



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. Increase awareness of depression screening options and available treatment resources by 2025.
 - ✓ Develop an internal communication strategy to educate staff on 211, 988, and other behavioral health resources by the end of 2023.
 - ✓ Increase participation of Office of Child and Family Health Services staff on the SHIP Behavioral Health workgroup from 0 to 2 by December 2023.

2. Increase knowledge and understanding of the impact of population determinants of health on public health outcomes.

- a. Provide public health program staff with education to recognize population determinants of health and their impact on the health of South Dakotans.
 - ✓ Implement ongoing population determinants of health and cultural training for all Department of Health staff by the end of 2024.
 - ✓ Review and update all disease prevention program resources online and in print to ensure materials are up-to-date, accurate, culturally appropriate, and address the effect of population determinants of health.

3. Increase statewide access to public health services

- a. Increase implementation of telehealth services to be available in all Department of Health field offices.
 - ✓ Develop a standard Department of Health survey measuring client satisfaction for those who utilize telehealth services.
- b. Increase mobile health services from 0 to 10 locations by 2025.
 - ✓ Implement three mobile health units to bring department services to communities without a local Department of Health office.
 - ✓ Develop and implement a strategic communication plan to promote use of telehealth and mobile units.

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

- a. Increase access to *Telemedicine in Motion* for EMS agencies from 60 in 2023 to 120 by December 31, 2024.
 - ✓ Implement *Telemedicine in Motion* in ambulance services in South Dakota.
- b. Implement three recommendations from the Statewide EMS Assessment by July 1, 2024.
 - ✓ Procure 6 regional service designation grants by July 1, 2024.



GOAL 2

Provide services to improve public health.

OBJECTIVES AND ACTIVITIES

1. Reduce high school tobacco use

- a. Reduce high school tobacco use (cigarettes, cigars, smokeless, and electronic) from 30.3% in 2015 to 20% by 2025. (*YRBS*)
 - ✓ Work with media vendor to create materials and strategies for educating K-5 about dangers of tobacco use.
- b. 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*)
 - ✓ Increase outreach to 30 school districts to educate youth in K-12 schools on tobacco prevention and cessation by May 2024.

2. Reduce infant mortality

- a. Reduce infant mortality from 6.3 infant deaths per 1,000 live births (2014-2018) to 5.8 per 1,000 (2020-2025). (*South Dakota Vital Records*)
 - ✓ Identify three Community Health offices to pilot syphilis screening and testing for pregnant women by May 2024.
- b. Decrease the percentage of infant deaths (post-birth hospitalization) that occurred when sharing a sleep surface with an adult or other child from 69% (2017-2021) to 62.1% (2021-2025). (*SD Child Death Review*)
 - ✓ Identify three birthing hospitals in South Dakota willing to become safe sleep certified by May 2024.

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

- a. Reduce percent of WIC participants aged 2 through 4 with obesity from 15.6% in 2019 to 14.0% by 2025. (*SD WIC-IT*)
 - ✓ Identify barriers to accessing services and retention of WIC participants over the age of 1 through focus groups with parents by May 2024.
- b. Increase consumption of fruits and vegetables among WIC participants from 62% in 2020 to 75% by 2025. (*SD WIC-IT*)
 - ✓ Offer educational incentives at yearly milestones that encourage fruit and vegetable consumption by May 2024.

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

- a. 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*)
 - ✓ Promote the *Move Your Way* campaign with partner organizations and targeted population groups.
 - ✓ Increase implementation of *Harvest of the Month* by offering a funding opportunity to up to ten at-risk community daycares, schools, and after-school programs by May 2024.

5. Increase vaccination rates

- a. Increase routine childhood vaccination for MMR at 24 months from 94.1% in 2020 to 97% by 2025. (*CDC ChildVaxView*)
 - ✓ Use Medicaid *Well Child Checkup* program to identify barriers to childhood immunizations in seven tribal communities by May 2024.
 - ✓ Leverage the new immunization information system to develop clinic report cards on vaccination status of children 24 months of age.
- b. Increase influenza vaccination among individuals aged 6 months and older from 54.3% during 2018-2019 flu season to 60% by the 2024-2025 influenza season and among individuals aged 65 and older from 67.1% during the 2018-2019 flu season to 75% by the 2024-2025 influenza season (*CDC FluVaxView*)
 - ✓ Increase influenza vaccination among state employees through outreach, education, and vaccination events during the 2023-2024 influenza season.



GOAL 3

Plan, prepare, and respond to public health threats.

OBJECTIVES AND ACTIVITIES

1. Exercise emergency operation plan

- a. Increase the percent of identified Department of Health staff who have completed ICS 100/200 from 16% (May 2023) to 100% by December 31, 2023.
 - ✓ Utilize TRAIN to provide ICS 100/200 training to identified staff, to include ODP and EPI staff.
- b. Ensure the Department of Health is prepared to respond to pandemic influenza by October 2023.
 - ✓ Evaluate and report on the Pandemic Influenza tabletop exercise.
- c. Ensure the Department of Health is prepared to respond to an Ebola event by December 2024.
 - ✓ Evaluate Ebola exercise and plan.
- d. Increase number of Department of Health Incident Management Team members who have participated in an emergency operations plan exercise from 0 to 15 by 2024.
 - ✓ Conduct three specific exercises to practice responding to the Emergency Operations Plan with one exercise by June 30, 2024.
 - ✓ Identify key individuals to plan the first exercise.

2. Develop and test statewide emergency capability plans

- a. Increase the number of statewide emergency capability plans (chemical, pediatric, burns, infectious disease, and radiological) completed and tested through exercise from 0 in 2019 to 5 by June 30, 2025.
 - ✓ Schedule radiologic exercise.
- b. Establish three key metrics from chemical event exercise by December 31, 2023.
 - ✓ Share results and key metrics from chemical event exercise with Department of Health staff.

