



STRATEGIC PLAN

2020 – 2025

VISION

Every South Dakotan Healthy and Strong

MISSION

Working together to promote, protect, and improve health

GUIDING PRINCIPLES

Serve with integrity, respect, and compassion

Focus on evidence-based prevention and outcomes

Support data-driven innovation

Achieve health equity in all communities

Demonstrate proactive leadership and strengthen partnerships

Exhibit transparency and accountability



GOAL 1

Enhance the accessibility, quality, and effective use of health resources.

OBJECTIVES AND ACTIVITIES

1. Increase screening for depression

- a. Implement and evaluate evidence-based behavioral health screening tool and referral pathway throughout Child and Family Services and Disease Prevention Services offices.

PERFORMANCE INDICATORS

- ✓ Establish baseline to determine number of behavioral health screenings offered in Child and Family Services offices to pregnant and post-partum women. (*Office of Child & Family Services*)
- ✓ Increase the number of Disease Prevention Services offices implementing the behavioral health screening tool from 0 to 7 by 2023. (*Office of Disease Prevention & Health Promotion*)

2. Increase testing for high blood sugar or diabetes

- a. Develop South Dakota-specific diabetes prevention program resources with distribution to primary care providers, diabetes educators, and tribal partners to encourage screening and referral to evidence-based lifestyle change programs.

PERFORMANCE INDICATORS

- ✓ Increase the percent of those adults without diabetes who have had a test for blood sugar or diabetes within the past 3 years from 51.4% in 2018 to 59% by 2025. (*BRFSS*)

3. Increase statewide access to public health services

- a. Implement telehealth services in 75 community health offices.
- b. Utilize two mobile health units to bring department services to communities without a local DOH office.

PERFORMANCE INDICATORS

- ✓ Increase statewide access to telehealth or mobile services department-wide by 25% by 2025 (baseline to be determined) (*Office of Child & Family Services/ Office of Disease Prevention & Health Promotion*)

4. Ensure statewide access to emergency medical services in South Dakota

- a. Implement telehealth services in ambulance services throughout the state.
- b. Distribute vital sign monitor/external cardiac defibrillator devices to ambulance services in the state.
- c. Conduct a study of EMS systems and provide recommendations for sustainability grants.

PERFORMANCE INDICATORS

- ✓ Increase access to telehealth for EMS agencies from 0 to 20 agencies by 2025 (*EMS Office*)
- ✓ Increase the number of updated vital sign monitor/ external cardiac defibrillator devices distributed from 0 in 2022 to 345 by 2025. (*EMS Office*)



GOAL 2

Provide services to improve public health.

OBJECTIVES AND ACTIVITIES

1. Reduce high school tobacco use

- a. Increase the number of youth and young adults who are accessing Quitline services and remain tobacco-free after 6 months.
- b. Implement an Anti-Vaping Campaign.

PERFORMANCE INDICATORS

- ✓ Reduce high school tobacco use (cigarettes, cigars, smokeless, and electronic) from 30.3% in 2015 to 20% by 2025. (*YRBS*)
- ✓ Decrease the percent of youth grades 6-8 who have ever used tobacco from 22.3% in 2019 to 18% by 2025. (*Youth Tobacco Survey*)

2. Reduce infant mortality

- a. Implement Bright Start expansion including selecting services providers and launching awareness campaign.
- b. Increase the number of birthing hospitals in South Dakota that are safe sleep certified.
- c. Decrease the number of infants with congenital syphilis born to untreated pregnant women.

PERFORMANCE INDICATORS

- ✓ Reduce infant mortality from 6.3 infant deaths per 1,000 live births (2014-2018) to 5.8 per 1,000 (2020-2025). (*Vital Records*)
- ✓ Increase the number of families served by Bright Start from 602 in FY21 to 1,150 by 2025. (*Bright Start Program*)

- ✓ Increase the percent of infants placed to sleep on a separate approved sleep surface from 40.8% in 2018 to 45.8% by 2025. (*Pregnancy Risk Assessment Monitoring System*)

3. Reduce the percentage of WIC participants aged 2 through 4 with obesity

- a. Increase the number of birthing hospitals in South Dakota that are breastfeeding-friendly certified.
- b. Maintain targeted educational campaign to increase consumption of fruits and vegetables among WIC participants.

