of change and logic model completed, establishing shared framework for network operations and long-term planning (Month 10)
- Data collection protocol established (Month 12)
- Network staff, including regional coordinators, hired and trained (Month 12)
- First group of regions soft-launched (Month 12)
- Second group of regions soft-launched (Month 15)
- All regions soft-launched and engaged in pilot operations (Month 18)





KEY ACTIVITIES

| Activity | Description | Target Date(s) (project month) |
|---|--|---------------------------------------|
| Theory of change and logic model completed | Leadership at the lead organization conducts theory of change and logic model process alongside key stakeholders to inform network operations and long-term planning. | Months 7-10 |
| Data collection procedure developed | Protocols for collecting operational and programmatic data within the technology platform are created, including fields of interest and metrics calculable from such data. | Months 7-12 |
| Foundational network documents developed | Lead organization develops network standard operating procedures, service delivery standards, and other foundational documents. | Months 7-12 |
| Network staff hired | The lead organization hires full-time network staff, including regional coordinators. | Months 7-10 |
| Network staff trained | Network staff are trained on the closed-loop referral technology, coordinated care activities and best practices, and on data collection protocols and its importance to network function. | Months 10-12 |
| Pilot group of network partners are identified, trained, and onboarded into network | Network staff by region identify and onboard provider partners into the network. | Months 10-12 |
| First group of regions soft-launched | The first group of regions networks soft-launch and begin pilot operations for a total of six months. | Months 12-18 |
| Second group of regions soft-launched | The remaining group of regions soft-launch three months following the first group and begin pilot operations for a total of three months. | Months 15-18 |

IMPLEMENTATION PHASE 3: STEADY STATE

DURATION: MONTHS 19 THROUGH 42

Phase Overview

This two-year phase marks the network’s transition from pilot to full statewide operation. Building on lessons learned during the soft launch, all regional networks move into steady-state operations beginning at month 19.

During this phase, the network focuses on delivering coordinated care at scale while establishing rhythms for transparency and continuous improvement. The lead organization hosts public in-progress reviews twice per year, reporting on network activity, emerging trends, and outcomes data to stakeholders and the public. These reviews create regular opportunities to assess performance, celebrate successes, and identify areas for refinement—ensuring the network remains responsive to the needs of New Mexico’s veteran and military family community.

By the close of this phase, the network will have established a track record of sustained operations and demonstrated its value through consistent data collection and public accountability.

OBJECTIVES

- Network is in full operation statewide, collecting data, and providing in-progress updates to network stakeholders and the public on a regular cadence

MILESTONES

- Network achieves full statewide operation across all regions (Month 42)
- Four in-progress reviews completed, establishing a consistent cadence of public reporting and stakeholder engagement (Month 42)

KEY ACTIVITIES

| Activity | Description | Target Date(s) (project month) |
|------------------------------|--|--------------------------------|
| Steady state operations | Network is in full operation, connecting Military-connected individuals to services statewide. | Months 19-42 |
| In-progress reviews are held | Lead organization hosts public in-progress reviews twice per year to report on network activity, trends, and any other relevant information. | Months 24, 30, 36, 42 |



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IMPLEMENTATION PHASE 4: PROGRAM REVIEW & RENEWAL

DURATION: MONTHS 43 THROUGH 48

Phase Overview

This six-month phase concludes the initial project period while laying the groundwork for the network's long-term future. Steady-state operations continue throughout, ensuring uninterrupted service delivery to veterans and their families as the network undergoes formal assessment.

The lead organization partners with an independent evaluator to conduct a comprehensive program evaluation, examining network outcomes and operational effectiveness across the pilot period. Concurrently, the lead organization and fiscal agent develop a long-term sustainability plan that identifies funding streams and legislative opportunities to support continued operations. By month 46, the final evaluation report is completed and presented to the state legislature and governor's office alongside sustainability recommendations.

OBJECTIVES

- Complete comprehensive program evaluation and present findings to state leadership
- Establish long-term sustainability plan for network operations beyond the initial project period



KEY ACTIVITIES

| Activity | Description | Target Date(s) (project month) |
|--|---|--------------------------------|
| Network operations continued | Steady-state operations continue during this phase. | Months 43-48 |
| Program evaluation | Lead organization partners with independent evaluator to assess network outcomes and operational effectiveness. | Months 43-46 |
| Sustainability planning | Lead organization and fiscal agent develop long-term sustainability plan, identifying funding streams through legislative opportunities for continued operations. | Months 43-46 |
| Legislative and executive briefings | Evaluation findings and sustainability recommendation are formally presented to the state legislature and governor's office by fiscal agent and lead entity. | Month 47 |
| Sustainability actions implemented (if applicable) | Assuming network success at the end of the pilot period, relevant measures are taken to ensure long-term sustainability of network; including uninterrupted operations of the network beginning in month 49 and onward. | Months 47-48 |

MILESTONES

- Independent program evaluation completed (Month 46)
- Evaluation findings and sustainability recommendations presented to state legislature and governor's office (Month 47)
- Sustainability measures implemented to ensure continuity of network operations (Month 48)

Scan QR code to go to the project website or visit:

<https://ivmf.syracuse.edu/new-mexico-veteran-services/>



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