



HEALTH CARE
AUTHORITY



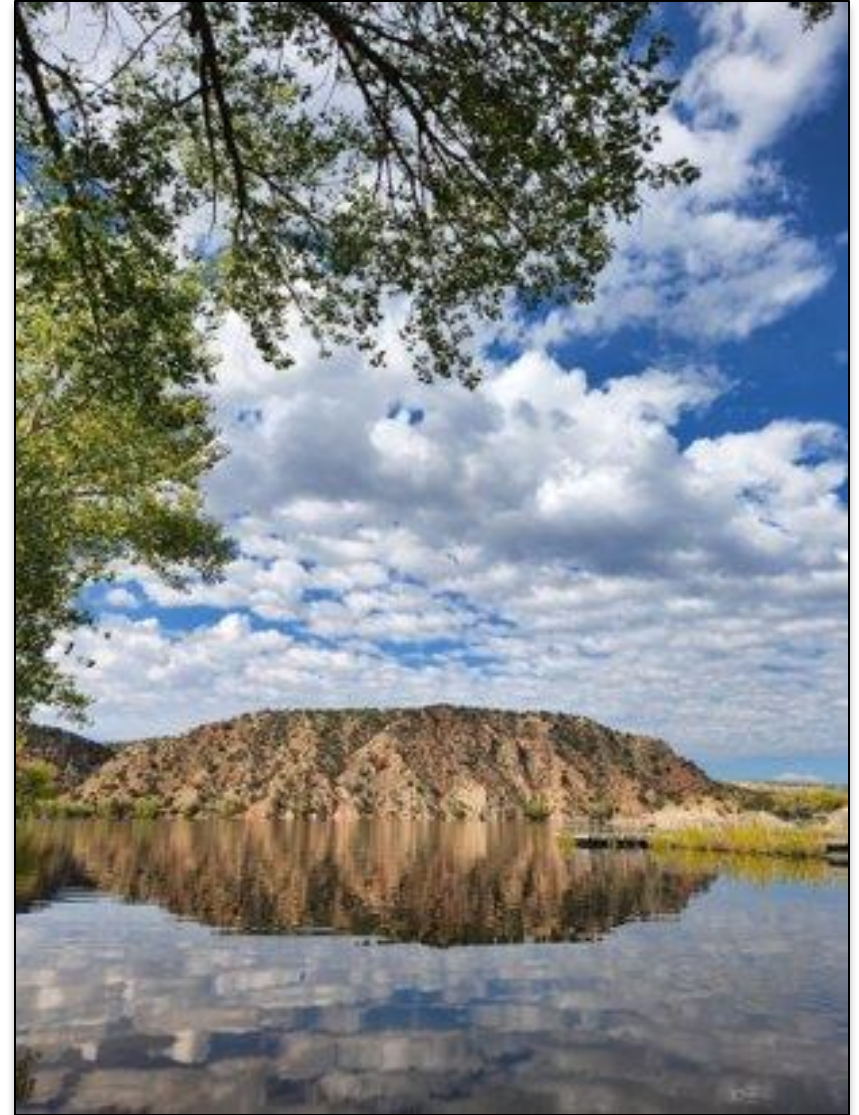
RURAL HEALTH CARE DELIVERY FUND
WRITING A STRONG BUDGET AND WORKPLAN
JULY 07, 2025, 4:00-5:00PM
INVESTING FOR TOMORROW, DELIVERING TODAY.

BEFORE WE START...

2

On behalf of all colleagues at the Health Care Authority, we humbly acknowledge we are on the unceded ancestral lands of the original peoples of the Pueblo, Apache, and Diné past, present, and future.

With gratitude we pay our respects to the land, the people and the communities that contribute to what today is known as the State of New Mexico.



*A cloudy morning looking over Santa Cruz Lake.
Photo taken by HCA employee Jessica Gomez*



HEALTH CARE
AUTHORITY

Investing for tomorrow, delivering today.



HEALTH CARE
AUTHORITY

MISSION

We ensure New Mexicans attain their highest level of health by providing whole-person, cost-effective, accessible, and high-quality health care and safety-net services.

VISION

Every New Mexican has access to affordable health care coverage through a coordinated and seamless health care system.

GOALS



LEVERAGE purchasing power and partnerships to create innovative policies and models of comprehensive health care coverage that improve the health and well-being of New Mexicans and the workforce.



BUILD the best team in state government by supporting employees' continuous growth and wellness.



ACHIEVE health equity by addressing poverty, discrimination, and lack of resources, building a New Mexico where everyone thrives.



