

# *Strategic* PLAN

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2015-2020

## *Vision*

**Healthy** People  
**Healthy** Communities  
**Healthy** South Dakota

## *Mission*

To promote, protect and improve  
the health of every South Dakotan

## *Guiding Principles*

**Serve** with integrity and respect  
**Eliminate** health disparities  
**Demonstrate** leadership and accountability  
**Focus** on prevention and outcomes  
**Leverage** partnerships  
**Promote** innovation

# Goals, Objectives, Strategies, and Performance Indicators



## GOAL 1 Improve the quality, accessibility, and effective use of healthcare

### A. Promote the right care at the right time in the right setting

- Improve quality of care through increased use of electronic data (*Kevin DeWald*)
- Identify barriers to accessing preventive health for 18-34 year old males (*Greta Thorpe*)
- Improve appropriate antibiotic use in nursing facilities (*Kipp Stahl*)
- Develop framework to accommodate community-based long term care services and supports (*Chris Qualm*)

### B. Sustain healthcare services across South Dakota

- Build and sustain South Dakota's healthcare workforce (*Andy Klitzke*)
- Support innovative ways to deliver healthcare to individuals as close to home as possible (*Andy Klitzke*)

### C. Provide effective oversight and assistance to assure quality healthcare facilities, professionals, and services

- Assist healthcare organizations meet established standards for quality of care (*Chris Qualm*)
- Assure information regarding quality of healthcare facilities, providers, and services is easily available to the public (*Tom Martinec/Susan Sporrer*)



## Key Performance Indicators

1. Increase the percent of South Dakota nursing facilities that participate in resident-directed or person-centered care from 85% in 2015 to 100% by 2020 (*OLC Survey Data*)
2. Reduce the use of antipsychotic medications in long-stay nursing facility residents from 18.1% in 2015 to 15% by 2020 (*OLC Survey Data*)
3. Increase the percent of South Dakota adults who have visited a doctor for a routine check-up within the past 2 years from 80.1% in 2014 to 84% by 2020 (*BRFSS*)
4. Reduce the use of antibiotics in nursing facility residents from 25% in the first half of 2017 to 20% by the end of 2018 (*Long Term Care Antibiotic Use Pilot Project Data (~50 facilities)*)
5. Decrease avoidable readmissions through use of SD Health Link Clinical Event Notifications and Point of Care Exchange by 15% by 2020 (*SD Health Link*)
6. Increase the number of inmates with emergency healthcare needs treated within the facility from 57% in 2015 to 60% by 2020 (*Correctional Health*)
7. Increase the number of emergency medical personnel in South Dakota from 3,281 in 2016 to 3,850 by 2020 (*Office of Rural Health*)
8. Increase the percentage of Recruitment Assistance Program participants who are either still in their rural practice site or remained there for at least five years from 80% in 2018 to 85% by 2020 (*Office of Rural Health*)



## GOAL 2 Support life-long health for South Dakotans

### A. Reduce infant mortality and improve the health of infants, children, and adolescents

- Collaborate with community partners to improve data collection and infant death review process in order to support focused interventions (*Jill Munger*)
- Reduce infant mortality through the promotion of safe sleep, tobacco cessation, and early and adequate prenatal care (*Peggy Seurer*)
- Implement strategies to increase yearly adolescent preventive medical visits (*Linda Ahrendt*)

### B. Increase prevention activities to reduce injuries

- Use current injury and motor vehicle accident data sets of fatal injuries in the state to support focused interventions (*Marty Link*)
- Identify data sources to determine rates and causes of preventable non-fatal injuries (*Amanda Nelson*)

### C. Prevent and reduce the burden of chronic disease

- Implement strategies to increase recommended, evidence-based preventive screenings (*Karen Cudmore*)
- Provide support to communities to adopt policies that enhance healthy nutrition and physical activity environments (*Larissa Skjonsberg*)

