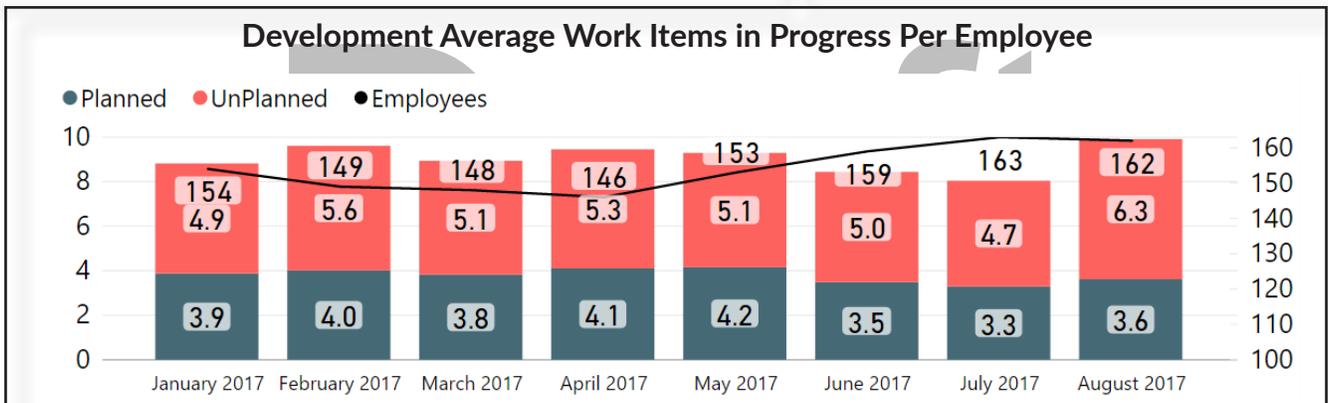
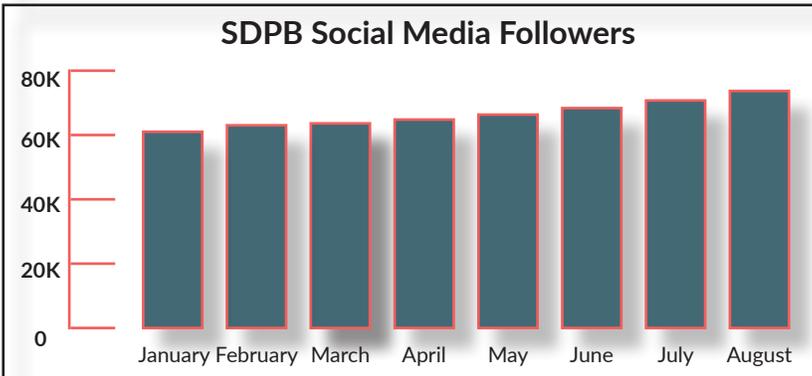
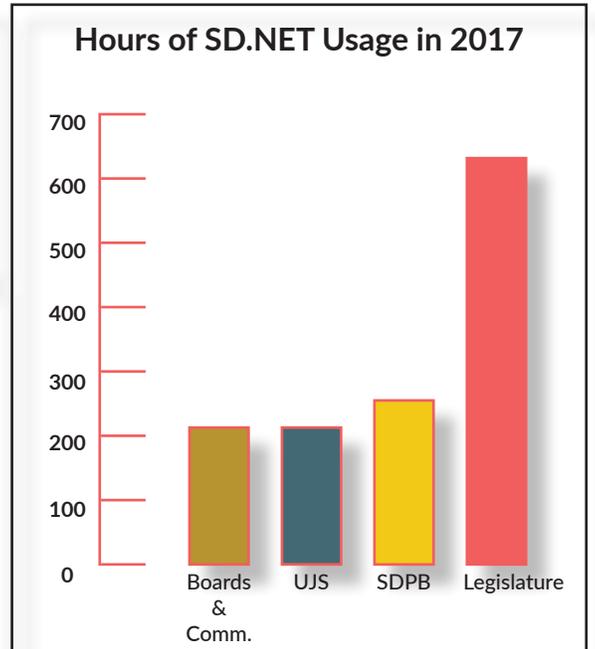
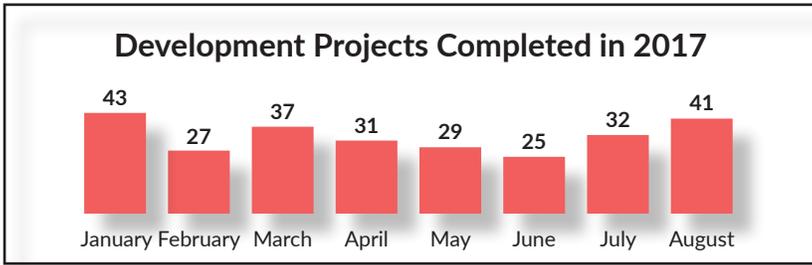
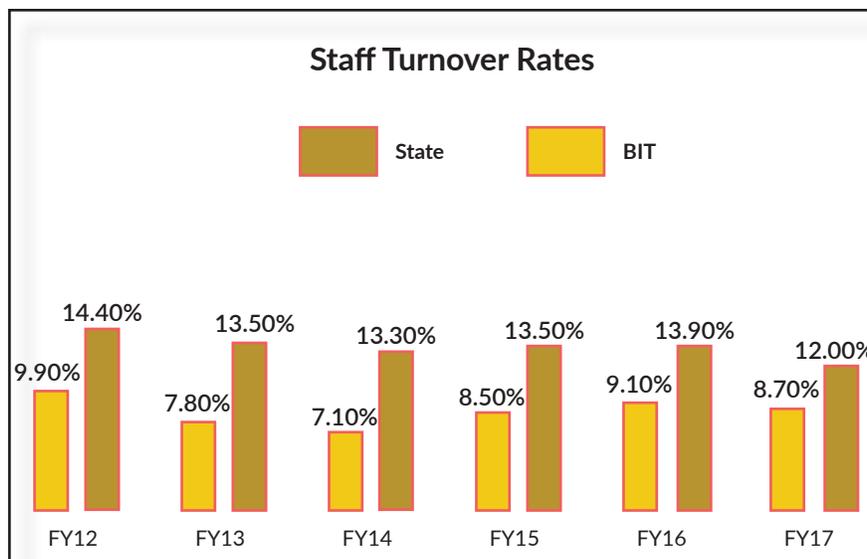




## 2 Deliver Valuable Services at Economical Costs.



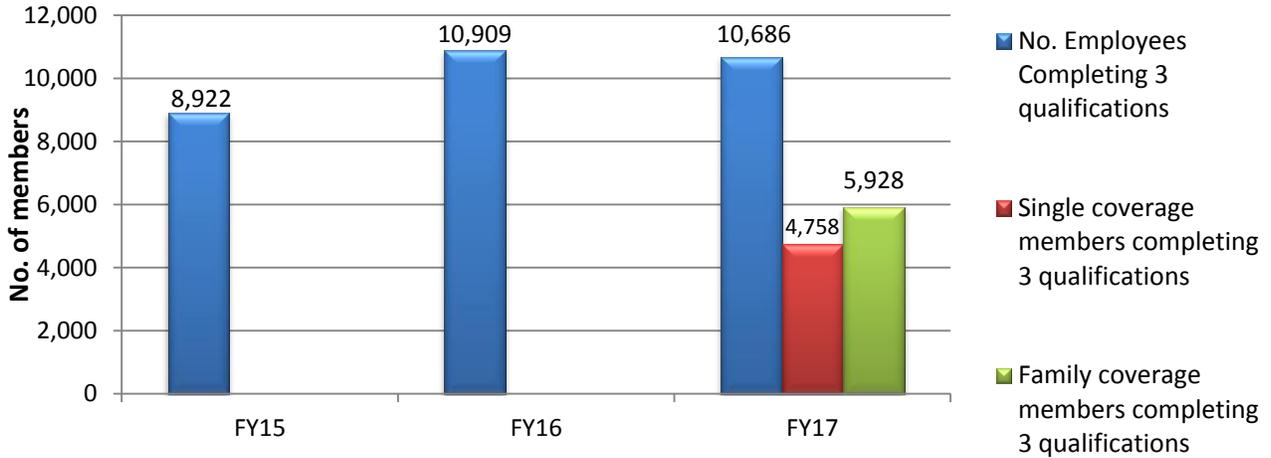
## 3 Build and Retain a Highly Skilled Workforce.



## FY18 Performance Indicators Bureau of Human Resources

**Goal No. 1:** Increase percentage of employees and covered spouses completing all three wellness qualifications by 3% or 320 members by March 31, 2018.