IMPLEMENT innovative technology and data-driven decision-making to provide unparalleled, convenient access to services and information.

RHCDF TEAM MEMBERS

ELISA WREDE
Strategic Planning Director



KORI NOVAK, PHD, MBA
Partnerships Manager



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Financial Analyst



MELINDA COBB, MPH
Operations Manager



HALA REEDER
Strategic Data Analyst



HUGO IRIBARREN
Financial Analyst



SHELBY DANILOWICZ
Project Coordinator



Alex Willey
Staff Manager



To contact the RHCDF Team email: hca-rhcdf@hca.nm.gov



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AGENDA

Time	Agenda Item	Facilitator(s)	Desired Outcome
4:00	Welcome & Overview	Elisa	
4:05	Budgeting Basics and Building a Strong Budget	Kori	Participants will learn how to put together a budget and supports the service expansion
4:15	Revenue Considerations	Kori	Participants will learn how to project revenue for accurate budgeting
4:35	How to write a Strong Workplan	Kori/ Hala	Participants will learn how to write a workplan that reflects the SOW and aligns with their budget
4:45	Q&A	Team	
4:55	Adjourn		



TIMELINE & DEADLINES

Action	Responsible Party	Deadline
Issue RFA – This RFA is issued by HCA.	HCA	July 1, 2025
Online Application Open – Additional Information available in Section 7 of RFA.	HCA	July 1, 2025
Technical Assistance Webinar: Overview and Application Guidance – Recording will be available at https://www.hca.nm.gov/primary-care-council/ .	HCA	July 2, 2025
Technical Assistance Webinar: Building a Strong Budget and Workplan – Register Here. Recording will be available at https://www.hca.nm.gov/primary-care-council/ .	HCA	July 7, 2025
Deadline to Apply (All applicants)	HCA	August 15, 2025
Application Review Period – Additional Information available in of RFA.	HCA	August 15 – September 30 2025
Final Approval and Notification of Award (All applicants)	HCA	October 1 - Oct 31 2025
Contracting – Contract will be finalized. If mutually agreeable terms cannot be reached with the awarded applicant in the time specified, HCA reserves the right to withdraw funding.	Awarded Applicant & HCA	Nov 1 – Dec 31 2025
Funding Start Date	Awarded Applicant	January 1, 2026



RCHDF BUDGET REQUIREMENTS

- The Fund is **designed to defray operating losses and start-up costs** incurred by rural health care providers and facilities to provide new or expanded health care services.
- Applicants **must fill out the form provided in the application** and provide a complete detailed budget breakdown and justification using the Submittable Application Portal.
- *All items in your budget must be allowable costs.*
- *All proposed services must be PERFORMED in an approved rural county.*
- **Allowable Costs** may include:
 - Planning, development, and operation of rural health care services, such as legal and accounting fees; costs for leasing equipment, property, renovations, or facilities; equipment depreciation; and expenses related to recruitment, retention, and staffing.
- **Prohibited Costs and Limitations:**
 - Existing services that are not experiencing operating losses.
 - *Construction or purchase of land or buildings is prohibited.*

For more details on Allowable and Prohibited Costs and Limitations, see section 4.2 in the [RFA](#)



GRANT BUDGET VS REGULAR BUDGET

Aspect	Grant Budget	Regular
Purpose	Developed specifically to support a grant-funded project; aligns with the grantor's objectives and requirements.	Provides a financial plan for the overall operations of an organization or department.
Funding Source	Based on external funding from a specific grantor (e.g., government, foundation).	Draws from internal revenue, donations, or diverse income sources.
Structure	Must adhere to strict guidelines, required formats, and predefined line items set by the grantor.	Flexibly structured according to organizational goals and financial practices.
Restrictions	Highly regulated; funds must be used according to the grantor's rules for allowable and unallowable costs.	More adaptable; permits discretionary spending aligned with strategic priorities.
Reporting	Requires detailed tracking, justification, and regular reporting to the funder.	Primarily used for internal planning; may not require external reporting.
Flexibility	Fixed once approved; adjustments often require formal approval from the grantor.	Considered a "living document" that can be revised based on actual income and expenses.
Timeframe	Typically aligned with the grant term (e.g., 12–36 months).	Usually follows the organization's fiscal or calendar year.

