



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

- A.** Implement an evidence-based behavioral health screening tool and referral protocol within all Department of Health clinical services by 2025. *(Office of Disease Prevention Services/Office of Child and Family Services)*
- B.** Increase the percentage of those 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)*
- C.** Offer Hepatitis C RNA testing to five internal and external partners by 2021. *(State Public Health Laboratory)*
- D.** Increase access to telehealth, mobile health options, or additional service providers in five communities by 2025. *(Office of Disease Prevention Services/Office of Child and Family Services)*
- E.** Establish and implement a Department of Health Quality Improvement Plan by 2021. *(DOH Accreditation Records)*

2020 STRATEGIES

- 1.** Identify and pilot evidence-based behavioral health screening tools in one large and one small Department of Health clinical site.
- 2.** Adopt consistent screening tools and referral pathways for department clients with behavioral health or substance misuse needs.
- 3.** Provide de-escalation training or non-violent crisis intervention prevention training to 92 licensed nursing facilities to assist staff in dealing with challenging behaviors.
- 4.** Partner with two large employers to implement client reminders to increase colorectal cancer screening.
- 5.** Validate and expand testing at the State Public Health Laboratory to include Hepatitis C RNA testing.
- 6.** Provide STD testing education and guidelines to all 22 Title X service sites.
- 7.** Implement National Diabetes Prevention programs in two communities.
- 8.** Work with the South Dakota Oral Health Coalition to build consensus around appropriate dental care for young children.

KEY INDICATORS

- Increase the percentage of those 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)*
- Perform Hepatitis C RNA testing for 100% of patients that test positive for Hepatitis C antibodies at the State Public Health Laboratory by 2025. *(State Public Health Laboratory)*
- Increase the percentage of adults ages 50-75 in South Dakota up-to-date with recommended colorectal cancer screening from 69% in 2018 to 80% by 2025. *(BRFSS)*



GOAL 2

Provide services to improve public health.

OBJECTIVES

- A.** Reduce high school tobacco use (cigarettes, cigars, smokeless, and electronic) from 30% in 2015 to 20% in 2025. *(YRBS)*
- B.** Reduce the percentage of school-aged children who are overweight or obese from 32.7% during the 2017-2018 school year to 30.5% by the 2023-2024 school year. *(School Height and Weight data)*
- C.** Increase influenza vaccination among individuals aged 6 months and older from 47.7% during the 2017-18 flu season to 60.0% by the 2022-2023 flu season. *(CDC FluVaxView)*
- D.** Reduce infant mortality from 6.3 infant deaths per 1,000 live births (2014-2018) to 5.8 per 1,000 (2020-2024). *(Vital Records)*

2020 STRATEGIES

- 1.** Increase the number of youth and young adults who access tobacco cessation service through the use of technology.
- 2.** Enhance public awareness of the dangers of vaping.
- 3.** Provide public and provider education about the early signs of pregnancy in order to increase utilization of prenatal care.
- 4.** Educate daycare providers on nutrition, physical activity, and safe sleep.
- 5.** Provide targeted education and resources to increase vaccination rates in vaccine-hesitant and vulnerable adult populations.

KEY INDICATORS

- Reduce high school tobacco use (cigarettes, cigars, smokeless, and electronic) from 30% in 2015 to 20% in 2025. *(YRBS)*
- Increase influenza vaccination among individuals aged 6 months and older from 47.7% during the 2017-18 flu season to 60.0% by the 2022-2023 flu season. *(CDC FluVaxView)*
- Reduce infant mortality from 6.3 infant deaths per 1,000 live births (2014-2018) to 5.8 per 1,000 (2020-2024). *(Vital Records)*



GOAL 3

Plan, prepare, and respond to public health threats.

OBJECTIVES

- A.** Assess use and effectiveness of Health Alert Network (HAN). *(Office of Public Health Preparedness and Response)*
- B.** Partner with the South Dakota Health Care Coalition to develop statewide emergency capability plans addressing pediatrics, burn, infectious disease, chemical, and radiological public health emergencies by 2025. *(Office of Public Health Preparedness and Response)*
- C.** Develop plan for deployment of Department of Health resources to respond to public health emergencies by 2025. *(Office of Public Health Preparedness and Response)*

2020 STRATEGIES

- 1.** Establish baseline response rate for both internal and external HAN users.
- 2.** Analyze state-of-the-art HAN utilization and capabilities.
- 3.** Complete pediatric emergency capability plan and initiate development of the burn emergency capability plan.
- 4.** Update continuity of operation plan and train 100% of Department of Health essential personnel.
- 5.** Implement standard Department of Health after-action reporting procedures.
- 6.** Develop a federally-mandated Crisis Standards of Care Plan that outlines the coordination and decision processes for allocation of resources to the health and medical sector in a governor-declared public health emergency.
- 7.** Define criteria for deployment of department resources (e.g., personnel, medical countermeasures, mobile laboratory, etc.) to respond to public health emergencies.