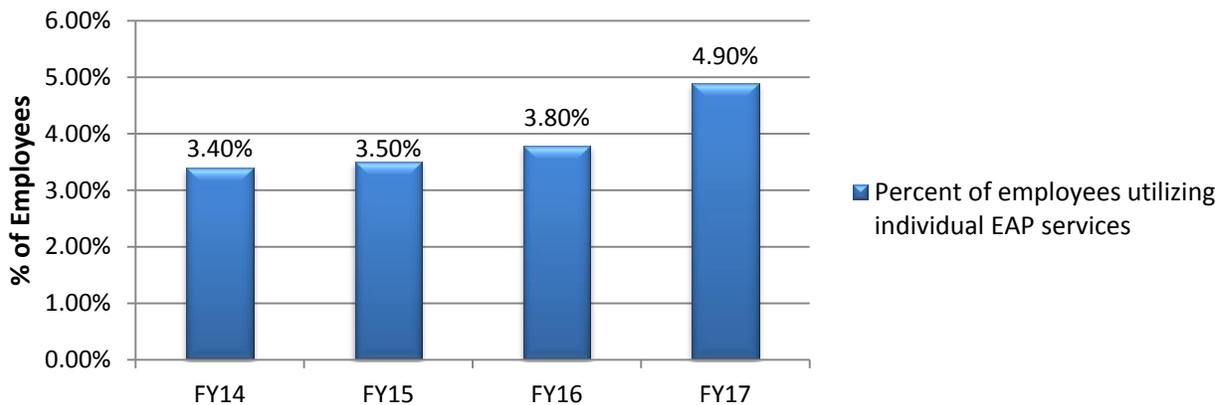
The wellness qualifications include taking an on-site health screening, participating in an online health assessment, and earning 100 wellness points. Studies show health screenings and health assessments help employees better understand their health risks and seek preventive care, which could result in cost savings to the health plan.



**Goal No. 2:** Increase individual-case utilization of the Employee Assistance Program (EAP) from 4.9% to 5.8% or 113 individual cases by FY19.

EAP provides a wide range of services, including personal counseling, financial planning and counseling, legal services, discount shopping, and education on dealing with aging parents and children, to state employees and immediate family members at no cost to the user.

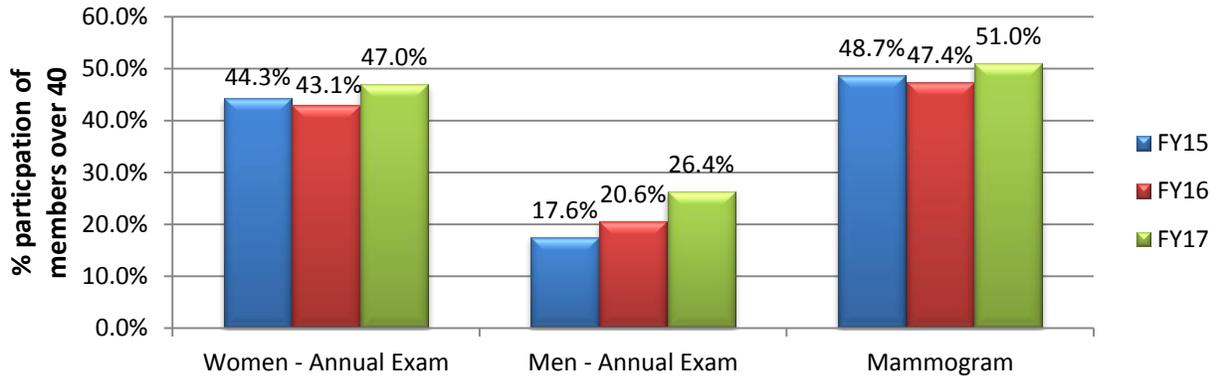
The State pays a fixed cost per employee for EAP, and utilization is shown to reduce absenteeism and health-care costs. A recent employee survey showed that 40% of respondents were not aware of EAP services, and only 12% of the survey participants had used EAP.



## FY18 Performance Indicators Bureau of Human Resources

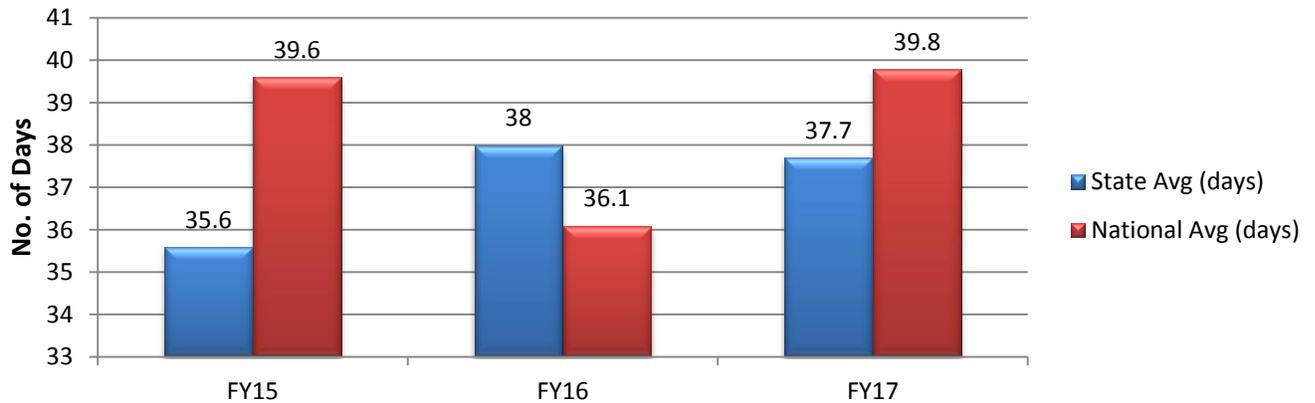
**Goal No. 3:** Increase usage of the following preventive care services available at no cost to the member by June 2019.

- Increase preventive care office visits for women over 40 by 5% (or about 318 women) to 52%.
- Increase preventive care office visits for men over 40 by 4% (or about 224 men) to 30.4%.
- Increase utilization of mammograms for women over 40 by 3% (or about 191 women) to 54%.



**Goal No. 4:** Ensure average time to fill positions for State agencies is less than the national average for FY18.

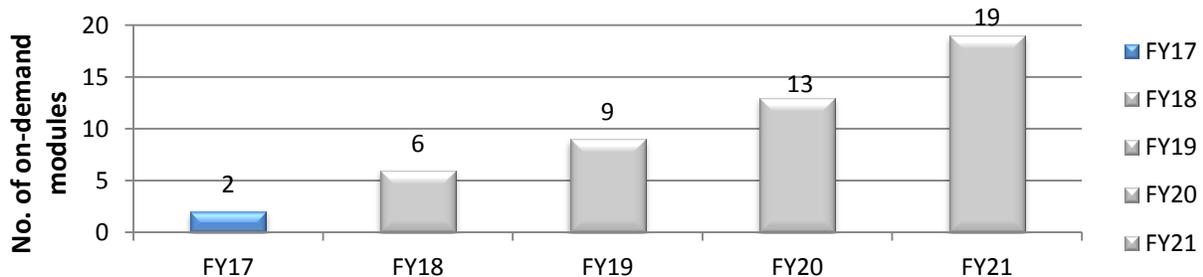
The current average for State agencies to fill a vacant position was 37.7 days in FY17, and the national average\* was 39.8 days.



\*The national average does not include weekend days, and the State average does.

**Goal No. 5:** Implement four on-demand, 24/7 e-learning modules in FY18 and increase by 50 percent annually each of the next four years.

BHR is implementing e-learning because it creates flexibility to participate at the time and location convenient to the employee. Because this is a new initiative, current usage data is not available. BHR will have the ability to track usage and completion for the courses to be added in FY18.



