Bridge Strategic Plan Action Plan
July 1, 2022 - June 30, 2024

Goals and Objectives	Measures	Deputy Area	Report Source (Where will the results be captured?)
Goal 1 | Partner with Stakeholders and Communities: *Promote partnerships to enhance the abilities of our communities across the state to promote and protect healthy people and environments.*			
Objective 1.1: *Integrate consistent customer and partnership feedback into the agency's evaluation processes.*	**1.1.1:** Conduct and analyze a survey gathering feedback from stakeholders (internal and external) and the general public about the agency's website by March 31, 2023.	Chief of Staff	Project Management Office Portfolio Reports
	1.1.2.: Initiate at least one (1) continuous improvement project to identify customer service efforts across the agency by June 30, 2023.	Chief of Staff	Countinuous Improvement Council
	1.1.3.: Continue to collect customer feedback through the Finance and Operations Customer Satisfaction survey and FAOSuggestions email account for analysis.	Finance and Operations	F&O Customer Satisfaction Survey; FAOSuggestions email
	1.1.4.: Initiate at least two (2) process improvement projects based on the Finance and Operations Customer Satisfaction survey feedback and suggestions email by June 30, 2023.	Finance and Operations	F&O Customer Satisfaction Survey; FAOSuggestions email
Objective 1.2: *Expand existing and meaningful, performance-based partnerships with federal, state, and community, and non-traditional partners.*	**1.2.1.:** Identify current agency partnerships, existing gaps and areas for potential improvement by Jan 1, 2024.	Innovation, Strategy and Engagement	Annual Accountability Report
	1.2.2: Ensure that every county (46) has at least one public health and one environmental partnership at the local level.	Innovation, Strategy and Engagement	Annual Accountability Report
	1.2.3.: Develop agency plan to support enhanced agency partnerships and community engagement opportunities by June 30, 2024.	Innovation, Strategy and Engagement	Annual Accountability Report
Objective 1.3: *Increase health and environmental facility compliance.*	**1.3.1.:** Reduce the annual percentage of specimens assessed as unsatisfactory (based on the criteria listed in the PHEL Laboratory Services Guide) received by the Newborn Screening program in the public health laboratory from 4.40% to 2.00% as reported quarterly.	Public Health	Annual Accountability Report
	1.3.2.: Assess and begin to provide training to regulated communities based on the facility/provider identified areas of concerns.	Healthcare Quality	Healthcare Quality Management
	1.3.3.: Enforcement data is reviewed every six months to determine compliance assistance strategies to be implemented.	Environmental Affairs	Environmental Affairs Administration
Objective 1.4: *Increase communication and engagement with the Office of the Governor, Legislature, and state and local governments.*	**1.4.1.:** Identify current number of active partnerships with local governments and establish baseline for improvement by Jan 1, 2024.	Innovation, Strategy and Engagement	Annual Accountability Report
	1.4.2.: Based on identified baseline of the number of local government partnerships, develop plan to enhance consistent engagement of local governments by June 30, 2024.	Legislative Affairs	Annual Accountability Report
Objective 1.5: *Collect and securely provide actionable environmental, health, and patient care data to support informed decisions.*	**1.5.1.:** Increase the annual percentage of counties in which a Community Data Walk is conducted from 33% to 85% by June 30, 2023.	Public Health	Annual Accountability Report
Objective 1.6: *Develop a plan to thoughtfully increase information, educational, and data sharing opportunities provided for and within our historically marginalized and other vulnerable communities.*	**1.6.1.:** Convene stakeholders and develop workplan for the external health dashboard by DHEC by June 30, 2023.	Chief of Staff	Project Management Office Portfolio Reports
	1.6.2.: Publish an external health dashboard, which includes information about health disparities by June 30, 2024.	Chief of Staff	Project Management Office Portfolio Reports