- Increase outreach related to the dangers of tobacco use, promote quitting, and change attitudes and beliefs related to tobacco use (*Jacob Parsons*)
- Increase provider referrals to evidence-based education and lifestyle change programs (*Kiley Hump*)



### Key Performance Indicators

1. Reduce the 5-year infant mortality rate from 6.9 per 1,000 births in 2010-2014 to 6.0 by 2020 (*Vital Records data*)
2. Increase the proportion of mothers who breastfeed their baby at least 6 months from 45.6% in 2014 to 60.6% by 2020 (*National Immunization Survey*)
3. Reduce the percentage of school-age children and adolescents who are obese from 16.0% in 2014-2015 to 14% by 2020 (*SD School Height and Weight Data Report*)
4. Decrease South Dakota's child and teen accidental death 5-year rate from 14.5 per 100,000 1-19 year olds in 2010-2014 to 13.0 by 2020 (*Vital Records data*)
5. Reduce the percentage of adults who currently smoke from 18.6% in 2014 to 14.5% by 2020 (*BRFSS*)
6. Increase the percentage of adults who meet the recommended physical activity aerobic guidelines from 53.7% in 2013 to 59% by 2020 (*BRFSS*)
7. Increase the percentage of adults age 50-75 who are up-to-date with recommended colorectal cancer screening from 66.7% in 2014 to 80% by 2020 (*BRFSS*)



## GOAL 3

### Prepare for, respond to, and prevent public health threats

#### A. Prevent and control infectious disease

- Enhance timeliness and effectiveness of the integrated disease surveillance system (*Nick Hill*)
- Improve South Dakota's age-appropriate immunization rate (*Tim Heath*)

#### B. Build and maintain State Public Health Laboratory (SPHL) capacity and ensure a culture of biosafety

- Strengthen the SPHL capacity through employee education, training, testing methods, updated equipment, and enhancement of the Laboratory Information Management System (LIMS) (*Tim Southern*)
- Ensure a culture of biosafety in the SPHL and in clinical laboratories using biosafety assessment tools (*Whimey Lutkemeier*)

#### C. Identify the top hazardous environmental conditions in South Dakota that negatively impact human health

- Assess the need, inventory existing programs, and identify high impact unmet needs (*Josh Clayton*)
- Identify the best mechanism to address high impact gaps (*Tom Martinec*)

#### D. Strengthen South Dakota's response to current and emerging public health threats

- Continue development of syndromic surveillance system (*Nick Hill*)
- Enhance self-sustaining regional healthcare preparedness partnerships (*Alexandra Little*)
- Enhance and maintain the state public health and medical strategic stockpile (*Chuck Kevghas*)
- Ensure proficiency in laboratory testing methods for detection and identification of emerging and reemerging pathogens (*Laurie Gregg*)

#### E. Prevent injury and illness through effective education and regulation

- Increase efficiency by the use of electronic inspection systems (*Bill Chalcraft*)
- Advance quality by use of more timely and effective training (*John Osburn*)
- Improve communications with regulated industry (*Bill Chalcraft*)



### Key Performance Indicators

1. Increase the rate of electronic disease reporting from 74% in 2015 to 90% by 2020 (*Office of Disease Prevention Services*)
2. Increase the percent of children aged 19-35 months who receive recommended vaccinations from 76.3% in 2014 to 80% by 2020 (*National Immunization Survey*)
3. Increase the percent of adolescents age 13-17 who receive Tdap (tetanus, diphtheria, pertussis) vaccination from 72.4% in 2015 to 85% by 2020 (*National Immunization Survey*)
4. Increase the percent of adolescents age 13-17 who receive meningococcal vaccination from 55.5% in 2015 to 85% by 2020 (*National Immunization Survey*)
5. Reduce gonorrhea rates in persons aged 15-44 from 368.2 per 100,000 in 2016 to 349.8 per 100,000 by 2020 (*Office of Disease Prevention Services*)
6. Build syndromic surveillance by increasing the number of data-submitting sites from 305 in 2017 to 330 by 2020