3. Establish data governance structure for the DOH

- a. Increase the number of in-state healthcare systems that submit electronic case reports (eCR) for all reportable conditions from 0 to 2 systems by December 31, 2023.
 - ✓ Support onboarding and data validation activities for facilities submitting eCRs.
- b. Optimize Department of Health collective information assets by 2024.
 - ✓ Identify membership of IT Data Governance Committee and convene meeting by December 31, 2023.
 - ✓ Complete landscape of all the different data sources into a single unified document.



GOAL 4

Maximize partnerships to address underlying factors that determine overall health.

OBJECTIVES AND ACTIVITIES

1. Reduce suicide attempts and deaths

- a. Increase the number of contacts from South Dakotans to the Suicide and Crisis Lifeline (988) from 4,185 in 2022 to 9,000 in 2023.
 - ✓ Assist with promotion of 988 by utilizing the Department of Health's social media platforms.
 - ✓ Disseminate 988 print materials to post in all Department of Health local offices.
- b. Reduce the number of counties that exceeded their ten-year average of suicide deaths from 25 in 2022 to 20 in 2023.
 - ✓ Disseminate population-specific infographics by December 2023.
 - ✓ Utilize Data to Action to develop two success stories to highlight communities taking action around suicide prevention by December 2023.
 - ✓ Provide technical assistance to the Department of Health-funded entities providing suicide prevention peer support services, data services, and suicide loss response efforts.

2. Reduce unintentional or accidental drug overdoses

- a. Reduce the number of counties that exceeded their ten-year average of overdose deaths from 15 in 2022 to 12 in 2023.
 - ✓ Partner with the Department of Social Services on utilization of the state opioid settlement funds by providing technical assistance to the three pilot communities selected through the RFP by 2024.
 - ✓ Provide training to all Department of Health staff on Naloxone administration by May 2024.
 - ✓ Implement the *Communities that Care* comprehensive prevention model across the currently funded five communities through December 2023.
- b. Increase number of Vital Records Case Management records with autopsy results by 25% by 2025.
 - ✓ Complete three regional and one online, in-depth coroner trainings per year on Case Management System and death registration.

3. Decrease rates of sexually transmitted infections

- a. Increase Department of Health-coordinated syphilis testing opportunities by 20% in 2023. (Baseline: 26 Department of Health-assisted screening events in 2022).
 - ✓ Contract with five entities to perform enhanced syphilis screening of at-risk populations by May 2024.
- b. Expand the use of congenital syphilis campaign materials..
 - ✓ Implement the distribution plan for the various print materials and social media posts including key partners and state agencies.

4. Assess the impact of medical cannabis on the public.

- a. Present the annual report to the Legislature that gauges the impact to public health and mental health by January 2024.
 - ✓ Re-evaluate and adjust the report based on recommendations.
 - ✓ Develop partnerships based on gaps in data



GOAL 5

Strengthen and support a qualified workforce.

OBJECTIVES AND ACTIVITIES

1. Develop an internal recruitment plan to attract qualified applicants to Department of Health positions.

- a. Complete the Department of Health Workforce Development Plan by July 2024.
 - ✓ Conduct workforce needs assessment.
- b. Develop staffing pipeline by July 2024.
 - ✓ Establish partnerships with three post-secondary education institutions to promote public health careers in the Department of Health.
- c. Increase LinkedIn followers from 500 to 1500 by July 2024.
 - ✓ Continue content calendar creation that encourages engagement.
 - ✓ Promote Workplace Wellness, Healthcare Revolution Summit, and other workforce-related initiatives.
- d. Maintain a careers page on Department of Health website to highlight public health career paths by the end of 2023.
 - ✓ Integrate posts on social platforms to drive traffic back to careers page.
 - ✓ Develop baseline by monitoring analytics of visitors to careers page.

2. Develop a retention plan to maintain a qualified and diverse Department of Health workforce.

- a. Decrease the number of Department of Health employees that are considering leaving from 26.2% to 20% by 2024. (PHWINS)
 - ✓ Review PHWINS results to identify opportunities to increase retention of Department of Health employees.
 - ✓ Enhance employee recognition program.
- b. Increase the percent of Department of Health employees that are fully or moderately engaged from 76% in 2019 to 80% by 2025.
 - ✓ Promote policies that support work-life balance of Department of Health employees.

3. Enhance training opportunities for Department of Health employees.

- a. Increase the percent of Department of Health employees utilizing TRAIN from 27% in 2022 to 100% by 2025.
 - ✓ Establish training tracks customized to department programs and/or roles.

- ✓ Utilize TRAIN to provide basic HIPAA training to all Department of Health employees by December 31, 2023.
 - ✓ Promote training opportunities available on TRAIN for Department of Health employees through monthly email from Secretary of Health, employee newsletter, and other communications.
- b. Increase the percent of Department of Health employees completing job-related training to 80% by 2025.
 - ✓ Utilize Continuous Performance Communication to identify training opportunities for individual employees to complete during each quarter.
 - ✓ Support staff participation in trainings offered by external entities.
 - ✓ Support staff participation in leadership development program offered through the Bureau of Human Resources and Administration and others.

4. Increase healthcare workforce recruitment and retention in South Dakota.

- a. Develop a pipeline of healthcare workforce by the end of 2024.
 - ✓ Host an inter-agency Workforce Summit.
 - ✓ Explore development of workforce pipeline website.
- b. Conduct strategic analysis and environmental scan of current recruitment programs and gaps in rural health care workforce by end of 2024.
 - ✓ Provide periodic updates on status of the analysis and scan.
- c. Increase the number of students attending health career camps across the state by 10% by 2025.
 - ✓ Market health career camps across South Dakota