



Joe Lombardo
Governor

NEVADA HEALTH AUTHORITY
PUBLIC EMPLOYEES' BENEFITS PROGRAM

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Stacie Weeks
Director

Theresa Carsten
Executive Officer

AGENDA ITEM

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Action Item

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Information Only

Date: December 12, 2025

Item Number: 17

Title: Strategic Planning Discussion

SUMMARY

The board and Chair Wells received a memo from the Nevada Health Authority Director, Stacie Weeks, addressing the three-year department strategic plan goals. The memo is found on page 2 of this document for consumption.

Chair Wells has previously suggested that the January board meeting be utilized to update the PEBP strategic plan. I believe the current strategic plan is outdated and requires revisions and I support the board bringing our strategic plan current in alignment with the goals and objectives outlined by Director Weeks. Of note, if the PEBP strategic plan does not align with the department level strategic plan upon its completion, revisions will be required at that time.

At the time of the development of this document Director Weeks hopes to be available for questions and discussion, but if her schedule does not permit her attendance, then I am happy to communicate any questions or concerns from the board and provide updated information at the January board meeting.



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Stacie Weeks, Director

To: Jim Wells, PEBP Board Chair
 Members of PEBP Board

From: Stacie Weeks, Director, NVHA *Stacie Weeks*

Date: November 27, 2025

Re: NVHA Strategic Priorities & Alignment Opportunities with PEBP

Governor Joe Lombardo and state policymakers established the Nevada Health Authority (NVHA) to unify state health agencies, reduce health care costs for Nevadans, and improve the quality and access to care. Its creation was driven by the goal of increasing the state's buying power, streamlining services, and making health care more affordable and accessible by bringing programs like Medicaid, Public Employees' Benefits Program, and the State's health exchange under one umbrella.

To realize this vision and mission, the NVHA Executive Leadership Team (ELT), which includes the PEBP Executive Officer, settled on four main goals to guide the work of the new department as a whole. NVHA ELT also identified several strategic priorities in support of these goals that would serve as the foundation for a 3-year Strategic Business Plan. This plan and the needed activities for achieving each strategic priority are currently under development at NVHA. The goal is for a public release of this plan in February or March of 2026.

In support of the PEBP Board's efforts surrounding priority setting, I am pleased to offer the focus areas of these strategic priorities prior to the public release. Per state law and the legislative intent behind the establishment of NVHA, we seek to align efforts with those of the PEBP Board, including strategic priorities to the extent feasible, so we can best maximize our impact across programs and harness shared resources and expertise in support of our shared goals for the PEBP program.

Each strategic priority is organized below by the goal it is intended to support. Some priorities are more pertinent or specific to the needs of PEBP and are noted as such below.

A. Goal: Improving the state's performance on key health indicators.

1. Strategic Priority Focus Areas
 - a. Healthier Pregnancies & Births for Members
 - b. Behavioral Health System Transformation
 - c. Chronic Disease Prevention & Management*
 - d. Population Health Management*

- e. More Affordable Coverage Options*

B. Increasing the financial sustainability of all NVHA coverage programs.

- 1. Strategic Priority Focus Areas
 - a. Smarter Purchasing & Contracting*
 - b. Market Reform Options*
 - c. Controls for Program Cost Drivers*
 - d. Stronger Program Integrity Efforts (Provider Fraud, Waste, & Abuse)*
 - e. Better Government & Administrative Efficiency*

C. Expanding the capacity of the health care workforce to meet needs of Nevadans.

- 1. Graduate Medical Education (GME) Residency Expansion
- 2. Rural Health Care Investments
- 3. Attractive Healthcare Ecosystem for Providers (includes network provider incentives) *

D. Driving better value, coordination, and innovation in Nevada's health system.

- 1. Multi-Market Value-Based Payment Alignment for Providers*
- 2. Consumer/Member Engagement in Health & Wellness*
- 3. Data-Driven Decisions for Programs*
- 4. Community & Provider Engagement *

** The focus areas are more likely to involve specific strategies for PEBP with the goal of improving coverage options and program operations.*

Over the coming months, NVHA will further develop the objectives for each of these strategic priorities with staff and teams with the goal of hosting a public workshop in January for stakeholder and community engagement. As always, NVHA welcomes any and all feedback and requested specific activities that the PEBP Board would like to have added or considered for the NVHA 3-Year Strategic Plan.

Additionally, in early 2026, the NVHA will be contracting with a set of actuaries and firms for modeling several options for market and purchasing strategies or reforms across its coverage programs as provided under state law. The goals of these efforts are to identify the changes needed to improve health outcomes, achieve more financially stable programs, and support better value and innovation across NVHA coverage programs. NVHA ELT looks forward to sharing the results of these activities next summer with the PEBP Board and other stakeholders.

If you have any questions or need more information, please do not hesitate to reach out.