## 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

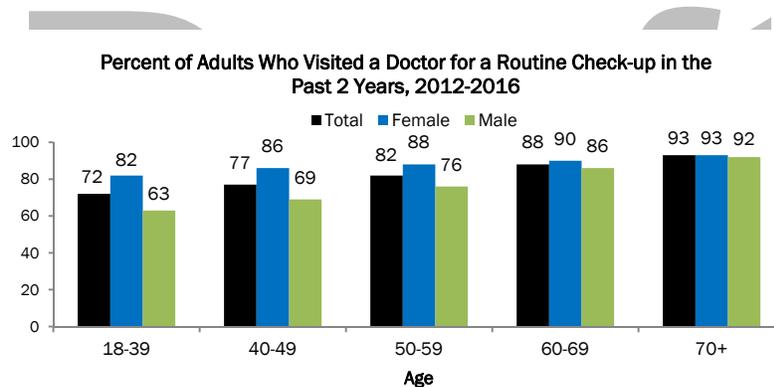
## Strategic Goals

- ❖ Improve the quality, accessibility, and effective use of healthcare
- ❖ Support life-long health for South Dakotans
- ❖ Prepare for, respond to, and prevent public health threats
- ❖ Develop and strengthen strategic partnerships to improve public health
- ❖ Maximize the effectiveness and strengthen infrastructure of the Department of Health

## Access to Preventive Care

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 90% by 2020

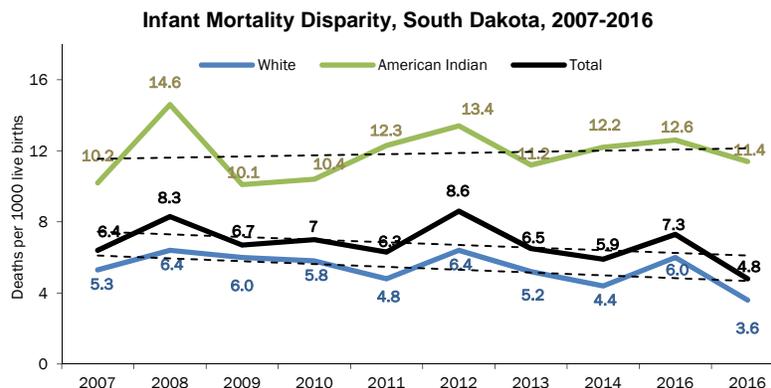
South Dakota Percent	South Dakota 2020 Target	U.S. Percent
79.8% (2016)	90%	83.5% (2015)



## Infant Mortality

Reduce the 5-year infant mortality rate from 6.9 per 1,000 births in 2010-2014 to 6.0 by 2020

South Dakota Rate	South Dakota 2020 Target	U.S. Rate
4.8 (2016)	6.0	5.8 (2014)

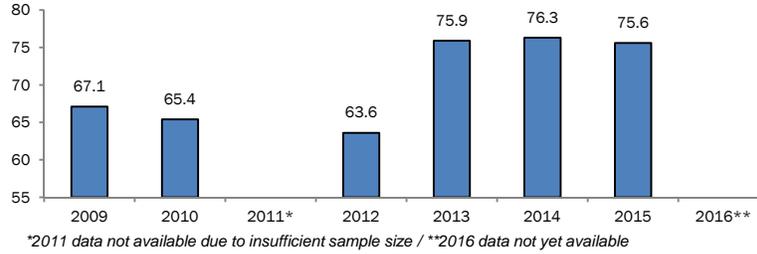


## Childhood Immunizations

Increase the percent of children aged 19-35 months who receive recommended vaccinations from 76.3% in 2014 to 80% by 2020

South Dakota Percent	South Dakota 2020 Target	U.S. Percent
75.6% (2015)	80.0	72.2% (2015)

Percent of children aged 19-35 months who receive recommended vaccinations, 2009-2015

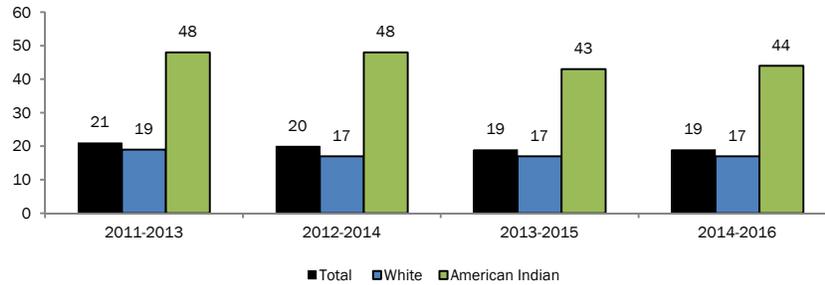


## Smoking

Reduce the percentage of adults that currently smoke from 18.6% in 2014 to 14.5% by 2020

South Dakota Percent	South Dakota 2020 Target	U.S. Percent
18.1 (2016)	14.5	17.5 (2015)

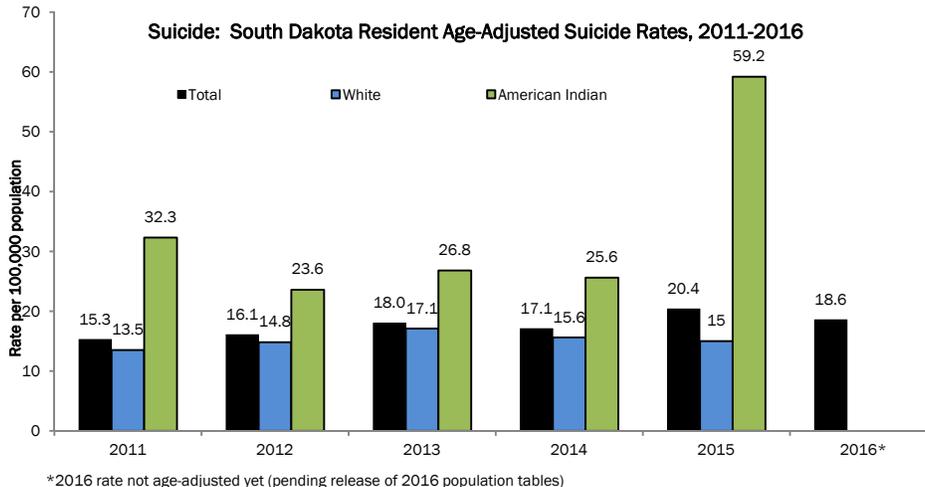
Adult Smoking Prevalence, 2011-2016



## Suicide

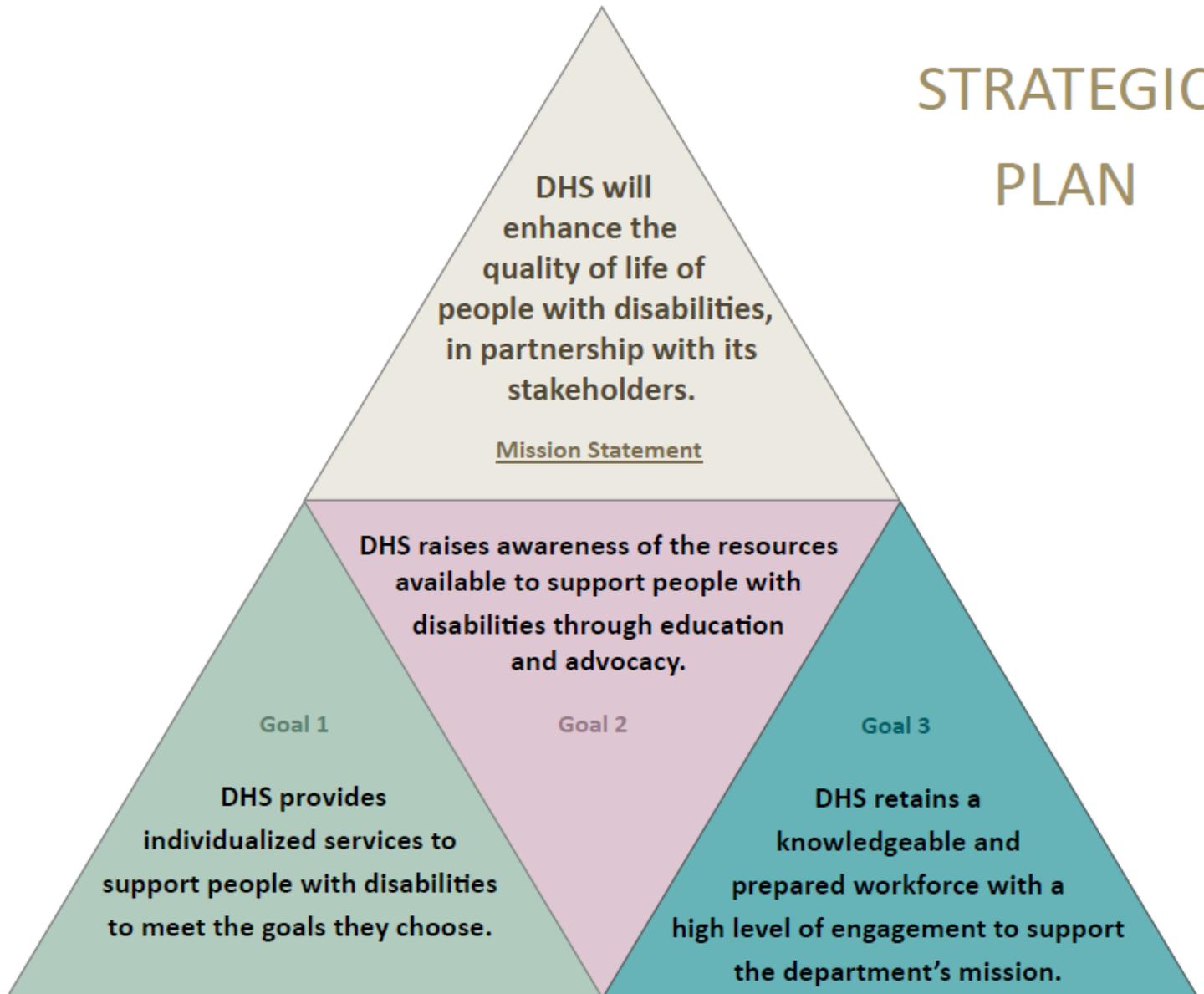
Reduce the suicide age-adjusted death rate for South Dakota from 17.1 per 100,000 in 2014 to 12.6 per 100,000 by 2020

South Dakota Rate	South Dakota 2020 Target	U.S. Rate
20.4 (2015)	12.6	13.0 (2014)



# South Dakota Department of Human Services

## STRATEGIC PLAN



[dhs.sd.gov](http://dhs.sd.gov)

# 1

The South Dakota Department of Human Services provides individualized services to support people with disabilities to meet the goals they choose.

