



**dhec**  
bridge  
strategic  
plan 2022–2024

# ***A People-First Approach***

**An Overview and Planning Document**  
*How We Got Here and Where We're Going*

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MESSAGE FROM THE DIRECTOR

# Our Way Forward



The South Carolina Department of Health and Environmental Control (DHEC) instills a people-first approach to all that we do. This begins with the core function of our agency and its employees which is to serve as champions for the people of South Carolina.

As we prepare for the next phase of the COVID-19 pandemic, it's important that we take time to recognize our collective strengths and reflect on opportunities for improving our work. This includes acknowledging the herculean effort by our agency's staff during our multi-year, ongoing response to COVID-19 and the impact the pandemic has had on the people we serve and our staff. While many on our team were entrenched in a non-stop response to the pandemic, many others continued to work behind the scenes to ensure our mission-critical role of providing environmental, healthcare quality, and public health services to our residents remained uninterrupted.

DHEC's **2022–2024 Bridge Strategic Plan** builds on the foundation of the agency's 49-year history and charts our strategic path forward. It does so while focusing on planning for the future of environmental and health services in a post-COVID-19 pandemic era. Our bridge plan is shorter than a typical plan to allow us time to critically evaluate and strengthen our workforce, infrastructure, processes, and partnerships as we bridge from our pandemic response toward the future.

Our bridge plan also takes into consideration the critical need for our agency and its staff to keep pace with changes to federal and state requirements, growth in our scientific knowledge, and the evolving needs of all South Carolinians.

At the same time, we recognize that we cannot do this work alone. We rely on many partners and community members across our great state to achieve our shared vision of healthy people living in healthy communities.

In addition to receiving staff input, external stakeholder recommendations from the Task Force to Strengthen the Health and Promote the Environment of South Carolina were incorporated in our planning efforts. These recommendations and associated objectives are aimed at improving the future of health and environmental services in South Carolina.

As we evaluate our priorities over the course of the next two years, DHEC will provide greater opportunities for our partners and communities to share constructive feedback on our planning efforts.

In the meantime, we encourage you to read our plan and join us in our work to improve the quality of life for all South Carolinians by protecting and promoting the health of the public and the environment. I am confident that by working together we can continue to make a positive difference in the lives of every South Carolinian.

*Sincerely,*

**Edward Simmer, MD, MPH, DFAPA**  
Director, South Carolina Department of Health and Environmental Control

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# Executive Summary

The South Carolina Department of Health and Environmental Control (DHEC) is charged with promoting and protecting the health of the public and the environment in South Carolina. With more than 3,400 employees working in approximately 100 locations across the state, DHEC places health at the heart of all that we do.

Our strategic plan helps unite and guide our agency as we pursue our shared vision of **healthy people living in healthy communities**. It does so by setting the strategic direction, goals, and objectives for our agency in its work to fulfill our mission. This includes supporting our ongoing work with our partners, communities, and others to help every South Carolinian have the access, resources, and information they need to:

- improve the environment in which they live,
- make decisions that enhance their health, and
- have access to the highest quality healthcare.

DHEC's strategic plan is informed by the priorities outlined by our agency leadership with input from staff, the agency Board, partners, and stakeholders at all levels, including through national, state, and local assessments and requirements. It is a living document that is reviewed and updated on an ongoing basis to ensure it remains relevant and impactful. **The agency plan is implemented by our talented and dedicated team of employees who serve within DHEC's four core divisions:**

- **Environmental Affairs** protects, promotes, and preserves the environment so that South Carolinians have clean air, land and water; and enhanced coastal resources.
- **Healthcare Quality** supports patient safety through helping to make healthcare in South Carolina safer, more accessible, affordable, equitable, and of a higher quality and standard.

- **Public Health** promotes community health and well-being by protecting people from disease, illness, and injury, as well as providing access to quality care.
- **Support Services** provides our agency's program areas and teams with the necessary support to ensure the successful accomplishment of our mission and vision.

Working together within our communities, these core divisions seek to create a brighter future for all South Carolinians through their work to support our shared vision and mission.

## Vision

### **Healthy people living in healthy communities**

We have a shared vision to guide our organization now and in the future: *healthy people living in healthy communities*. Our contributions to educate and engage all South Carolinians on environmental, healthcare, and public health issues remain critical to mobilizing communities to develop strategies to impact desired environmental and health outcomes.