PERFORMANCE INDICATORS:

- ✓ Reduce the percent of WIC participants aged 2 through 4 with obesity from 15.6% in 2019 to 14.0% by 2025. (*SD WIC-IT*)
- ✓ Increase consumption of fruits and vegetables among WIC participants from 62% in 2020 to 75% by 2025. (*SD WIC-IT*)

4. Reduce the percentage of school-aged children who are obese

- a. Provide prevention education to schools utilizing local Office of Child & Family Services staff.
- b. Partner with SDSU Extension on nutrition awareness to specific grades in K-12 school.

PERFORMANCE INDICATORS

- ✓ Reduce the percent of school-aged children who are obese from 16.4% during the 2018-2019 school year to 14.5% by the 2024-2025 school year. (*School Height and Weight Survey*)

5. Increase vaccination rates

- a. Partner with providers, health care associations, community organizations, and tribal entities to improve rates of childhood vaccination for MMR at age 24 months.
- b. Partner with providers, healthcare associations, community organizations, and tribal entities to improve rates of influenza vaccination among

individuals aged 6 months and older, including a focus on individuals aged 65 and older.

PERFORMANCE INDICATORS

- ✓ Increase routine childhood vaccination for MMR at 24 months from 94.1% in 2020 to 97% by 2025 (*CDC ChildVaxView*)
- ✓ Increase influenza vaccination:
 - o Among individuals aged 6 months and older from 54.3% during 2018-2019 flu season to 60% by the 2024-2025 flu season (*CDC FluVaxView*)
 - o Among individual aged 65 and older from 67.1% during the 2018-2019 flu season to 70% by the 2024-2025 flu season (*CDC FluVaxView*)



GOAL 3

Plan, prepare, and respond to public health threats.

OBJECTIVES AND ACTIVITIES

1. Exercise emergency operation plan

- a. Prepare for potential public health threats through exercise of the Department of Health Emergency Operation Plan.
- b. Complete and disseminate lessons learned synopsis of COVID-19 after action reviews.

PERFORMANCE INDICATORS

- ✓ Conduct or participate in three Department of Health Emergency Operation Plan exercises by 2025.

2. Develop and test statewide emergency capability plans

- a. Complete, and test through exercise, plans addressing pediatric, burns, infectious disease, chemical, and radiological public health emergencies.

PERFORMANCE INDICATORS

- ✓ 100% of emergency capability plans are complete and tested by 2025.

3. Increase training on emergency response plans

- a. Develop Emergency Operations Plan training utilizing the TRAIN platform for identified Department of Health staff.

PERFORMANCE INDICATORS

- ✓ 100% of identified DOH staff complete Emergency Operations Plan training.

4. Complete and operationalize IT strategic plan and roadmap

- a. Implement electronic case reporting for all reportable disease conditions.
- b. Complete implementation of new immunization information system.
- c. Complete implementation of new electronic inventory management system.
- d. Improve access to and awareness of data available on the Department of Health website.

PERFORMANCE INDICATOR

- ✓ 100% of updates to identified systems operational by 2025.



GOAL 4

Maximize partnerships to address underlying factors that determine overall health.

OBJECTIVES AND ACTIVITIES

1. Reduce suicide attempts

- a. Promote resources on the South Dakota Suicide Prevention website.
- b. Identify hard-to reach populations and gaps in training and education related to suicide prevention.
- c. Utilize *Data To Action* to engage communities in suicide prevention efforts at the local level.

PERFORMANCE INDICATORS

- ✓ Reduce suicide attempts with severe injury resulting in hospitalizations from 100.1 per 100,000 in 2014-2018 to 90.1 per 100,000 by 2025. (*SDAHO hospital discharge data*)
- ✓ Reduce the rate of suicide deaths from 19.3 per 100,000 in 2014-2018 to 18.0 per 100,000 by 2025. (*Vital Records*)

2. Reduce rate unintentional or accidental drug overdoses

- a. Fully implement the *Communities That Care* comprehensive prevention model in 3 current communities and expand to an additional 8 communities.
- b. Partner with communities and tribal organizations to implement Community Response Planning, resource dissemination, increase submissions to overdose database, and increase data exchange with law enforcement.