Assessing & Increasing Self Direction Opportunities

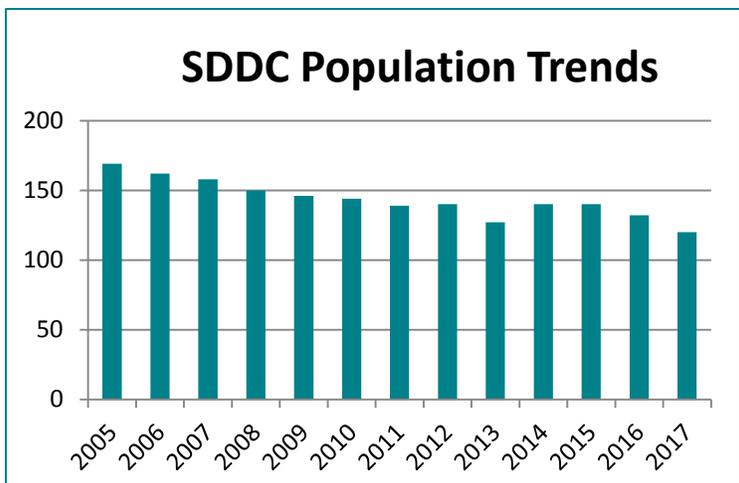
- Right Sizing SDDC-120
- Conflict Free Case Management
- Stakeholder Input

Communicate Performance Indicators to Public & Stakeholders

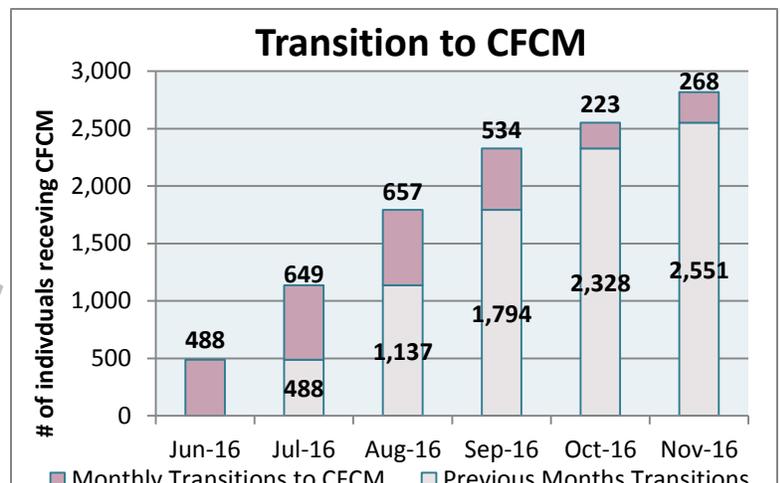
- Shares Review Results
- Satisfaction Surveys
- DHS Website

Becoming a Person Centered Organization (PCT)

- Development of:
- Leaders-27
  - Coaches-57
  - Trainers-5
  - Certified Providers-105



One way to measure our success is the right sizing initiative at the South Dakota Developmental Center in Redfield to continue to find options for the least restrictive environment for the individuals we serve.  
**\*Current Census-120**



The chart above shows the implementation of conflict free case management (CFCM) to meet new regulations from the Centers for Medicare and Medicaid Services (CMS). New conflict free case managers serve as the front line for information and assistance – helping individuals and families navigate the system while truly advocating for the person’s needs and their preferences.



## THE BEST, THE BOTTOM, AND FACTS ABOUT THE TOP 10 PERFORMING STATES



State’s Support for People with Developmental Disabilities Ranked Top Ten Nationally

# 2

The South Dakota Department of Human Services raises awareness of the resources available to support people with disabilities through education and advocacy.

Partnerships

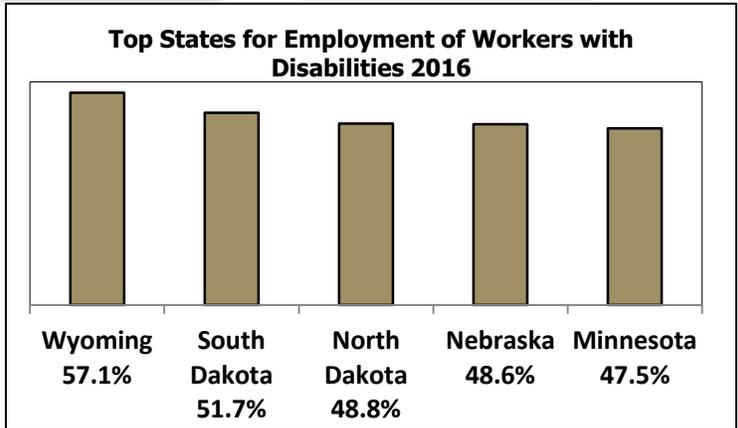
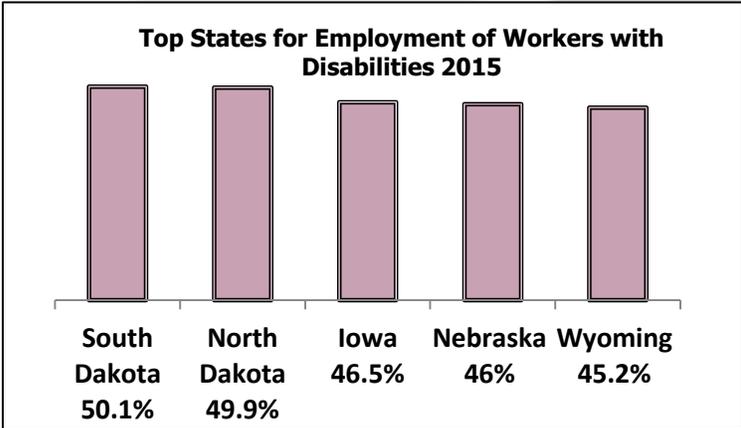
Boards & Councils  
Business/Employers  
SD Retailers  
Society of HR Managers

Employer Resources

Governor's Awards  
Business Resources  
Disability Employment Awareness  
State as Model Employer

Outreach Campaign

Ability for Hire  
Social Media  
No Wrong Door  
Web Resources



*\*South Dakota is consistently one of the top states in the nation for employment of workers with disabilities.*

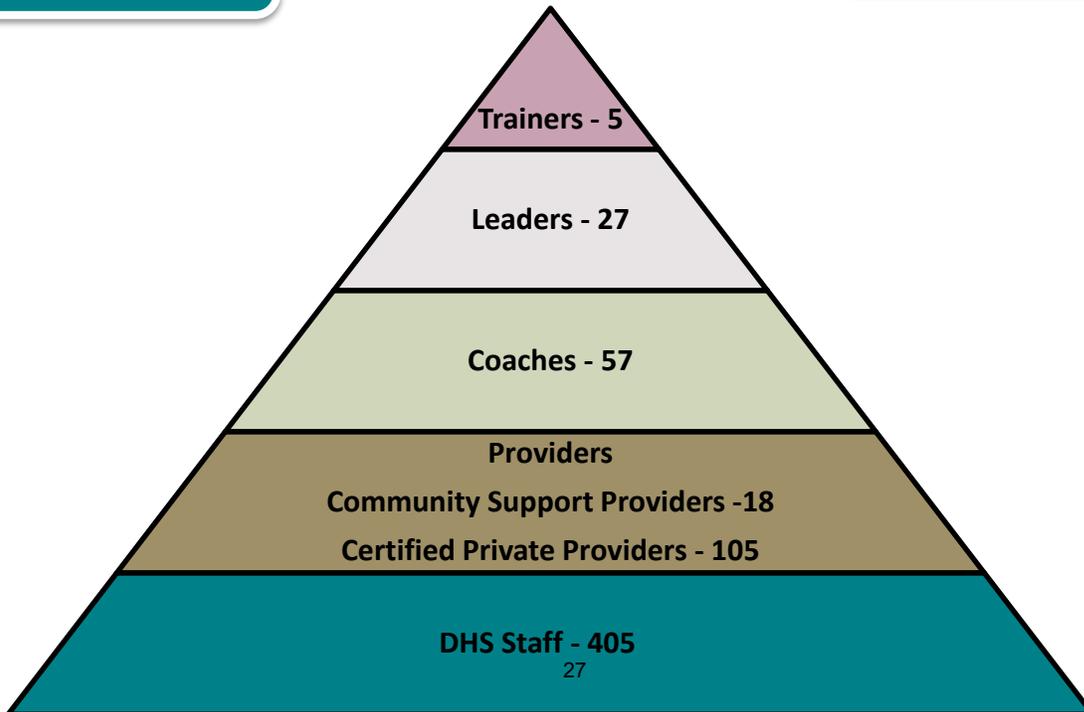
# 3

The South Dakota Department of Human Services retains knowledgeable and prepared workforce with a high level of engagement to support the department's mission.