## Mission

### **To improve the quality of life for all South Carolinians by protecting and promoting the health of the public and the environment**

Our mission is an enduring and inclusive statement of our purpose. It reflects who we are and why we exist. We strive to meet our mission through the work we do and services we provide each day.

## How Do We Achieve Our Vision and Mission?

People are broadening their perspective on health to include not only the absence of disease and access to quality medical care, but also the importance of living in healthy communities. This includes a growing understanding of the critical role the environment plays in the health of individuals, families, and communities who call South Carolina home.

Through awareness programs, community development, and policy and oversight activities, we are a powerful force in assisting community organizations to focus on health, prevention, and wellness activities. We also facilitate awareness of environmentally sound practices that protect our precious ecosystems and environmental and coastal resources.

People who actively participate in their communities are catalysts for changes in our state's health and environmental status. Our challenge is to find ways to link the vision and values of DHEC to the values of people in the local communities we serve. When our values complement the values of those we serve, we will have *healthy people living in healthy communities*. This starts with understanding our roles as the state's environmental and public health agency, defining our agency's character, and working with individuals, families, and members within our communities to identify and set clear strategies, goals, and objectives for getting there. At DHEC, we are focused on our core roles of:

- Enhancing equitable **access** to quality environmental, healthcare, and public health services to meet the unique needs of all our communities, including our rural areas and communities that have been traditionally underserved.

- Helping provide everyone with the evidence-based **information and data** needed to increase understanding about environmental and health issues that impact them and their communities and enable them to make informed decisions.
- Connecting South Carolinians to the variety of **resources** they need to make positive changes in their lives and their communities and making sure these resources are readily available.
- Supporting **responsible economic growth** for our communities by carrying out timely decisions and implementing processes that are consistent with the laws and regulations that guide us, and, in a manner, that promotes good stewardship of our environmental resources.

At the same time, we recognize that we cannot do this work alone. DHEC relies on and works with numerous private and public partners across the state to accomplish these important roles and **lead efforts to establish strong environmental and health systems that advance health and environmental protection** on a state, regional, and national level.

In addition to its responsibility to lead, DHEC's role is also to **facilitate and collaborate** with our partners in communities, academia, government, business, and beyond to collectively improve health and environmental outcomes. Working together with our many partners and community members, DHEC's team of talented and dedicated employees helps make a positive difference in the lives of every South Carolinian, as well as those who work in and visit our state.

## A People-First Approach to Our Strategic Planning Process

A people-first approach to our strategic planning process and day-to-day work places the people we serve at the forefront. This means serving as champions for the people of our state by protecting the environment and improving the health and quality of life for every South Carolinian. To adequately identify and meet the needs of the people of our state, we must also ensure that we are recognizing and meeting the needs of those who are conducting this important work – *our employees*.

## Building the Bridge to Our Strategic Path Forward

### **Supporting Our People, Infrastructure, and Communities Following a Multi-Year Pandemic Response**

Over the past two years, DHEC and its workforce have experienced tremendous challenges and transformation as our agency, state, and nation responded to a multi-year global pandemic. This includes new agency leadership, changing needs and priorities, and an acknowledgement of the impact of COVID-19 on the health and wellbeing of our employees and the communities we serve. As a result, DHEC recognizes the need to continue to evaluate and adapt its strategic direction to meet changes to federal and state requirements, growth in our scientific knowledge, and the evolving needs of our workforce and the people of South Carolina.

Beginning in 2021, DHEC undertook a review of our agency’s strategic plan, organizational structure, and service delivery processes. As part of this review, DHEC Director Dr. Edward Simmer, with approval from the agency’s Board, convened the **Task Force to Strengthen the Health and Promote the Environment of South Carolina (SHaPE SC)**. The task force, which was comprised

of more than 50 external health and environmental stakeholders, sought to provide consensus-driven recommendations to improve the delivery of quality health and environmental services provided by state government. Input on how to improve these services was also sought through a number of means including the agency’s strategic planning process, suggestions from DHEC Board members, listening sessions with staff across our agency, and in consultation with agency leaders, regional teams, bureaus, and other leaders and staff across the agency.