This table can be found [here](#) or via the link on p.19 in the [RFA](#)



BUILDING A STRONG BUDGET - GETTING STARTED

Considerations

- Read the entire RFA
- Review the required budgeting template
- Before you build your budget, outline the scope of the project and identify:
 - Goals
 - Objectives
 - Milestones
- While developing the outline, ask:
 - Are these objectives **actionable**?
 - Are they **specific**?
 - Can they be closely tracked and **quantified**?

[Budget Template and Example Budget](#), also found on p.22 in the [RFA](#)



REVENUE

- Understand your patient population
- Know when contracting dates are with MCOs
- Revenue is key to sustainability of your proposal
- **Other Revenue:** Include other secured funding sources, such as grants or philanthropic contributions committed to the project.
- **Recognized revenue:** Operating revenue, including revenue directly related to the rendering of patient care services and revenue from non-patient care services to patients and persons other than patients; the value of donated commodities; supplemental payments; distributions from the safety net care pool fund; and distributions of federal funds.
- **Service Revenue:** Estimate the revenue your new service line or expansion is expected to generate. While this is a projection, it should be informed and realistic. If no revenue is expected initially (e.g., new organization), that is acceptable—just note it clearly. Consider timelines for hiring and recruitment, licensure, payer enrollment, and claim processing delays.



BUILDING A STRONG BUDGET – LINE-ITEM GUIDANCE

Example:

DESCRIPTION	JUSTIFICATION - Required (Specify how funds will be spent, identify the relevant Goal & Activity in your Workplan)	YEAR 1 BUDGET ESTIMATES *6 months (Jan 2026 - June 2026)	YEAR 2 BUDGET ESTIMATES (July 2026 - June 2027)	YEAR 3 BUDGET ESTIMATES (July 2027 - June 2028)
Facilities - Office Space				
Facilities - Utilities				
Facilities - Furniture				
Facilities - Equipment				
Facilities - Facilities Upgrade (electric, plumbing & addition)				
Facilities - Repairs and Maintenance				
Facilities - Other (write-in)				
IT - Software				
IT - Hardware				

- All expenses listed...
 - Are allowable and adhere to the required budget categories
 - Refer to project goals and are linked to achieving key project milestones
 - Detail a clear justification on how the funds will be spent



BUILDING A STRONG WORKPLAN – BASICS

- Be intentional! This will be the road map that your organization and the State will follow should your project be awarded
- Completely fill it in
- Include Job Description for all staff positions
- List credentials
- MUST match proposed budget
- Can be adjusted post award with approval in writing from Partnership Manager



BUILDING A STRONG WORK PLAN

Goals

- Must be **actionable** and
- **quantifiable**
- *Example: Reduce patient cancellation rates by 10% in Y1*

Activities

- Tasks that support achieving goals of project
- Do not need to list every single step

Responsible Parties

- List full names for responsible parties, not job titles (key for developing contract if awarded)
- Tool for encouraging accountability
- Names can be updated if staffing changes occur