Further Develop Positive & Encouraging Work Environment Through PCT

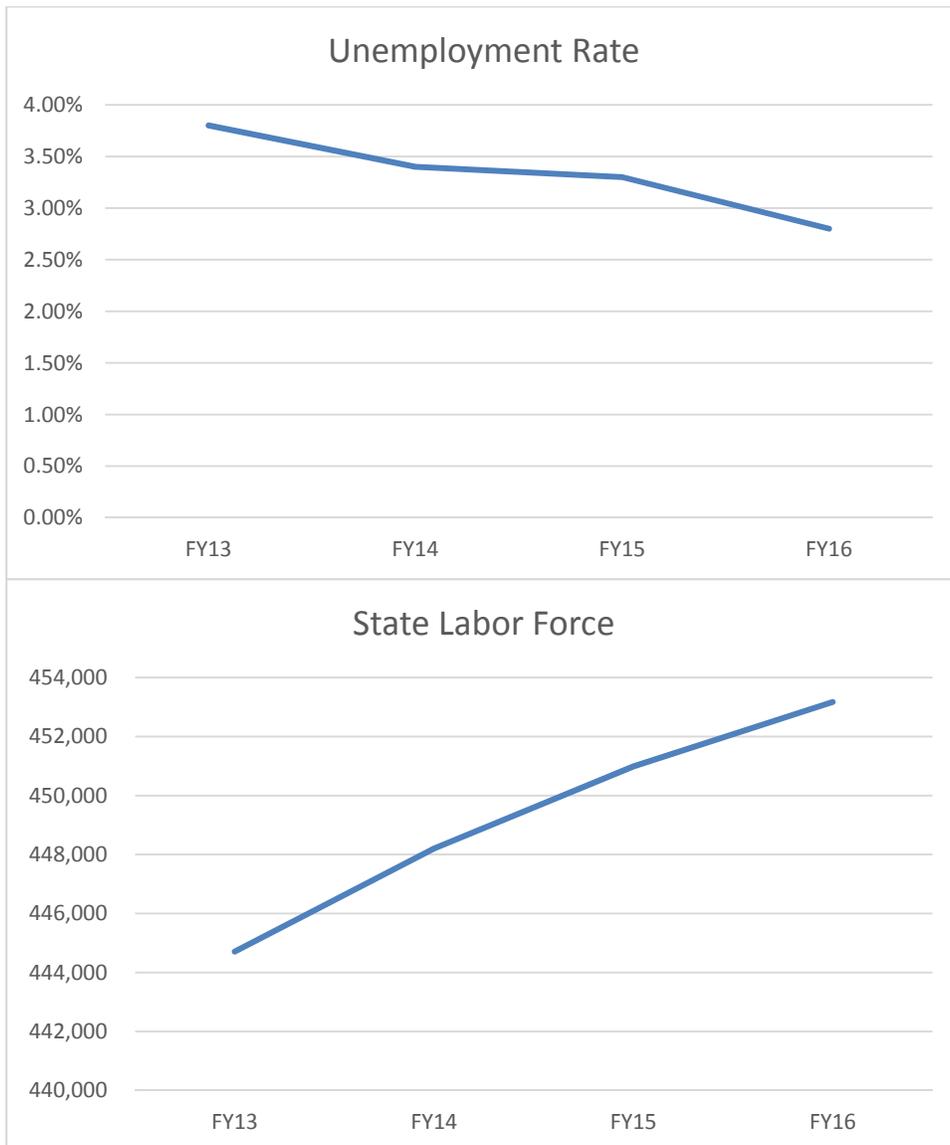
Professional Development

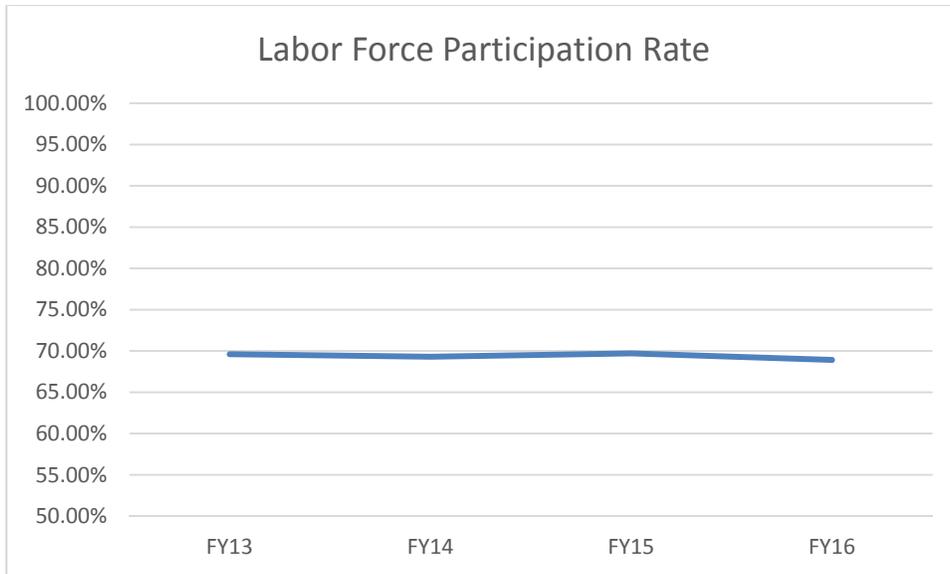
Connect Staff with Community & Stakeholders



### Labor Force Indicators

These indicators illustrate the employer and labor needs of South Dakota:



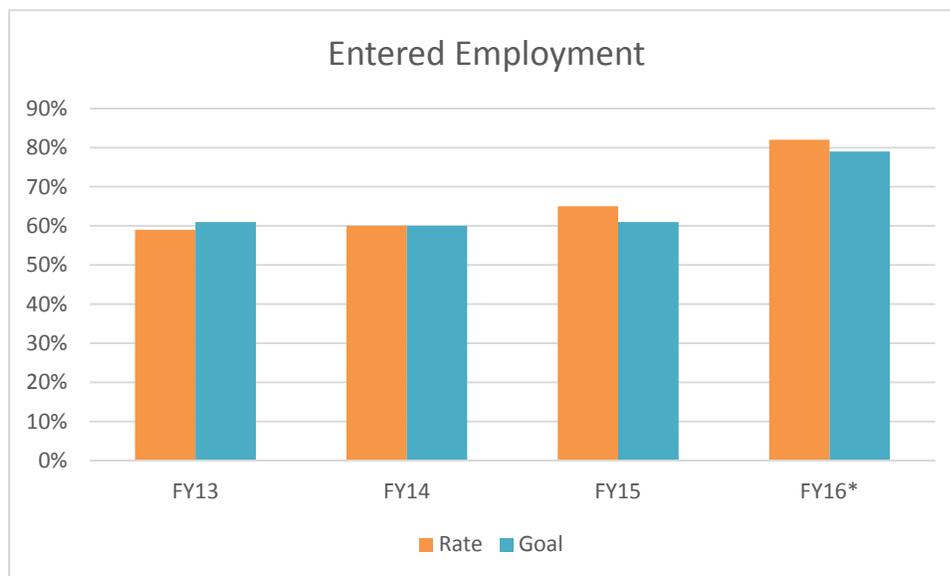


### Mission Statement

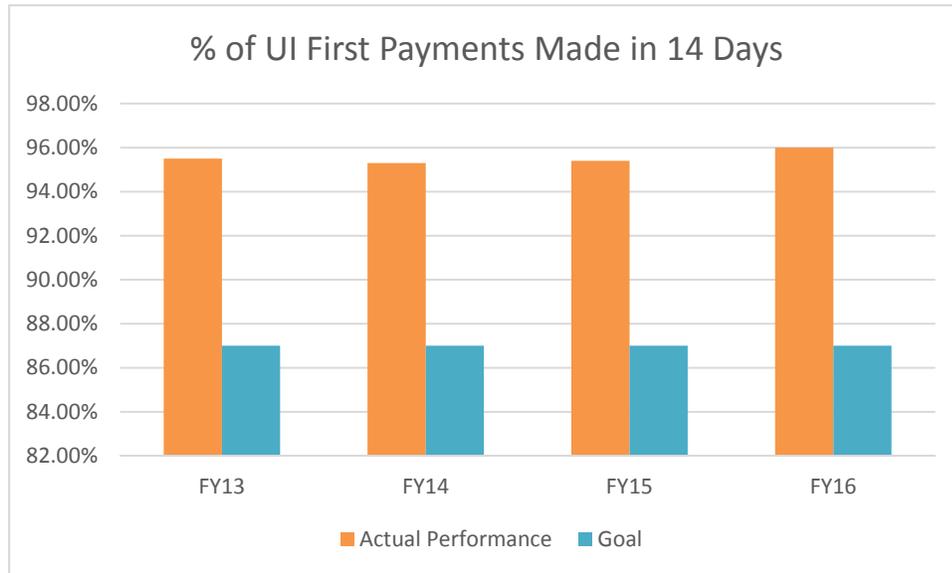
The mission of the Department of Labor and Regulation is to promote economic opportunity and financial security for individuals and businesses through quality, responsive and expert services; fair and equitable employment solutions; and safe and sound business practices.