Based on identified needs and recommendations by our employees, the SHaPE SC Task Force, and others, the agency has developed a **“bridge”** strategic plan to further support the important work of our agency and its staff in providing mission-critical environmental and public health services for the people of our great state. In doing so, it also places a strategic emphasis on rebuilding our workforce and internal systems to become a stronger, more cohesive agency that effectively, efficiently, and sustainably fulfills our mission of promoting and protecting the health of the public and the environment in South Carolina.

This bridge plan has a shorter lifespan and narrower scope than a typical strategic plan. It allows DHEC to remain strategically focused on strengthening support for our **workforce, infrastructure, partnerships, and processes** in the short-term, while continuing to gather additional feedback from key stakeholders to inform our long-term strategies and goals. By leveraging this time, we can further collect, evaluate, and use a greater cross-section of stakeholder and community feedback received through South Carolina’s state health improvement planning process and diverse focus groups. The comprehensive input gained through this process will help to further align DHEC’s future efforts as we work with our partners and community members to continuously improve our services, plan for a post-COVID-19 pandemic era, and achieve our shared vision of a healthier South Carolina.

# Acknowledgments

Our agency would like to acknowledge the many staff members who dedicated their time and expertise to assist in the development of DHEC’s 2022-2024 Bridge Strategic Plan. A special recognition goes to DHEC’s Strategy Workgroup who, at the direction of our agency Director and Executive Leadership Team (ELT), led the facilitation of the DHEC’s strategic planning efforts. Together, the workgroup held multiple listening sessions with agency leaders and staff across the state to receive program-specific input on the drafting and production of this planning document.

We would also like to thank our agency’s Strategic Plan Champions (SPCs). Our SPCs are a cross-functioning team of dedicated employees who help to advocate for and move forward agency-wide strategies, priorities, and initiatives. This team meets regularly throughout the year and consists of program, support service, and regional representatives.

Warren Bolton, Elizabeth Childers, Cristi Y. Moore, Laura Renwick, and Bentley White also played a critical role in editing, producing, and rolling out agency-wide outreach for the plan, with in-house creative design led by Josh Laney.

In addition, we thank our agency Board for their ongoing support throughout this process. This effort is the result of extensive information gathering and consultation with DHEC staff at all levels of the agency and with our external partners. In addition, all DHEC team members have had opportunities to provide input into this process through open virtual planning sessions, a web portal seeking suggestions through our strategic planning process, and DHEC’s employee engagement survey. Input from external stakeholders has also been sought through a number of means including the SHaPE SC Task Force, meetings with groups and individuals, and reviews of written comments and complaints submitted to the agency.

DHEC is a learning organization. As we implement the 2022-2024 Bridge Strategic Plan, the agency remains committed to promoting a culture of continuous improvement. Over the course of the next two years, DHEC and our team of talented and dedicated employees will continue to evaluate and strengthen our strategic planning efforts. Further opportunities for internal and external feedback will be provided and the plan will be evaluated and updated on an ongoing basis to ensure lessons learned and emergent needs are incorporated.

### **DHEC’s Strategy Workgroup**

**Co-Chairs:** Karla Buru and Cassandra Harris

Brian M. Bannister	Kayla David
Endia Hill	Renee Shealy
Lawra Boyce	Kristy T. Ellenberg
Saad Howard	Melissa Torrella
Angelika Cortes	Kandi R. Fredere
Josh Laney	Latonya Williams

### **Strategic Plan Champions**

**Committee Secretary:** Jade Reynolds

Ron Aiken	Laura Caskey
Ray R. Holberger	Vinita Oberoi Leedom
Jack E. Porter	John K. Sinclair
Joshua Allen	Chrissy Chavis
John W. (Will) Hopkins	C. Suzette McClellan
Regan Rahn	Debra Thoma
Jennifer Almeda	Anna Collins
Latoya Jackson	Shenicka McCray
Sean Riley	Angel Thompson
Phyllis A. Beaty	Jessica E. Cornish
Chad Johnson	Kim McLeod
Farrington M. Rivers	Bettina Walker
Karla Y. Bishop	Virginie G. Daguise
Lesley Jones	Jessica McWaters
Kacey Schmitt	Jocelyn Walters-Brannon
Paula Bracey	Elizabeth DeMeo
Carolyn Jones	Mark Morris
Kimberly N. Seals	Nicole Watson
Sean Briggs	Ashley Esposito
Kristen Keller	Stephanie Morris
Catherine Sedergren	Sandy Watson
Olivia Burgher	Tim Hallman
Berry Kelly	Marian Nanney
Joshua Sellner	Benjamin Whitmire
Hong Campbell	Bradley Harris
Camillia Leacock	Gale Parker
Les Shelton	Martha D. Williams
Rodney Carreiro	Justin Heineman
R. Taylor Lee	Sanjay V. Patel
Erik Simensen	Etta Williams Linen



