



# 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.** Achieve a testing level of 132,700 COVID-19 tests each month (equivalent to ~15% of the state's population). *(SD DOH)*
- 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 2024. *(DOH Accreditation Records)*

### 2021 STRATEGIES

- 1.** Identify and pilot evidence-based behavioral health screening tools in one large and one small Department of Health clinical site.
- 2.** Provide infection control and infectious disease testing training to licensed nursing facilities and assisted living centers in the state.
- 3.** Partner with five health systems to implement evidence-based interventions to increase colorectal cancer screening.
- 4.** Validate and expand testing at the State Public Health Laboratory to include COVID-19 diagnostic and antibody testing.
- 5.** Implement alternative strategies for COVID-19 testing including home specimen collection and broad-use antigen testing outside of healthcare environments.
- 6.** Develop and implement statewide plan to administer COVID-19 vaccine that includes innovative strategies.
- 7.** Share National Diabetes Prevention Program resources and developed media campaign materials with primary care providers and diabetes educators to encourage screening and referral to evidence-based lifestyle change programs.
- 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)*
- Achieve a testing level of 132,700 COVID-19 tests each month (equivalent to ~15% of the state's population). *(SD DOH)*
- 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% by 2025. *(YRBS)*
- B.** Reduce the percentage of WIC participants aged 2 through 4 with obesity from 15.6% in 2019 to 14.0% by 2025. *(WIC)*
- C.** 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)*
- D.** 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)*
- E.** 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)*

### 2021 STRATEGIES

- 1.** Increase the number of youth and young adults who access tobacco cessation services through the use of technology.
- 2.** Enhance public awareness of the dangers of vaping.
- 3.** Develop provider and public education campaign to promote safe sleep.
- 4.** Educate daycare providers on nutrition, physical activity, and safe sleep.
- 5.** Develop a media campaign with partners focusing on vaccine safety and efficacy.

## KEY INDICATORS

- Reduce the percentage of WIC participants aged 2 through 4 with obesity from 15.6% in 2019 to 14.0% by 2025. (*WIC*)
- Decrease the percentage of youth grades 6-8 who have ever used tobacco from 22.3% in 2019 to 18% by 2025. (*Youth Tobacco Survey*)
- Increase influenza vaccination among individuals aged 65 and older from 67.1% during the 2018-2019 flu season to 75% by the 2024-2025 flu season. (*CDC FluVaxView*)
- Increase the percent of infants placed to sleep on a separate approved sleep surface from 41.6% in 2018 to 45.8% by 2025. (*Pregnancy Risk Assessment Monitoring System*)
- 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. Enhance response plans to mitigate against public health threats, including COVID-19 pandemic. (*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*)

### 2021 STRATEGIES

1. Review and enhance COVID-19 response plans related to laboratory testing, medical surge capacity, quarantine and isolation, contact tracing, mass vaccination, and business support.
2. Update or replace incident management software, immunization registry, case investigation/contract tracing system, inventory management system, and laboratory information management system.
3. Implement interoperability among critical Department of Health IT systems.

### 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*)

### 2021 STRATEGIES

1. Assist four counties to implement Communities that Care comprehensive prevention model including building coalitions, conducting a youth survey, and initiating community action planning.
2. Develop and disseminate a media campaign to increase suicide awareness specific to American Indian and veteran populations.

## 2021 STRATEGIES

1. Provide data from maternal and child death review to the SD Preventable Death Committee to inform prevention efforts.
2. Partner with the Department of Social Services to implement plans of safe care to support infants with prenatal substance exposure and their families.
3. Evaluate how department workgroups, coalitions, and advisory committees have incorporated recommendations related to partner engagement to address health equity.
4. Coordinate with Community Action Programs and tribal partners to support quarantine, isolation, and contact tracing during a public health emergency.
5. Expand reach and access to evidence-based fall prevention interventions by expanding Walk with Ease to three new communities and Fit & Strong in four new communities.
6. Implement a statewide standing order for Narcan to people at risk of opioid overdose and their close contacts.

## 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*)

## 2021 STRATEGIES

1. Assess core competencies, conduct gap analysis, and develop training and materials to address identified gaps in workforce development plan.
2. Assess implementation of streamlined, competency-based selection model used in Correctional Health department-wide.
3. Implement centralized training platform to deliver a minimum of two required trainings to all department employees.
4. Through the Community Health Worker Collaborative of South Dakota, develop a strategic plan around a statewide community health worker program.
5. Evaluate the effectiveness of department healthcare recruitment incentive programs.
6. Develop a division-level plan to disseminate evidence-based public health messaging through paid, earned, and digital media.
7. Roll-out a revised strategic onboarding program including evaluation.

## 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 (excluding Correctional Health staff) 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*)