### Quality, Responsive and Expert Services

- Entered Employment** indicates the number of workers we connect to employers and positions through our job services. \*Goals and rates changed between SFY2015 and SFY2016 due to changes in performance measure formulas under the Workforce Innovations and Opportunities Act (WIOA) of 2014.

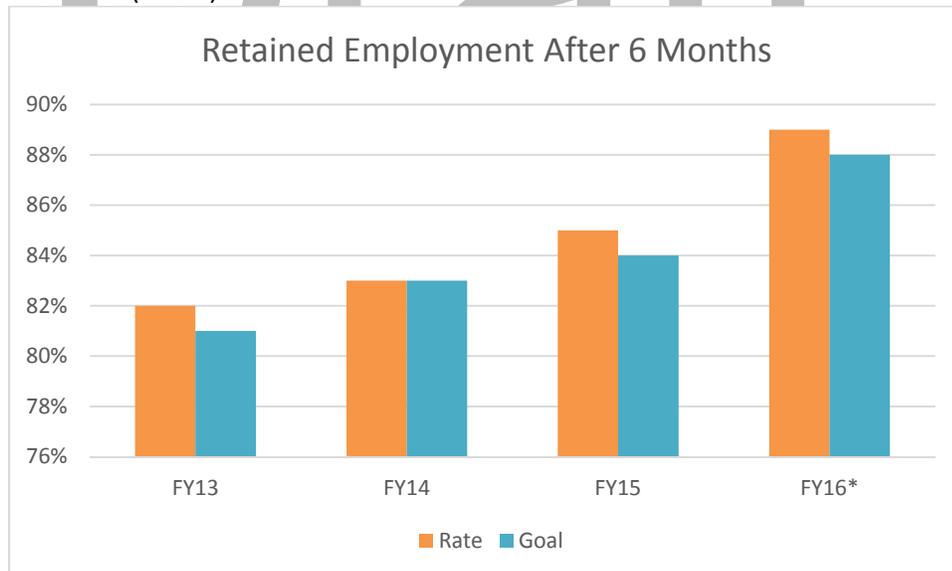


- **% of UI First Payments Made in 14 days** indicates the timeliness in providing unemployment benefits to unemployed individuals seeking assistance.



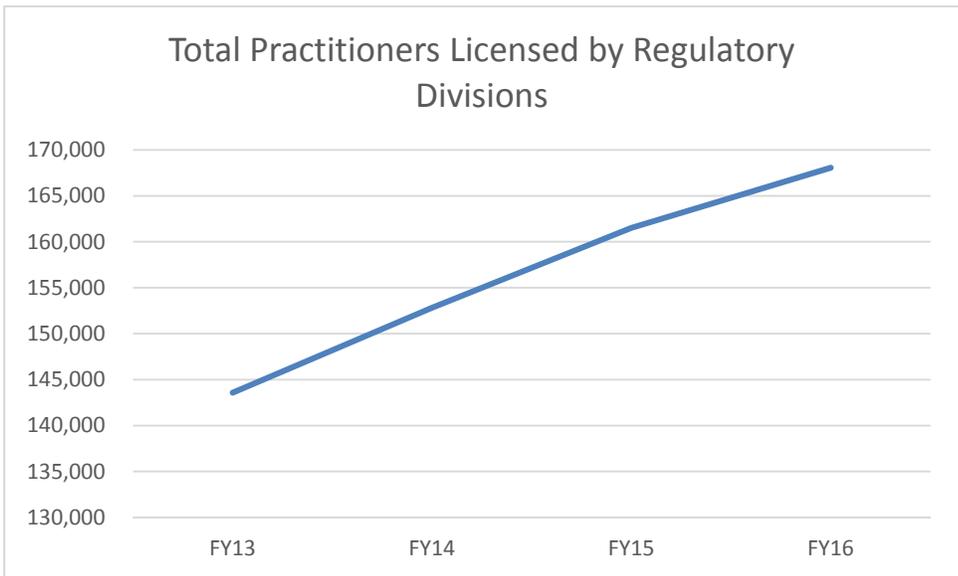
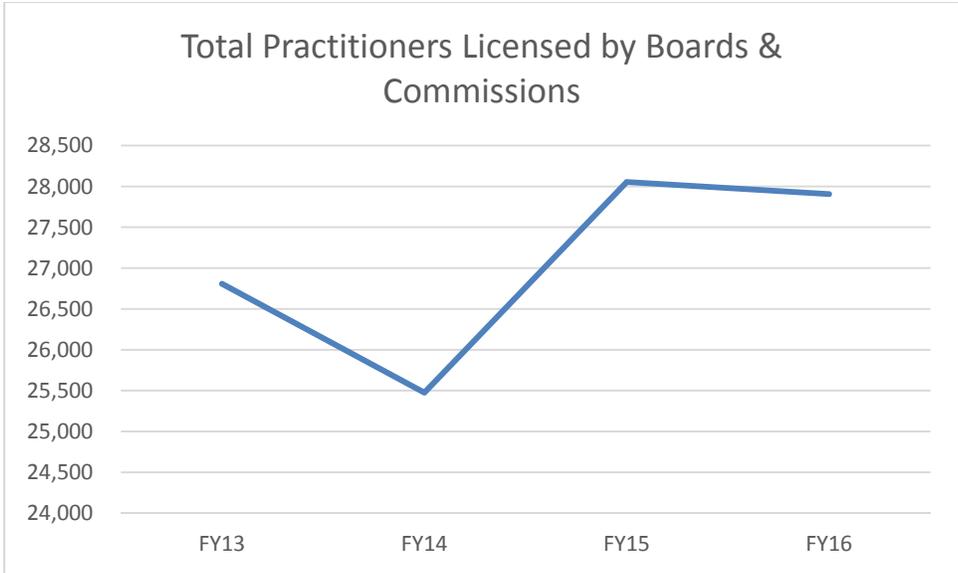
#### Fair and Equitable Employment Solutions

- **Retained Employment after 6 Months** indicates how people are fitting into the positions we connected them to with employers. \*Goals and rates changed between SFY2015 and SFY2016 due to changes in performance measure formulas under the Workforce Innovations and Opportunities Act (WIOA) of 2014.



#### Safe and Sound Business Practices

- **Total Practitioners** from Boards/Commissions and Regulation Divisions reflects the number of individuals and businesses which we must review and ensure proper compliance with established laws.





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Pierre, South Dakota 57501  
Phone: 605-773-3311  
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July 18, 2017

TO: Government Operations and Audit Committee  
FROM: Andy Gerlach, Secretary  
DATE: 07/18/2017  
SUBJECT: Summary Report for Strategic Plan

The Department of Revenue's Strategic Plan, hereafter referred to as Revenue 2020, centers around a vision, values, and strategic directions aimed at managing and measuring performance to provide quality service to the State of South Dakota. In this report the Committee will find a summary of this Strategic Plan paired with key performance indicators for the four strategic directions.