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**DHEC's 2022-2024  
Bridge Strategic Plan**  
maps our agency's  
strategic path forward  
for fulfilling its mission of  
promoting and protecting  
the health of the public  
and the environment  
in the post-COVID-19  
pandemic era.

### **Vision**

Healthy people living in healthy communities

### **Mission**

To improve the quality of life for all South Carolinians by protecting and promoting the health of the public and the environment



# Core Values

Non-negotiables of our agency's character, defining how we interact with others, shaping our decision processes, and guiding our organizational beliefs about how we achieve our mission. We keep these core values in **SITE<sup>2</sup> (Service, Innovation, Teamwork, Excellence, Equity)** through the work we do each day.



### **Embracing Service**

We embrace our responsibility to reliably serve our communities, customers, and each other in a respectful manner, relying upon clear and uncompromised commitments to integrity, trust, dependability, and responsiveness.



### **Inspiring Innovation**

We encourage and empower our teams to find creative, science- and data-driven solutions to promote and protect the health of the public and the environment.



### **Promoting Teamwork**

We cultivate inclusive and collaborative teams that value the diverse thoughts, experiences, and expertise of every team member, our stakeholders, and our communities.



### **Pursuing Excellence**

We are steadfast in our commitment to the highest achievable standards of quality and professionalism.



### **Advancing Equity**

We are committed to giving all South Carolinians the opportunity to attain optimal environmental and health outcomes by fostering a culture of fairness, equity, and inclusion for everyone.

# Strategic Pathways

These pathways represent the strategic focus areas that unite our teams, align our work, and guide our agency in a unified direction to advance our shared vision and mission.



## Investment

Invest in the development of our current and future workforce and infrastructure to ensure our teams have the resources they need to continue to provide mission-critical services for all South Carolinians.

DHEC's greatest asset is our people. Our capacity to provide mission-critical health and environmental services to all those who live, work, learn, and play in South Carolina relies on our ability to recruit, develop, and retain a strong, diverse workforce at all levels and in all areas of expertise. At the same time, we recognize that our employees must have the necessary infrastructure and resources in place to do their jobs well. Therefore, it is important that we invest in efforts that maximize the job satisfaction of current teams, provide an efficient and welcoming recruitment and onboarding process for new and future team members, continue to train and develop our teams, and ensure workspaces for our teams across the state are functional, safe, clean, cost-effective, and environmentally friendly.



## Education and Engagement

Educate and engage our teams, partners, and communities by encouraging greater cohesion, collaboration, and coordination to help increase open lines of communication, enhance transparency, and support better-informed, evidence-based decisions.

We are committed to engaging and educating our team members, stakeholders, and communities by providing access to relevant, timely, and accurate scientific data and technical information to improve health and environmental outcomes for everyone. This includes ensuring reliable, evidence-based data is readily accessible for use by our team members, partners, and communities to support sound, informed, and objective decisions. In addition, we strive to better serve our communities by unifying our teams within DHEC and developing and maintaining relationships with diverse partners through strengthening collaboration and coordination at the federal, state, and local levels.



## Improvement

Improve our processes to better support our internal and external customers by serving as a model for best practices in environmental and health excellence and promoting a culture of continuous improvement.

We aim to support a high-performance organization and a culture of continuous improvement through streamlining, improving, and modernizing critical processes across our agency. This requires our agency and its teams to continue to develop our people, strengthen our processes, identify challenges and opportunities, and measure our progress so that we can meet the diverse needs of the communities we serve. As part of this ongoing effort, we are focused on enhancing our online services, fostering innovation, setting goals to improve environmental and health outcomes, modernizing service delivery, and implementing best practices and policies.