KEY INDICATOR

- Increase the percentage of Health Alert Network (HAN) users who respond within 30 minutes to 90% by 2025. *(Office of Public Health Preparedness and Response)*



GOAL 4

Maximize partnerships to address underlying factors that determine overall health.

OBJECTIVES

- A.** Reduce suicide attempts with severe injury resulting in hospitalization from 100.1 per 100,000 in 2014-2018 to 90.1 per 100,000 by 2025. *(Vital Records)*
- B.** Reduce the drug-related death rate due to opioids for South Dakota from 3.6 per 100,000 in 2014-2018 to 3.1 per 100,000 by 2025. *(Vital Records)*
- C.** Decrease the mortality rate from motor vehicle collisions in children and adolescents under the age of 18 from 7.3 per 100,000 in 2014-2018 to 6.6 per 100,000 by 2025. *(Vital Records)*
- D.** 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 1465.9 per 100,000 by 2025. *(SDAHO hospital discharge data)*
- E.** Increase understanding and awareness of health equity and enhance programs and policies that advance health equity. *(Baseline unknown)*

2020 STRATEGIES

- 1.** Implement the Communities that Care comprehensive prevention model in two communities.
- 2.** Assist with the development and dissemination of population-specific media campaigns to increase awareness of suicide.
- 3.** Initiate maternal death review and pilot statewide child death review.
- 4.** Establish partnerships to develop strategies to address unintentional injuries and deaths related to falls.
- 5.** Review membership of department workgroups, coalitions, and advisory committees to identify additional partners necessary to address health equity.
- 6.** Incorporate requirement to address health equity into requests for proposals being issued by department programs.

KEY INDICATORS

- Reduce the suicide death rate for South Dakotans from 19.3 per 100,000 in 2014-2018 to 17.4 per 100,000 by 2025. *(Vital Records)*
- Reduce the rate of drug overdose deaths for South Dakotans from 7.6 per 100,000 in 2014-2018 to 6.8 per 100,000 by 2025. *(Vital Records)*
- Reduce the rate of deaths due to unintentional injuries for South Dakotans from 55.9 per 100,000 in 2014-2018 to 50.3 per 100,000 by 2025. *(Vital Records)*



GOAL 5

Strengthen and support a qualified workforce.

OBJECTIVES

- A.** Establish a Department of Health Workforce Development Plan by 2021 that will be reviewed annually.
(DOH Accreditation Records)
- B.** Increase the number of Department of Health staff that utilize a centralized training platform to 100% by 2025.
(TRAIN reports)
- C.** Increase the number of academic and/or other institutions offering Community Health Worker Core Competency Training from 1 to 5 by 2025. *(Office of Chronic Disease Prevention and Health Promotion)*
- D.** Identify available state and federal recruitment assistance programs and assist communities and providers access the programs by 2025. *(Office of Rural Health)*
- E.** Increase the number of staff effectively using traditional, social, and digital media platforms to promote healthy behaviors.
(DOH Communications)

2020 STRATEGIES

- 1.** Assess core competencies, conduct gap analysis, and develop training and materials to address identified gaps in workforce development plan.
- 2.** Explore and evaluate recruitment and retention strategies of Department of Health workforce.
- 3.** Implement centralized training platform to deliver two required trainings (e.g., mental health first aid, public health preparedness, etc.) to all department employees.
- 4.** Educate healthcare providers and organizations on the benefits of integrating community health workers into the healthcare team.
- 5.** Evaluate the effectiveness of department healthcare recruitment incentive programs.
- 6.** Develop a department-wide plan to disseminate evidence-based public health messaging through paid, earned, and digital media.

KEY INDICATORS

- 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)*
- Decrease the turnover rate of Department of Health employees from 10.1% in 2019 to 8% by 2025. *(Bureau of Human Resources)*
- Increase the number of community health workers who have received core competency training to 150 by 2025. *(Office of Chronic Disease Prevention and Health Promotion)*