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Goal 2 | Promote Healthy Outcomes: *Improve health outcomes and access to safe, quality healthcare services for all.*			
Objective 2.1: *Increase the length of healthy lives and healthy living options for all South Carolinians.*	**2.1.1.:** Increase the annual percentage of clients with active Tuberculosis disease that adequately complete treatment protocol from 95% to 96.9%	Public Health	Annual Accountability Report
Objective 2.2: *Eliminate disparities in the impact of communicable diseases.*	**2.2.1.:** Increase the annual percentage of newly diagnosed HIV positive persons linked to care within 30 days of diagnosis from 66% to 80%	Public Health	Annual Accountability Report
Objective 2.4: *Improve maternal and child health.*	**2.4.1.:** Increase the percentage of infant WIC participants who are fully or partially breastfed from 25.6% to 26%.	Public Health	PH performance management report
	2.4.2.: Increase percent of children less than 6 years of age with EBLL of 10+ that receive an environmental assessment within 3 months of test results.	Public Health	PH performance management report
	2.4.3.: Increase percent of children less than than 16 years of age with 1st time EBLL 10+ who receive nursing case management within 15 days of of test results.	Public Health	PH performance management report
Objective 2.5: *Reduce harm to workers, residents, and visitors due to injuries, substance use, violence, and*	**2.5.1.:** Complete 1,500 drug control inspections which ensures accountability for controlled substances by June 30, 2023.	Healthcare Quality	Annual Accountability Report
	2.5.2.: Increase the percentage of agency safety policies and plans reviewed, updated, and finalized from 54% to 75%.	Human Resources	Annual Accountability Report
Objective 2.6: *Increase the quality and safety of patient care within our own clinics and among the healthcare providers and facilities we regulate.*	**2.6.1.:** Increase the annual percentage of Communicable Disease Guidance documents reviewed, updated and provided to regional epidemiological staff from 67.5% to 80%.	Public Health	Annual Accountability Report
	2.6.2.: Complete the PY4 required number of IQIP visits with VFC providers by June 30, 2023 (baseline ~ 109).	Public Health	Annual Accountability Report
	2.6.3.: Increase the percent of moderate to highly effective contraceptive Preventive Health caseload for females 18-44 years of age.	Public Health	PH performance management report
	2.6.4.: Implement an Electronic Health Record system in our health departments in order to more efficiently serve our clients by July 31, 2023.	Chief of Staff	Project Management Office Portfolio Reports
Objective 2.7: *Promote equitable access to environmental, health, and patient services by identifying and addressing barriers.*	**2.7.1.:** Increase the number of enrolled Vaccines for Children (VFC) providers from 480 to 960 by June 30, 2023.	Public Health	Annual Accountability Report
Objective 2.8: *Protect and improve the health of our public and the environment by utilizing appropriate legal and regulatory actions.*	**2.8.1.:** Decrease the total number of Community Residential Care Facilities (CRCF) enforcements by 20% by providing education and working with providers to address issues before enforcement.	Healthcare Quality	Annual Accountability Report

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**Goal 3	Protect the Environment:** *Protect, enhance and restore the environment while promoting a balance of equitable resource management.*			
Objective 3.1: *Reduce the statewide emissions of criteria air pollutants.*	**3.1.1.:** Continue meeting the National Ambient Air Quality Standards (NAAQS) for all six criteria pollutants at 100% of South Carolina ambient monitoring stations.	Environmental Affairs	Annual Accountability Report
Objective 3.2: *Report on wetland acres impacted, preserved, and restored in the coastal zone.*	**3.2.1.:** Increase wetlands preserved, restored, or mitigated (acres, credits) per acre of allowed wetlands impacts from 13:5:1 to 1:5:1.	Environmental Affairs	Annual Accountability Report
Objective 3.3: *Increase the acres of contaminated land available for reuse.*	**3.3.1.:** Increase the total acreage of contaminated land available for reuse by 100 acres.	Environmental Affairs	Annual Accountability Report
Objective 3.4: *Restore South Carolina's impaired natural resources and sustain them for the future.*	**3.4.a.:** Increase Certificates of Completion issued for 20 acres of contaminated land available for reuse.	Environmental Affairs	Annual Accountability Report
Objective 3.5: *Ensure that solid waste is safely and efficiently managed with an emphasis on prevention, reduction,*	**3.5.1.:** Have no more than 77% of municipal solid waste (MSW) which was disposed of.	Environmental Affairs	Annual Accountability Report & Solid Waste Management Annual Reports
	3.5.2.: Have 23% of municipal solid waste (MSW) recycled.	Environmental Affairs	Annual Accountability Report & Solid Waste Management Annual Reports
Objective 3.6: *Increase the percent of South Carolina's population with access to safe and reliable drinking water.*	**3.6.1.:** Increase the population served by community public water systems that are in compliance with all health based standards from 98% to 99%.	Environmental Affairs	Annual Accountability Report