## Diversity, Equity and Inclusion

Promote diversity, equity, and inclusion in all that we do.

We respect diverse viewpoints and perspectives that are inclusive of the many different unique experiences of our employees, stakeholders, and all those we serve. In doing so, we endeavor to enhance collaboration across diverse groups, encourage the building of a diverse, skilled workforce, and direct day-to-day operations in a manner that fosters better health and environmental outcomes for all. This includes eliminating health and environmental disparities, addressing the social determinates of health, and protecting local communities from hazardous conditions.



## Science in Action

Act based on sound, science-based data and evidence so that we continue to make and support informed decisions that promote and improve environmental and health outcomes in South Carolina.

We use sound science, quality data, and analytical processes to make fully informed, well-reasoned decisions that instill trust and confidence in DHEC's expertise and decision-making capabilities. To inform these critical processes, we engage our internal and external subject matter experts and apply current research to promote the use of and access to evidence-based best practices and services.

# Agency Goals

DHEC's long-term goals reflect our role as the state's environmental, healthcare, and public health agency and define our priorities we want to achieve. They are measured at the deputy and service area levels.



## 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.

- Integrate consistent customer and partnership feedback into the agency's evaluation processes.
- Expand existing and meaningful, performance-based partnerships with federal, state, community, and non-traditional partners.
- Increase health and environmental facility compliance.
- Increase communication and engagement with the Office of the Governor, Legislature, and state and local governments.
- Collect and securely provide actionable environmental, health, and patient care data to support informed decisions.
- Develop a plan to thoughtfully increase information, educational, and data sharing opportunities provided for and within our historically marginalized and other vulnerable communities.



## Promote Healthy Outcomes

Improve health outcomes and access to safe, quality healthcare services for all.

- Increase the length of healthy lives and healthy living options for all South Carolinians.
- Eliminate disparities in the impact of communicable diseases.
- Eliminate disparities in morbidity and mortality from chronic diseases.
- Improve maternal and child health.
- Reduce harm to workers, residents, and visitors due to injuries, substance use, violence, and environmental hazards.
- Increase the quality and safety of patient care within our own clinics and among the healthcare providers and facilities we regulate.
- Promote equitable access to environmental, health, and patient services by identifying and addressing barriers.
- Protect and improve the health of our public and the environment by utilizing appropriate legal and regulatory actions.



## Protect the Environment

Protect, enhance, and restore the environment, while promoting a balance of equitable resource management.

- Reduce the statewide emissions of criteria air pollutants.
- Report on wetland acres impacted, preserved, and restored in the coastal zone.
- Increase the acres of contaminated land available for reuse.
- Restore South Carolina's impaired natural resources and sustain them for the future.
- Ensure that solid waste is safely and efficiently managed with an emphasis on prevention, reduction, and recycling.
- Increase the percent of South Carolina's population with access to safe and reliable drinking water.



## 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.

- Recruit, retain, and develop a skilled and diverse workforce at all levels within the agency.
- Increase our national rankings in per capita environmental and health funding.
- Secure funding and build a new public environment and health laboratory.
- Enhance collaboration at all levels within and outside of DHEC to ensure better coordination of services and increase engagement in agency decision-making.
- Identify priority business processes to streamline the provision of timely, efficient, effective, and meaningful services internally and externally.
- Modernize the agency's information technology infrastructure.

# Planning Considerations

As part of DHEC’s strategic planning process for its 2022-2024 Bridge Strategic Plan, the agency took into consideration key national and state policies and standards to develop, measure, and evaluate environmental and health outcomes at the state and community levels. We also considered our environmental and health agreements and delegations that help guide us. Some of these key planning considerations are outlined below.

## Achieving a Healthier Future for Every South Carolinian

At DHEC, we recognize that where we live impacts our health and the health of our communities, and we are committed to working with our partners to make our communities healthier, stronger, and safer for everyone. That’s why, many of the key strategies and goals outlined in our bridge plan are focused on increasing the awareness of and work to eliminate environmental and health disparities.

A growing body of research shows that social determinants of health—such as access to quality health care, education, social connectedness, healthy food, safe environments, housing, wealth, and employment—play a key role in health inequities within our communities. People in communities lacking access to these factors are at great risk of not only poor health outcomes, but also poor outcomes in life. Addressing these social determinants is a vital part of health, healthcare, and a healthy environment.