(Office of Disease Prevention Services)

7. Increase the percentage of food service, lodging, and campground licenses renewed online from 20% in 2017 to 80% by 2020 (Office of Health Protection)



## GOAL 4 Develop and strengthen strategic partnerships to improve public health

### A. Reduce completed and attempted suicides through statewide and local efforts

- Provide specific epidemiological support to local communities engaged in the state's suicide prevention efforts (Amanda Nelson)
- Promote use and awareness of the Health Information Exchange by healthcare providers to obtain relevant patient information, including self-injury (Kevin DeWald)

### B. Reduce the health impact of substance abuse and mental health disorders

- Improve data used for surveillance of key substance abuse and mental health data (Mark Gildemaster)
- Educate the public on the dangers of prescriptions drugs, educate prescribers on safe prescribing practices and increase utilization of the Prescription Drug Monitoring Program (Kiley Hump)

### C. Reduce health disparities of at-risk populations through innovative and collaborative efforts

- Assist at-risk individuals to access state and local services (Peggy Seurer)
- Support tribal efforts to provide public health services to their members (Colleen Winter)



### Key Performance Indicators

1. Reduce the suicide crude death rate for South Dakota from 17.8 per 100,000 in 2012-2016 to 16.0 per 100,000 by 2016-2020 (Vital Records data)
2. Reduce suicide attempts with severe injury resulting in hospitalization among youth 13-19 years of age from 311.9 per 100,000 during 2011-2015 to 265.1 per 100,000 by 2016-2020 (SDAHO hospital discharge data)
3. Increase the number of Prescription Drug Monitoring Program prescriber queries from 98,467 in 2017 to 150,000 by 2020 (PDMP data)
4. Reduce the drug-induced age-adjusted death rate for South Dakota from 9.0 per 100,000 in 2012-2016 to 7.2 per 100,000 by 2016-2020 (Vital Records data)
5. Reduce the alcohol-induced age-adjusted death rate for South Dakota from 16.4 per 100,000 in 2012-2016 to 14.8 per 100,000 by 2016-2020 (Vital Records data)
6. Increase the percent of Native Americans who report good to excellent health status from 77% in 2012-2014 to 87% by 2018-2020 (BRFSS)
7. Reduce the percent of low-income South Dakotans who currently smoke from 32.7% in 2013-2014 to 31.5% by 2020 (BRFSS)



## GOAL 5 Maximize the effectiveness and strengthen infrastructure of the Department of Health

### A. Increase effective communication

- Provide opportunities for DOH employee input and feedback (Joan Adam)
- Enhance DOH intranet to be a central hub for department information (Jennifer Baker)
- Enhance website, list serv, and webinar capability and use (Derrick Haskins)

### B. Promote a culture of organizational excellence

- Complete State Health Assessment to identify public health resources and gaps (Josh Clayton)
- Establish an orientation and knowledge transfer plan for employees (Colleen Winter)
- Enhance employee recognition initiatives (Kim Malsam-Rysdon)
- Provide cultural competency training and resources for employees (Colleen Winter)

### C. Leverage resources to accomplish the Department of Health's mission

- Promote cross-division collaboration (Derrick Haskins)
- Adopt business model approach to sustaining public health programs (Kari Williams)



## Key Performance Indicators

1. Increase the number of DOH employees who access a central source for internal communication and information from 189 in 2015 to 300 in 2020 (*DOH Intranet Average Monthly User Data*)
2. Assess effectiveness of at least 3 DOH listservs/newsletters utilizing analytics platforms by 2020 (*DOH Communications*)
3. 100% of new employees will receive department-wide orientation within 6 months of employment by 2020 (*Bureau of Human Resources*)
4. Increase the number of legacy documents for designated DOH positions from 0% in 2015 to 100% by 2020 (*Bureau of Human Resources*)
5. Increase the percent of DOH employees who participate in an employee engagement survey from 76% in 2016 to 80% by 2020 (*Bureau of Human Resources*)