The values the Department believes are critical to success are professionalism, dependability, accountability, and public service. The vision 'to create an open and collaborative environment that provides professional customer service, contributes to a favorable economic climate, and is accountable to the citizens of South Dakota' is the epicenter of the Revenue 2020. The four strategic directions of Revenue 2020 are:

Employees: Engaging and Developing Our Team

- Promote team building
- Establish a defined training and development plan
- Broaden communication efforts
- Develop a workforce management plan

Resources: Managing Resources to Maximize Return on Investment

- Increase Lottery instant ticket sales by 10%
- Increase voluntary compliance
- Expand internal control efforts
- Review initiatives and activities for return on investment
- Expand audit efforts
- Increase electronic transactions

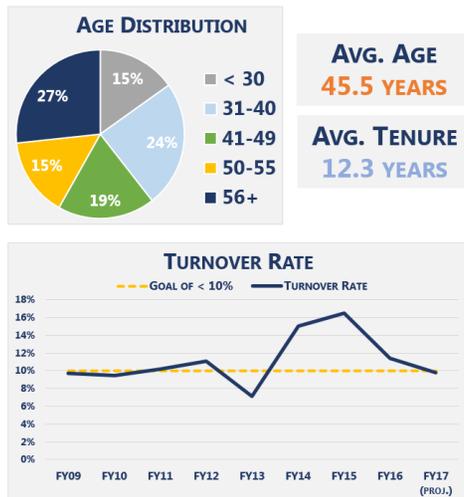
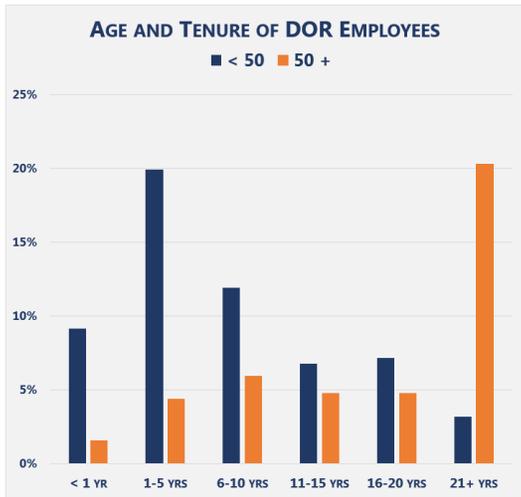
Insights: Leveraging Information Through Data Analytics to Support Decision Making

- Establish standards for inventory and use of Department Data
- Develop dashboards to:
  - Identify tax gaps and increase revenue
  - Effectively manage strategic plan goals
  - Support staffing patterns and needs

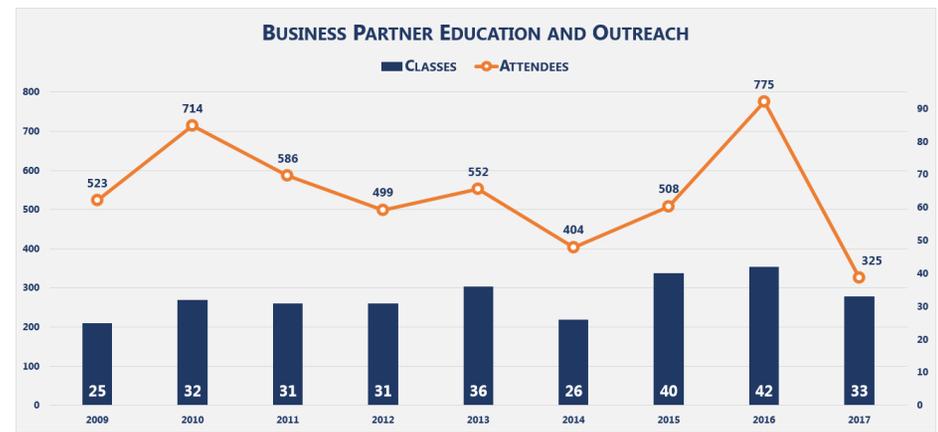
Partnerships: Developing and Strengthening the Department's Relationships

- Improve customer satisfaction by using market research data to implement customer-centric technology solutions
- Provide customized education opportunities
- Establish business advisory group to gather feedback

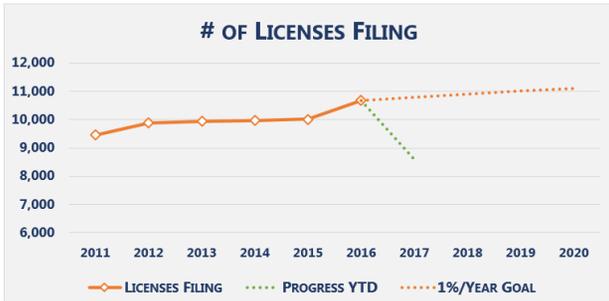
# 1. OUR WORKFORCE



# 4. BUSINESS PARTNER OUTREACH

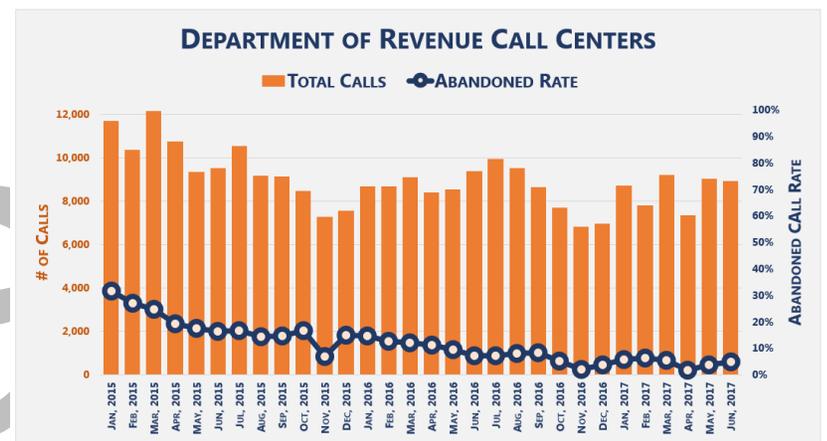


# 2. INCREASE VOLUNTARY COMPLIANCE

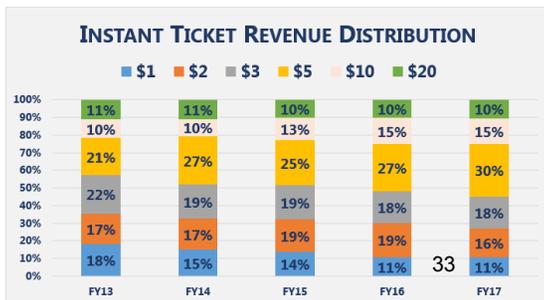
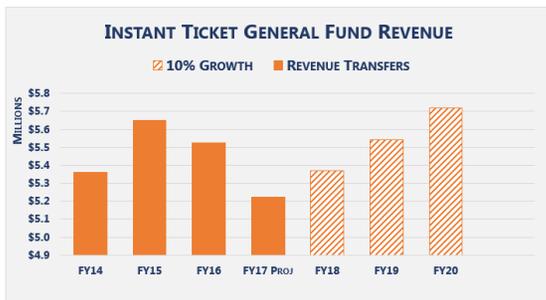


	LICENSES CURRENTLY ACTIVE	REPORTED TAX (JUL 2014 - PRESENT)
REMOTE SELLERS FROM SB106	104	\$1,468,794
NON-NEXUS FILERS	9,439	\$450,423,160
STREAMLINE SALES TAX	2,288	\$20,098,044

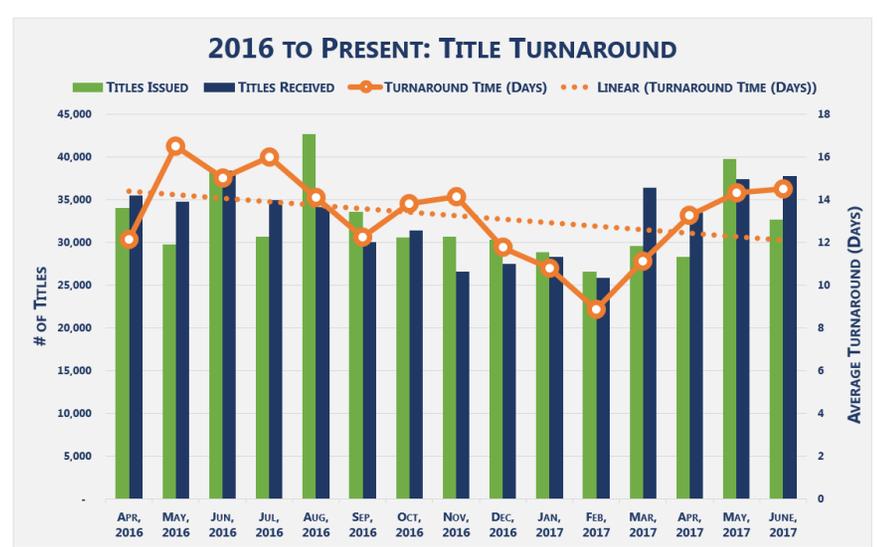
# 5. ENSURING CUSTOMER SERVICE



# 3. LOTTERY: INSTANT TICKETS AND ONLINE



# 6. TITLE TURNAROUND EFFICIENCY





**Mission:**

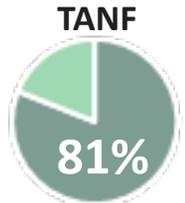
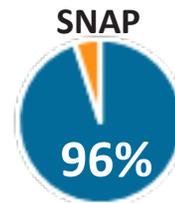
Strengthening and supporting individuals and families by promoting cost effective and comprehensive services in connection with our partners that foster independent and healthy families.