As part of our work to address the social determinants of health, DHEC is keenly aware of the strong connection between the environment and the substantial impact it can have on the health of the public. To help measure how we are doing to protect, promote, and improve the health of our people and the environment, our agency’s experts leverage national standards such as those set by the Environmental Council of the States (ECOS), Centers for Medicare and Medicaid Services, and national Healthy People 2030 objectives to guide how we monitor our progress.

Supporting a culture of diversity, equity, and inclusion is another way in which we help address the social determinants of health and promote health and environmental outcomes at the state and community levels.



## What Are Social Determinants of Health?

Social Determinants of Health (SDOH) are conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes. **Healthy People 2030** outlines five key areas of SDOH:

### Healthcare access and quality

The connections between people’s access to and understanding of health services and their own health. This includes key issues such as access to healthcare, primary care, and insurance coverage, as well as health literacy.

### Education Access and Quality

The connection of education to health and wellbeing, including issues such as graduating from high school, enrollment in higher education, educational attainment in general, language and literacy, and early childhood education and development.

### Social and Community Context

The connection between the contexts within which people, live, learn, work, and play, and their health and wellbeing. This includes topics like cohesion within a community, social connectedness, civic participation, discriminatory policies, conditions in the workplace, and incarceration.

### Economic Stability

The connection between the financial resources people have such as income, cost of living, and socioeconomic status, and their health. This includes key issues such as poverty, employment, food security, and housing stability.

### Neighborhood and Built Environment

The connection between where a person lives, such as their housing, neighborhood, and environment, and their wellbeing. This includes their quality of housing, access to transportation, availability of healthy foods, air and water quality, and neighborhood crime and violence.





**Diversity**



**Equity**



**Inclusion**

**Diversity, Equity, and Inclusion (DEI) at DHEC**

DHEC is made stronger by the diverse cultural backgrounds and heritages of our employees, partners, and all people. We recognize our diversity is a critical part of who we are as a state and an agency and are committed to fostering an environment of fairness, equity, and inclusion for everyone.

**How do we define DEI?**

**Diversity** involves operating and behaving in a manner that shows an appreciation and respect for the many differences and similarities of all those who live, work, learn, and play in South Carolina. This includes the varied perspectives, approaches, and abilities of our coworkers, partners, and populations we serve.

**Equity** is realized when everyone has the opportunity to achieve their full health potential. For DHEC, this means ensuring our resources and services help South Carolinians achieve the highest levels of health for every person in

every community across our state by reducing risks, eliminating disparities, and improving environmental and health outcomes.

**Inclusion** is an outcome of a set of behaviors that encourages everyone to feel welcomed and valued for their unique experiences and qualities.

**How Does DEI Fit into DHEC’s Strategic Plan?**

Together, diversity, equity, and inclusion establish a set of shared behaviors that promote collaboration across diverse groups. They are ingrained in everything we do as an agency – from partnering with local communities, promoting healthy outcomes, and protecting the environment, to our day-to-day services and management activities. This includes working with community partners to address health and environmental equity challenges and gaps in services to ensure all South Carolinians benefit.