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Goal 4 |Provide Quality Services: *Advance DHEC's organizational capacity to provide quality internal and external services by focusing on workforce recruitment, retention and engagement; agency funding and investments; and internal process improvements.*			
Objective 4.1: *Recruit, retain, and develop a skilled workforce at all levels within the agency.*	**4.1.1.:** Maintain 100% participation in all Laboratory Response Network (LRN) exercises and Proficiency Testing (PT) events.	Public Health	Annual Accountability Report
	4.1.2.: Increase the graduation rate from 85% to 90% for the current LEAP cohort, which will graduate in spring 2023.	Human Resources	Annual Accountability Report
	4.1.3.: Finalize an updated Agency Workforce Development Plan by June 30, 2023.	Human Resources	Workforce Development Plan
	4.1.4.: Create succession plans for 10% of managerial positions at a Band 7 or higher by June 30, 2023.	Human Resources	Human Resources Project Status Report
	4.1.5.: By June 30, 2023, develop a plan to reduce the highest turnover rates of Finance and Operations positions by 25% by June 2024.	Finance and Operations	Finance and Operations - Operational Excellence
	4.1.6.: By June 30, 2023, increase employee participation in exit interviews with Finance and Operations Supervisors and/or Bureau Directors by 50% to obtain meaningful feedback that will be used to improve employee retention.	Finance and Operations	Finance and Operations - Operational Excellence
	4.1.7.: By June 30, 2023, identify a baseline of employee satisfaction in Finance and Operations and maintain the percentage of staff who currently utitlize flexible schedules, telecommuting, and alternative work schedules and continue to offer such benefits to employees whose work duties can be performed during different hours in order to increase the employee satisfaction level by 25% by June 2024.	Finance and Operations	Finance and Operations - Operational Excellence
	4.1.8.: By June 30, 2023, hire a learning development specialist to ensure that training and professional development is provided on an ongoing and as-needed basis for all catagories of positions within Finance and Operations and create at least one location to access information and resources.	Finance and Operations	Finance and Operations - Operational Excellence
Objective 4.2: *Increase our national rankings in per capita environmental and health funding.*	**4.2.1.:** Increase South Carolina's ranking in per-capita health funding to above 34th.	Finance and Operations	State Health Access Data Assistance Center report
	4.2.2.: Increase South Carolina's ranking in per-capita environmental services funding to above 37th.	Finance and Operations	ECOS Green Report
	Increase South Carolina's ranking in per-capita health and environmental funding to above 34th and 37th, respectively, by providing support for grant and other funding opportunities to increase state dollars for critical public health and environmental services and reporting new state funds.	Finance and Operations - Budgets	Finance and Operations
	4.2.3.: By June 30, 2023, in collaboration with deputy areas, identify up to two (2) fee-based programs to evaluate whether or not the current fee structure adequately supports the programs and, if it doesn't, how much is necessary to fully fund the operations of the program.	Finance and Operations - Budgets	Finance and Operations
Objective 4.3: *Secure funding and build a new public health and environmental laboratory.*	**4.3.1.:** Receive approval for Phase II of the new Public Health and Environmental Laboratories building by June 30, 2023.	Chief of Staff	Project Management Office Portfolio Reports
	4.3.2.: Execute Phase II contracts for construction of the new public health and environmental laboratory by June 30, 2023.	Chief of Staff	Project Management Office Portfolio Reports
	4.3.3.: Begin site preparation for the new public health and environmental laboratory by June 30, 2023.	Chief of Staff	Project Management Office Portfolio Reports
Objective 4.4: *Enhance collaboration at all levels within and outside of DHEC to ensure better coordination of services and increase engagement in agency decision-making.*	**4.4.1.:** By June 30, 2023, Finance and Operations (Office of Budgets and Bureau of Financial Management) will hold at least two (2) transparancy meetings with each of the three deputy areas (Healthcare Quality, Environmental Affairs, and Public Health) to discuss issues/concerns identified by the deputy area and provide updates, and establish and maintain schedule of such meetings.	Finance and Operations	Finance and Operations - Office of Budgets and Bureau of Financial Management
	4.4.2.: By June 30, 2023, establish "early escalation" teams/groups to discuss and resolve concerns with stalled agreements, subrecipient issues, and other unresolved issues.	Finance and Operations	Finance and Operations - Office of Budgets and Business Management and Bureau of Financial Management
	4.4.3.: By June 30, 2023, successfully migrate all rights and assignments within various systems to reflect agency process improvement realignments.	Finance and Operations	Finance and Operations - Office of Budgets and Bureau of Financial Management

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Objective 4.5: *Identify priority business processes to streamline the provision of timely, efficient, effective, and meaningful services internally and externally.*	**4.5.1.:** Increase the percentage of resolved complaints logged by the Public Health Laboratory from 90% to 100%.	Public Health	Annual Accountability Report
	4.5.2.: Initiate quality improvement project to streamline hiring processes and background checks by June 30, 2023.	Human Resources	Human Resources Quality Improvement Project Status Report
	4.5.3.: By June 30, 2023, initiate an evaluation of the state budget request process by soliciting and analyzing internal and external feedback.	Finance and Operations - Office of Budget and Operational Excellence	Finance and Operations
	4.5.4.: By June 30, 2023, improve timeliness of PCAS data entry and approvals by 25% to meet federal reporting requirements.	Finance and Operations - Bureau of Financial Management and Operational Excellence	Finance and Operations
Objective 4.6: *Modernize the agency's information technology infrastructure.*	**4.6.1.:** Improve the reliability of our IT network equipment by increasing the percentage of new and/or up-to-date equipment from 79% to 100%.	Information Technology	Annual Accountability Report
	4.6.2.: Complete a pilot of an upgraded electronic contracts management system for the Agency by June 30, 2023.	Chief of Staff	Project Management Office Portfolio Reports
	4.6.3.: Internally implement three additional programs in the Agency's ePermitting system: Air Quality, Onsite Waste Water, and Site Assessment, Remediation and Revitalization by May 31, 2023.	Chief of Staff	Project Management Office Portfolio Reports
	4.6.4.: Make progress towards implementing an new Laboratory Information Management System (LIMS) for the Bureau of Environmental Health Services in order to increase electronic data recording capabilities and allow for more direct transfer of data into the system from laboratory instruments.	Chief of Staff	Project Management Office Portfolio Reports
	4.6.5.: By June 30, 2023 identify and prioritize necessary upgrades to current financial systems (PCAS cost allocations system, PAIS, Retros, AP Central intake system and other invoice systems).	Finance and Operations	Finance and Operations - Bureau of Financial Management