PERFORMANCE INDICATORS

- ✓ Reduce the rate of accidental or unintentional drug overdoses from 5.5 per 100,000 in 2014-2018 to 5.0 per 100,000 by 2025 (*SDAHO Discharge Data*)

3. **Decrease mortality rate from motor vehicle collisions**
 - a. Partner with the Department of Public Safety to collect and analyze motor vehicle/ATV accident data
 - b. Develop and disseminate a motor vehicle/ATV accident data report to bring awareness and identify prevention programming opportunities

PERFORMANCE INDICATORS

- ✓ Decrease the mortality rate from motor vehicle accidents in children and adolescents under the age of 18 from 7.3 per 100,000 in 2014-2018 to 6.9 per 100,000 by 2025 (*Vital Records*)
- ✓ Decrease the mortality rate of motor vehicle accidents from 16.5 per 100,000 to 15.0 per 1000,000 by 2025. (*Vital Records*)

4. **Reduce hospitalizations due falls in individuals age 65 and older**

- a. Expand evidence-based fall prevention interventions through *Walk with Ease* and *Fit & Strong*

- b. Train additional *Walk with Ease* program leaders and *Fit & Strong* trainers.

PERFORMANCE INDICATORS

- ✓ Reduce the rate of hospitalizations due to falls in individuals age 65 and older from 1,628.8 per 100,000 in 2014-2018 to 1,547.4 per 100,000 by 2025. (*SDAHO hospital discharge data*)

5. **Decrease rates of sexually transmitted infections**

- a. Partner with health care providers, health care facilities, tribal entities, local jails, homeless shelters, and local CFS offices to perform enhanced syphilis screening of at risk populations.
- b. Refresh Got It Covered campaign to increase awareness and education around sexually transmitted infections.

PERFORMANCE INDICATORS

- ✓ Reduce rate of early syphilis from 59.6 per 100,000 to 29.8 per 100,000 by 2025. (*Office of Disease Prevention & Health Promotion*)



GOAL 5

Strengthen and support a qualified workforce.

OBJECTIVES AND ACTIVITIES

1. **Increase training opportunities for Department of Health employees**

- a. Utilize centralized training platform TRAIN SD to bring public health-related training opportunities to DOH employees.
- b. Provide three trainings on the TRAIN SD platform to address key competency gaps identified in the workforce development plan.
- c. Implement new employee onboarding module through TRAIN SD platform.
- d. Include career information and training opportunities as part of the DOH website redesign.

PERFORMANCE INDICATORS

- ✓ Increase the percent of Department of Health employees utilizing train from 27% in 2022 to 80% by 2025. (baseline to be determined). (*TRAIN*)
- ✓ Increase the percent of Department of Health employees completing training on at least three department competencies to 80% by 2025. (*TRAIN*)
- ✓ Increase the percent of new Department of Health employees who complete the employee onboarding training to 100% by 2025. (*TRAIN*)

2. **Increase Community Health Worker core competency training opportunities**

- a. Assist interested entities with establishing a Community Health Worker program.

PERFORMANCE INDICATOR

- ✓ Increase the number of academic and other institutions offering Community Health Worker Core Competency Training from 1 to 4 by 2025. (*Office of Disease Prevention & Health Promotion*)
- ✓ Increase the number of community health workers from 168 in 2022 to 400 by 2025. (*Office of Disease Prevention & Health Promotion*)

3. **Increase Department of Health employee engagement**

- a. Develop a core workgroup of diverse DOH staff to address quality/performance improvement.
- b. Conduct a minimum of one Pulse survey within each Department of Health division and share data with quality/performance improvement workgroup.
- c. Collect information from division teams to identify the needs for the new DOH building complex.

PERFORMANCE INDICATOR

- ✓ Increase the percent of Department of Health employees that are fully or moderately engaged from 76% in 2019 to 80% by 2025. (*Employee Engagement Survey*)

4. **Decrease the turnover rate of Department of Health employees**

- a. Support workforce recruitment utilizing social media, job fairs, internships, and other resources.
- b. Review DOH and Bureau of Human Resources (BHR) job application and recruitment data to focus future recruitment efforts.
- c. Review DOH and BHR employee exit data to focus retention efforts.

PERFORMANCE INDICATOR

- ✓ Decrease the turnover rate of Department of Health employees from 10.1% in 2019 to 8% by FY 2025 (*BHR*)