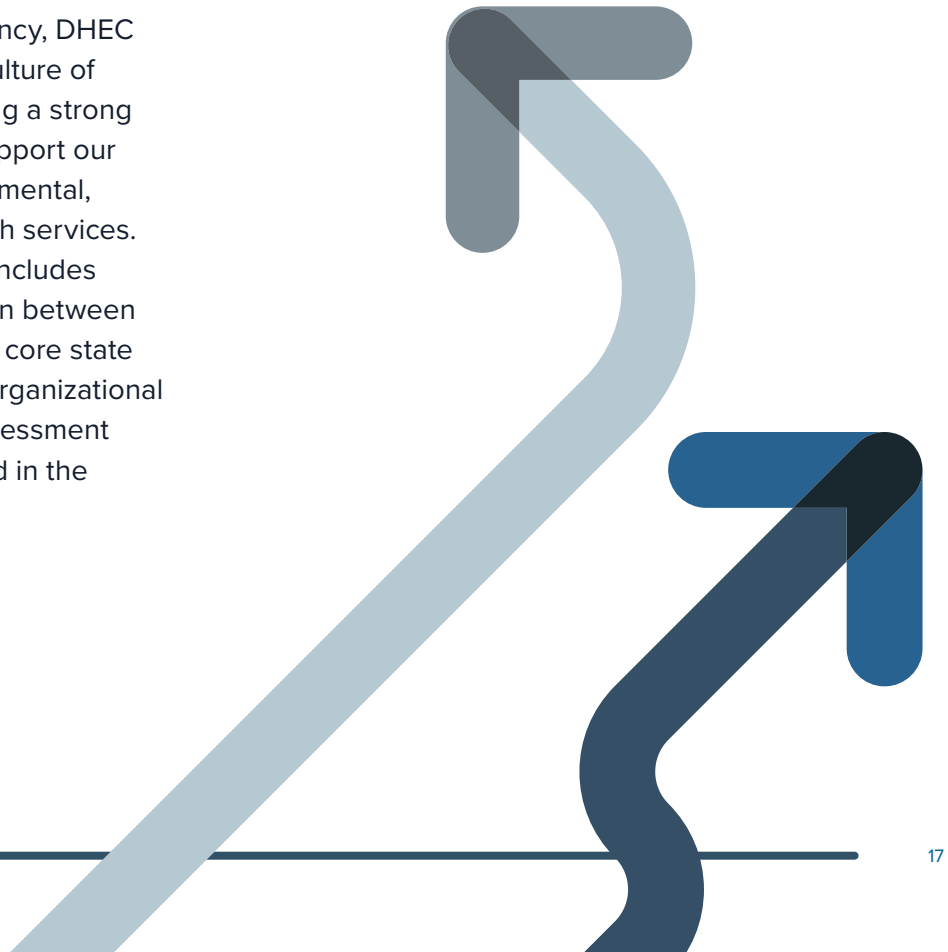
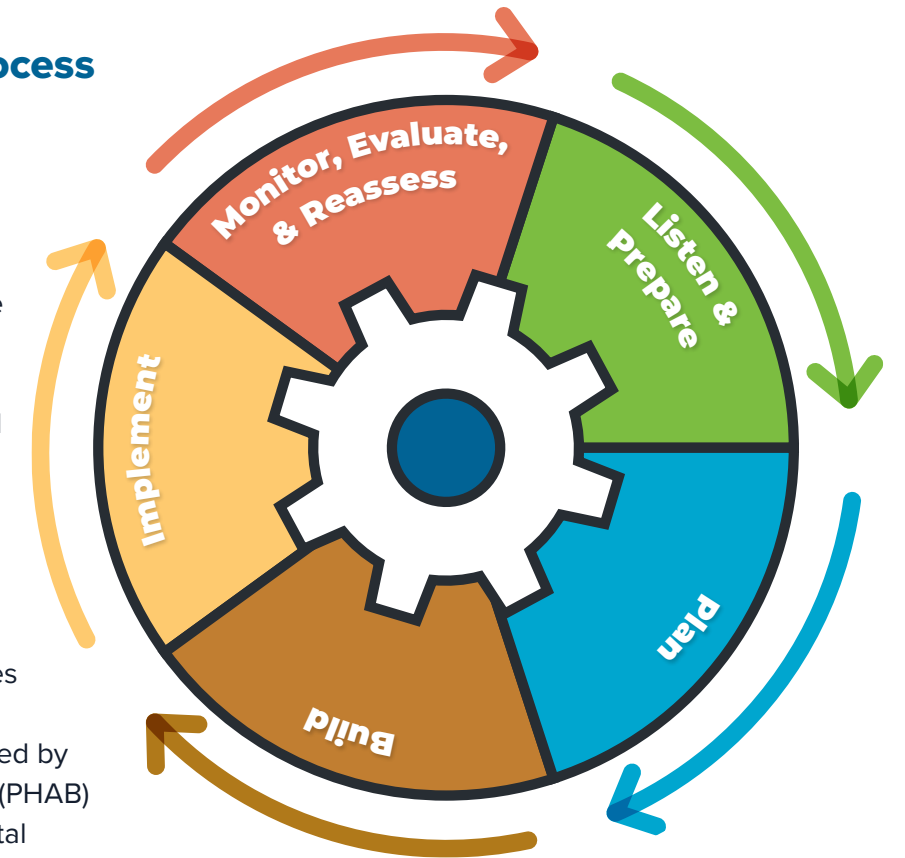
**Overarching Planning Process and Framework**

DHEC’s strategic planning process is constant. It is a continuous loop of listening, planning, doing, monitoring, evaluating, and adjusting to make sure that our efforts to promote, protect, and improve public and environmental health in our state remain relevant and effective.