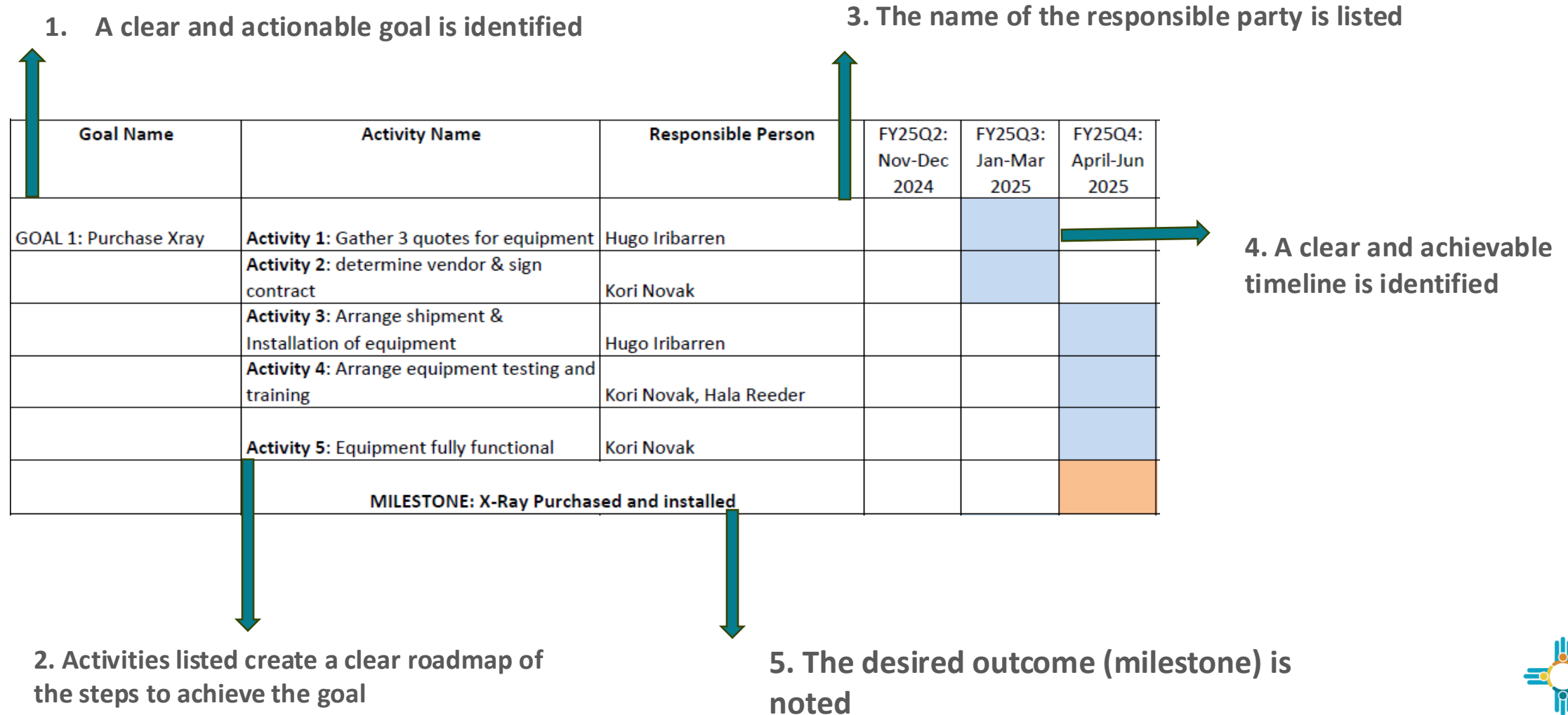
BUILDING A STRONG WORKPLAN – FILLING IT OUT

Goal Name	Activity Name	Responsible Person	FY25Q2: Nov-Dec 2024	FY25Q3: Jan-Mar 2025	FY25Q4: April-Jun 2025	FY26Q1: July-Sept 2025	FY26Q2: Oct-Dec 2025	FY26Q3: Jan-Mar 2026	FY26Q4: April-Jun 2026	FY27Q1: July-Sept 2026	FY27Q2: Oct-Dec 2026	FY27Q3: Jan- Mar2027	FY27Q4: April-Jun 2027
GOAL 1: Purchase Xray	Activity 1: Gather 3 quotes for equipment	Hugo Iribarren											
	Activity 2: determine vendor & sign contract	Kori Novak											
	Activity 3: Arrange shipment & Installation of equipment	Hugo Iribarren											
	Activity 4: Arrange equipment testing and training	Kori Novak, Hala Reeder											
	Activity 5: Equipment fully functional	Kori Novak											
	MILESTONE: X-Ray Purchased and installed												
GOAL 2: Purchase furniture	Activity 1: Determine furniture needs and specs	Hugo Iribarren											
	Activity 2: Gather quotes	Hugo Iribarren											
	Activity 3: Choose and order furniture	Kori Novak, Hala Reeder											
	Activity 4: Arrange for shipment	Hugo Iribarren											
	Activity 5: Installation	Hugo Iribarren											
	MILESTONE: Furniture purchased and installed into location												

[Work Plan Template and Example Work Plan](#), also found on p.13 in the [RFA](#)



BUILDING A STRONG WORKPLAN – CLOSER LOOK



WHAT MAKES THIS A GOOD EXAMPLE?

- ✓ **Ensures Feasibility and Realism:** Details the activities, timelines, and deliverables.
- ✓ **Promotes Accountability:** Demonstrates transparency and accountability by showing a clear connection between funding and specific actions, milestones or goals.
- ✓ **Supports Performance Monitoring:** Tracks progress and assesses whether the project is on time, within scope, and on budget.
- ✓ **Prevents Overspending or Underspending:** Aligned with the budget helps to allocate resources appropriately across all tasks.
- ✓ **Enhances Strategic Planning:** The project team has considered how to use limited resources to achieve the greatest community impact



Q&A

IF YOUR QUESTION WAS NOT ADDRESSED IN TODAY'S PRESENTATION, OR IF OTHER QUESTIONS ARISE WHILE YOU'RE COMPLETING YOUR APPLICATION, EMAIL:

HCA-RHCDF@HCA.NM.GOV

QUESTIONS PERTAINING TO SOVEREIGN NATIONS SHOULD BE DIRECTED TO KORI NOVAK

KORI.NOVAK@HCA.NM.GOV

BUDGET – STEP BY STEP

(1) Click the link to open the Budget Template

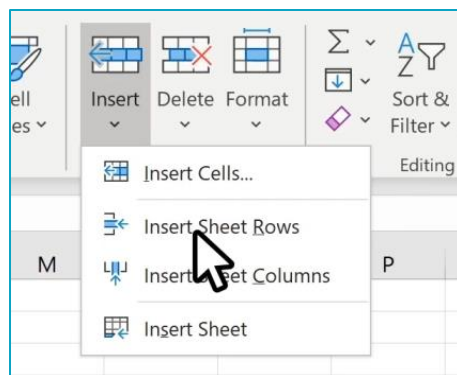
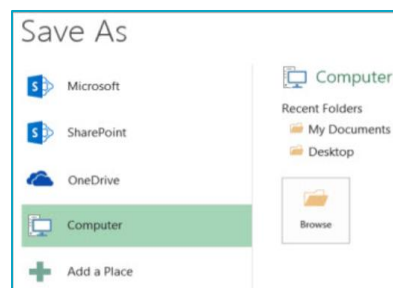
<https://www.hca.nm.gov/wp-content/uploads/Budget-Template-FY26-28-1.xlsx>

(2) Download/Save to Your Computer

(3) Estimate expected project expenses

- Add rows for each staff member.
- Add rows as needed for additional line items.

Right click the Excel sheet and click "Insert" or go to the Home Tab to add rows to your Excel Sheet.



PROJECT EXPENSES

- Justify each line item clearly and tie it directly to your Workplan goals.
- Include reasonable and scalable estimates that align with the project scope.
- Remember to plan for ongoing costs like staffing and tech subscriptions.
- Show how investments in space, staff, and equipment directly expand access or improve outcomes.
- Adjust for inflation in future years when budgeting multi-year salaries or leases.



BUDGET – STEP BY STEP

**See a full example of a Detailed Project Budget in the RFA.*

(4) Describe each line-item clearly

Clearly specify how funds will be spent.

DESCRIPTION	JUSTIFICATION - Required (Specify how funds will be spent, identify the relevant Goal & Activity in your Workplan)	YEAR 1 BUDGET ESTIMATES *6 months (Jan 2026 - June 2026)	YEAR 2 BUDGET ESTIMATES (July 2026 - June 2027)	YEAR 3 BUDGET ESTIMATES (July 2027 - June 2028)
Facilities - Office Space	We will rennovate 600 sq/ft of current office space, our rent is \$10,000 monthly, but this expansion project utilizes about 20% of our space. Therefore, rent cost is expected to be \$2,000/mo.	\$ 12,000.00	\$ 24,000.00	\$ 24,960.00

(5) Ensure Timeline Alignment

Year 1 funding is ONLY from Jan-June (5 months). Please note, the State Fiscal Year does NOT match the Calendar Year. Make sure your budget allocation is appropriate given the shorted timeframe.

DESCRIPTION	JUSTIFICATION - Required (Specify how funds will be spent, identify the relevant Goal & Activity in your Workplan)	YEAR 1 BUDGET ESTIMATES *6 months (Jan 2026 - June 2026)	YEAR 2 BUDGET ESTIMATES (July 2026 - June 2027)	YEAR 3 BUDGET ESTIMATES (July 2027 - June 2028)
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BUDGET – STEP BY STEP

(6) Check eligibility and total funding amount

Your funding amount and year by year eligibility is auto-calculated in Blue at the bottom of the budget form, please review and ensure this reflects your intended request.

TOTAL EXPENSES		\$ 96,250.00	\$ 298,700.00	\$ 296,760.00
TOTAL REVENUE		\$ -	\$ 45,000.00	\$ 100,000.00
TOTAL OPERATIONAL LOSES		\$ (96,250.00)	\$ (253,700.00)	\$ (196,760.00)
ELIGIBLE FUNDING YEARS		Year 1 Eligible for Funding	Year 2 Eligible for Funding	Year 3 Eligible for Funding
AMOUNT OF ELIGIBLE FUNDING BY YEAR		\$ 96,250.00	\$ 253,700.00	\$ 196,760.00
TOTAL ELIGIBLE FUNDING		\$ 546,710.00		

If you are experiencing difficulties and the automated sum is not capturing your request. Please reach out to us directly for technical support.