**Strategic Plan Outcomes:**



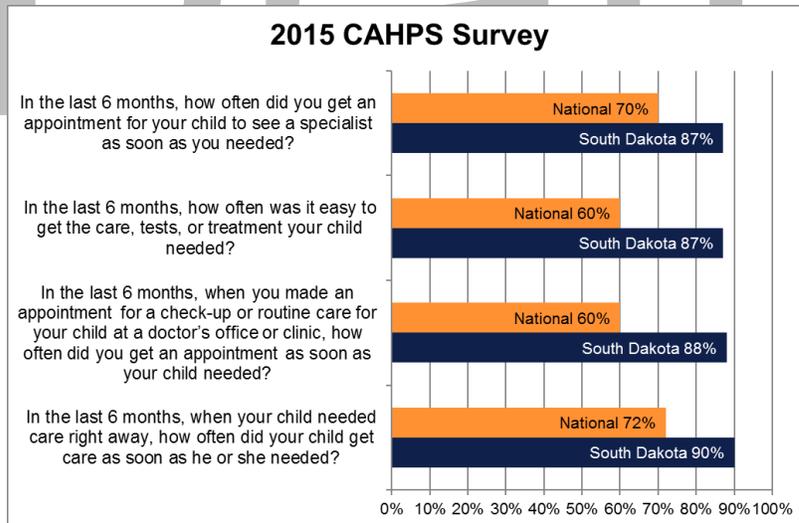
**Connections to Work**

- For participants that must meet work requirements for Supplemental Nutrition Assistance (SNAP) and Temporary Assistance for Needy Families (TANF) - Percentage employed 30 days after starting job- majority full time:
- Child Care Subsidy – Supporting over 2100 families so they can work or attend school. 57% of families are at or below 100% FPL
  - o Results: 96% of families reported ability to maintain full time employment.



**Access to Healthcare**

- Survey by Centers for Medicare and Medicaid Services indicates SD exceeds national average across four key measures of access.

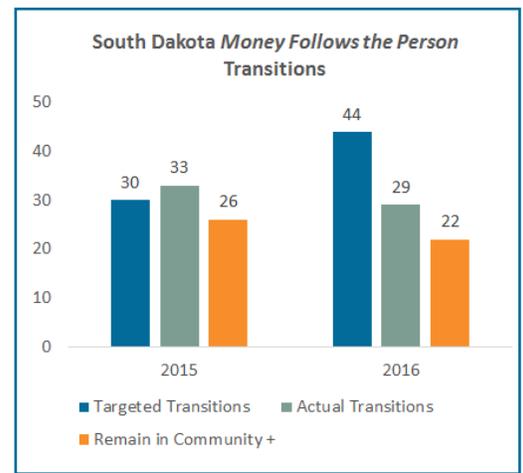


**Caring for People in the Most Cost Effective Manner**

- Health Homes program implemented in July 2013. Over 6,000 participants each month with high cost chronic or behavioral health conditions. Goal to improve care coordination, increase primary care and reduce emergency department usage. Improved health outcomes and net cost avoidance of \$4 - 5.6 million. 25% reduction in ED visits and 20% reduction in inpatient admissions. 6% increase in primary care.

Outcomes Measure	Prior to Health Home	After Health Home
ED Visits per 1,000	499	375
Inpatient Admissions per 1,000	325 34	264

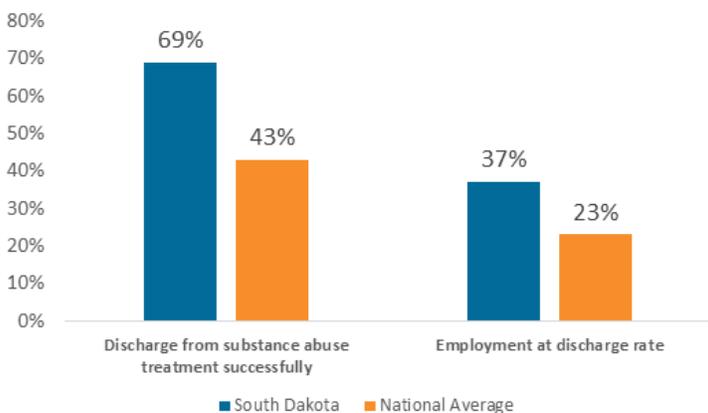
- Money Follows the Person implemented in 2014. Provides funding and supports to transition individuals from nursing home or other institutional settings back to their homes/communities.
  - o Results: Transitioned 29 individuals with 18 partial transitions completed.
- Geriatric Psychiatric Treatment- Clinicians from the Human Services Center provided psychiatric review and consultation services diverting 21 individuals from admission to HSC keeping them in community nursing home placement.
- Community Based Mental Health Services – Providing counseling, psychiatric treatment and wrap around services to over 7,000 recipients to prevent inpatient admissions and improving community involvement.
  - o Results: 6.2% increase in employment outcomes, 9.4% reduction in ER visits and 14% reduction in inpatient admissions.



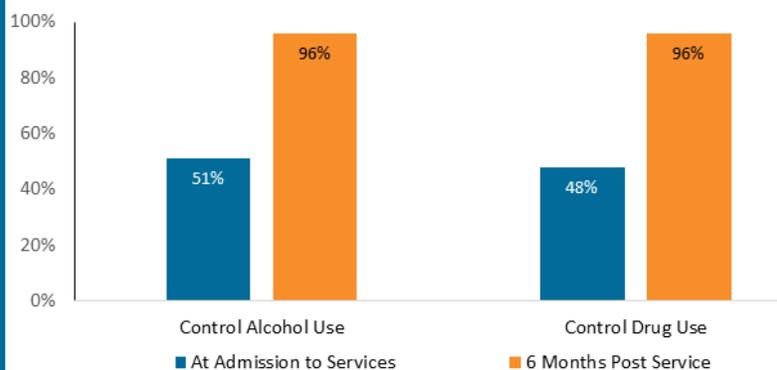
Outcomes Measure	Prior to CARE and IMPACT	After CARE and IMPACT
Clients reporting employment	19.7%	25.9%
Clients who visited an ER for a psychiatric or emotional problem	12.3%	2.9%
% of Clients who spent night in hospital	20.1%	6%

- Community Based Substance Use Treatment Services – Providing counseling, inpatient treatment and halfway house services and Cognitive Behavioral Intervention for justice involved populations.

Successful discharge from treatment – 26% higher than the national average, employment 14% higher than national average



Justice involved population 96% report ability to control drugs or alcohol at discharge compared to national averages of 51% (alcohol) and 48% (drugs). 85% reported employment at discharge.



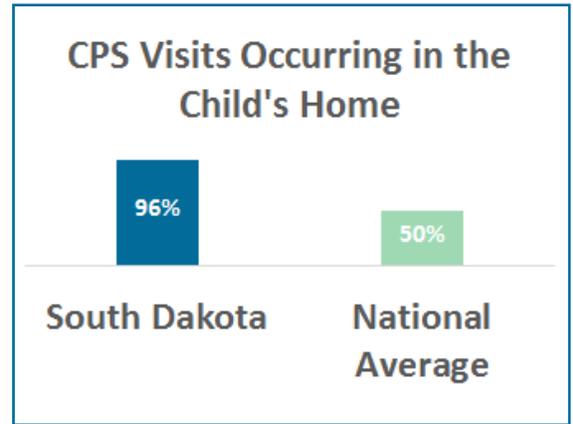
- Correctional Behavioral Health Services – Mental Health and Substance Use treatment services to individuals in custody of the Department of Corrections.
  - o Results: 3,987 psychiatric contacts and 1,357 entered substance use treatment.

### Permanency and Safety for Children

- Child Protection Services goal is to reunify families whenever possible.
  - o Results: 77% of children return home within 12 months of removal.
  - o When that is not possible, we work to establish guardianship or adoption to divert from foster care placement.
    - 96% of caseworker visits happen where the child resides – exceeding the national average by 46%.

### Program Integrity – National Awards

- Nationally recognized for program quality:
  - o Medicaid – only state in the nation to receive continuous exemption since 2010 from recovery audit contractor requirements. Collected \$8.7 million in third party liability, estate recovery, and fraud collections. Less than 5% of collections are fraud related. Additional \$425,315 in cost avoidance through fraud prevention and detection efforts.
  - o Supplemental Nutrition Program ranked #1 in the nation in 2015 and over 30 years of continuous financial program awards.
  - o Child Support – Over \$115 million in collections in 2016 for over 60,000 cases. Child Support collects \$11 for every \$1 of administrative costs exceeding the national average by 51%. As a result, ranked #2 in the nation in 2016 earning \$2 million in incentive payments. Ranked in the top 3 nationally for the last 15 years.
  - o Child Care – 96% payment accuracy compared to national average of 94%.



Draft