**Building on Nationally Recognized Best Practices and Standards**

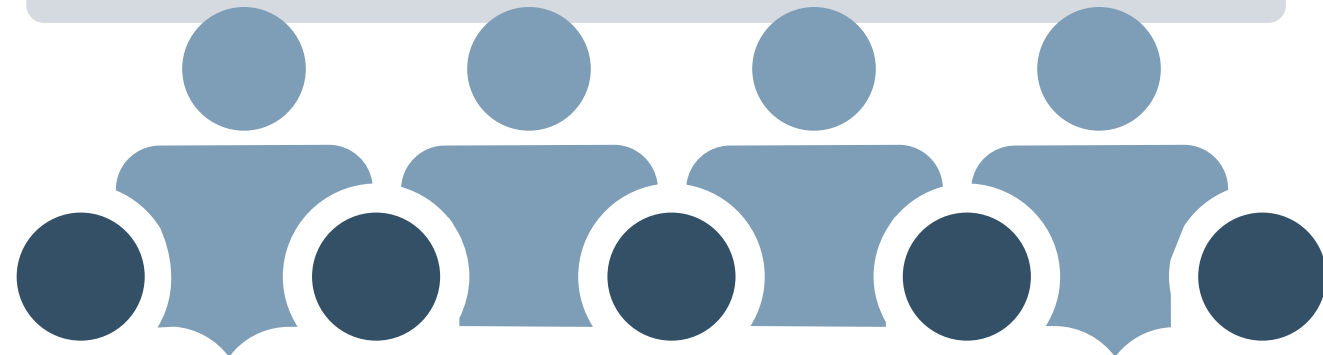
Our strategic planning process includes building on the nationally recognized best practices and standards as outlined by the Public Health Accreditation Board (PHAB) and ECOS recommended environmental improvement outcomes. It also takes into consideration our environmental and health agreements and delegations.

As an accredited public health agency, DHEC remains focused on promoting a culture of continuous improvement by building a strong strategic planning framework to support our staff in delivering essential environmental, healthcare quality, and public health services. Our strategic planning framework includes solidifying the important connection between our work with community partners, core state and agency planning efforts, and organizational performance management and assessment efforts. This framework is illustrated in the following flowchart.





- Partner with Local Communities**
- Promote Healthy Outcomes**
- Protect the Environment**
- Provide Quality Services**



**Workforce Development**

DHEC's workforce and the ongoing development of our people and teams is the foundation to our current and future success

# Our Strategic Plan in Action

It is important that DHEC demonstrates to our staff, Board, Governor, General Assembly, partners, stakeholders, and most importantly, the people of South Carolina that we are making the most efficient, and effective use of the resources and funds entrusted to us. Our 2022-2024 Bridge Strategic Plan is aligned with specific deputy- and service area-level plans and meaningful performance measures. The plan is essential to this ability.

## DHEC's Bridge Strategic Plan

DHEC's 2022-2024 Bridge Strategic Plan communicates the agency's overarching and agreed upon vision, mission, core values, strategic pathways, and goals. This core document is reviewed periodically and refined when appropriate. It is the essential footprint of our collective efforts over time.

## Deputy, Service Area, and Cross Cutting Plans

Using our agency-wide plan as a reference, our deputy, service area, and cross cutting plans are developed at the deputy, bureau, and regional levels, with coordination from the agency's operational support areas. They provide concrete, relevant performance measures that link to our approved strategic goals.

*Deputy, service area, and cross cutting plans will be developed by agency staff beginning in the fall of 2022. These plans will be reviewed, approved, and evaluated by agency leadership on an ongoing basis. As part of this effort, a performance management system will be developed and implemented to provide ongoing updates on our progress towards the goals outlined in this plan through the measurable objectives established by our staff.*

## Day-to-Day Operations





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