



2025-2027 Strategic Plan

VISION

Every South Dakotan Healthy and Strong

MISSION

Working together to promote, protect, and improve health

GUIDING PRINCIPLES

- » **Integrity.** *We serve with truthfulness, transparency, and accountability.*
- » **Data.** *We collect, analyze, and share information to impact positive outcomes.*
- » **Innovation.** *We encourage creative solutions to meet public health needs.*
- » **Connection.** *We foster and maintain trust-based relationships through respect, consistency, and open communication.*
- » **Wellness for All.** *We recognize disparities and address health factors to improve quality of life.*

EXTERNAL PRIORITY AREAS & AIMS

Community Engagement & Empowerment

Aim: Connect people and resources for greater impact

1. Create engagement opportunities to assess and monitor community health needs.

- 1.1. Engage a diverse group of stakeholders in the completion of at least **three** health assessments by 12/01/2027.
- 1.2. Participate in at least **20** external community engagement and outreach collaborations each year from 12/01/2025 through 12/01/2027.

2. Develop community health champions to influence health systems and policy.

- 2.1. Engage partners in at least **five** task forces or workgroups to promote and implement key department initiatives by 12/01/2027.
- 2.2. Provide at least **three** training opportunities to support Department of Health initiatives by 12/01/2027.
- 2.3. Provide at least **four** stakeholder groups with priority health education and health policy information at least quarterly from 01/01/2025 through 12/01/2027.

3. Improve health program utilization through increased awareness and partnership development

- 3.1. Increase the number of program partners by **15%** from 01/01/2025 to 12/01/2027.
- 3.2. Increase program utilization by **10%** from 01/01/2025 to 12/01/2027.
- 3.3. Implement at least **five** health awareness campaigns to emphasize key health priorities in high risk and health disparity populations by 12/01/2027.

4. Promote statewide Public Health Laboratory system development through enhanced communication and partnership building.

- 4.1. Develop and implement a Laboratory System Improvement Plan by 12/01/2027.
- 4.2. Engage at least **five** strategic State Public Health Laboratory partners by 12/01/2027.

5. Establish inter-agency and health partner networks to promote responsible data sharing systems.

- 5.1. Increase data access with at least **seven** key partners by 12/01/2027.
- 5.2. Assess infectious disease data needs to inform local and tribal public health activities at least **annually** from 01/01/2025 through 12/01/2027.

Health Outcomes

Aim: Decrease preventable mortality and health disparity

1. Improve early detection through routine screenings and early interventions (SHIP Care Quality Goal 01)

- 1.1. Increase health screening and/or referral in at least **four** programs by 12/01/2027.
- 1.2. Coordinate at least **two** improvement initiatives focused on health screening and/or referral by 12/01/2027.

2. Increase healthy behaviors (SHIP Care Quality Goal 2)

- 2.1. Improve at least **four** maternal and child health interventions by 12/01/2027.
- 2.2. Coordinate at least **four** improvement initiatives to increase utilization of designated healthy behavior programs and services by 12/01/2027.
- 2.3. Collaborate with the Mission Lifeline: Stroke EMS subcommittee to implement Mission Lifeline: Stroke by 03/01/2026.

3. Address social drivers of health in high-risk populations

- 3.1. Reduce at least **two** priority health disparities by 12/01/2027.
- 3.2. Implement at least **five** engagement initiatives to reduce the impact of social drivers in high-risk populations by 12/01/2027.
- 3.3. Increase effectiveness of program outreach campaigns among high-risk populations by at least **10%** by 12/01/2027.

4. Improve the collection, utilization, and sharing of health data statewide (SHIP Access to Care Goal 5)

- 4.1. Implement at least **three** data collection methods to identify health risk factors by 12/01/2027.
- 4.2. Utilize health data to expand, improve, or secure at least **one** DOH program or service by 12/01/2027. **Objective met.**
- 4.3. Share health data from at least **four** programs or services with health improvement partners by 12/01/2027.

Health Care Workforce

Aim: Strengthen health care workforce capacity

1. Improve care coordination by integrating healthcare support staff in communities and health care organizations.

- 1.1. Utilize data to identify at least **three** health care support integration priorities by 12/01/2027.
- 1.2. Increase the number of emergency medical services personnel in South Dakota by **six percent** by 12/01/2027.

2. Enhance healthcare career pipelines through education and incentive programs

- 2.1. Increase number of partners engaged in healthcare career camps from **24 to 30** by 12/01/2027.
- 2.2. Implement **three** recommendations from the Rural Health Strategic Analysis from 01/01/2025 through 12/01/2027..

INTERNAL PRIORITY AREAS & AIMS

Data and Technology

Aim: Optimize technology infrastructure

1. Establish a data modernization framework

- 1.1. Implement an **Information Technology** Roadmap from 01/01/2025 through 12/01/2027.
- 1.2. Develop a **data governance** policy for inclusion in the administrative policies and procedures manual by 12/01/2027.

2. Enhance integrated systems to increase access to cross-division data sharing

- 2.1. Coordinate at least **three** data resource and use reviews by 12/01/2027
- 2.2. Integrate data resources for at least **four** DOH programs by 12/01/2027.

3. Elevate dashboard development and user-friendly interfaces to increase utilization

- 3.1. Ensure at least **three** divisions update online content (web pages, forms, interfaces) by 12/01/2027.
- 3.2. Develop and launch at least **six** data reports or dashboards for public utilization by 12/01/2027.

Evaluation and Quality Improvement

Aim: Demonstrate program and service value

1. Achieve Public Health Accreditation

- 1.1. **Apply** for public health accreditation by 12/31/2027
- 1.2. Conduct at least one **quality improvement** initiative per division to measure and enhance an existing program or service by 12/01/2027
- 1.3. Implement quality/satisfaction processes in at least **three divisions** to collect feedback and identify areas for improvement by 12/01/2027

2. Develop leadership capacity for quality improvement and performance management.

- 2.1. Provide at least **three** staff development learning opportunities by 12/01/2027.

Fiscal Management and Sustainability

Aim: Elevate proactive stewardship

1. Enhance contract and proposal management systems

- 1.1. Implement at least **five** fiscal management enhancements by 12/01/2027.

2. Develop program and service value system (*Priority Met*)

- 2.1. Develop a financial sustainability plan for at least **three** programs by 12/01/2027. (*Objective Completed*)

DOH Workforce

Aim: Enhance the DOH workforce

1. Implement a department-wide workforce development plan

- 1.1. Increase the 0–5-year retention rate of Department of Health employees from **48% to 55%** by 12/01/2027.
- 1.2. Provide at least **three** staff engagement opportunities to increase preparedness for staff retirement and turnover by 12/01/2027.

2. Establish public health core competencies and training pathways

- 2.1. Provide at least **four** internal training opportunities to increase core competency and program expertise by 12/01/2027.

3. Enhance DOH career pipelines through education and incentive programs

- 3.1. Increase job applications by **10%** from 01/01/2025 through 12/01/2027.
- 3.2. Collaborate with at least **six** academic institutions on public health workforce development initiatives by 12/01/2027.