Annual RFI Checklist

Agency Responding	Department of Health and Environmental Control
Date of Submission	12/1/2016

INSTRUCTIONS: For all agencies under study which have had a full Committee report issued, the agency's information is posted on the Oversight Committee's website in a new format. To ensure this information stays current, please check whether the agency has reviewed online each of the items in this tab, as well as provide any additional explanation needed. If this information is not online for the agency, type "Not Online."

(1) Has the agency reviewed the following information about the agency on the House Oversight webpages? (Y/N)	
History	Yes
Governing Body	Yes
Internal Audit Process	Yes
External Audit Process	Yes
Contact this Agency page	Yes

(2) Are any changes needed to update the following information? (Y/N)	
History	No
Governing Body	No
Internal Audit Process	Yes
External Audit Process	No
Contact this Agency page	No

(3) If the agency indicated changes are needed, has the agency provided information about the changes needed with its submission of this Request for Information? (Y/N)	
History	n/a
Governing Body	n/a
Internal Audit Process	Yes - A revised response to Question 6 of DHEC's PER Report is attached.
External Audit Process	n/a
Contact this Agency page	n/a

(4) How many of the following did the agency undergo this past year? Please attach a copy of each report.	
Internal Audit	0
External Audit	21 - Reports are attached.

Strategic Plan

Agency Responding	Department of Health and Environmental Control
Date of Submission	12/1/2016

INSTRUCTIONS: In this Chart, please provide information, similar to how the agency provided in the previous year's Restructuring Report. However, ensure the information is current for 2016-17. Highlight any cells where changes are made from the last Restructuring Report. If the information for 2016-17 is the same as the agency reported in 2015-16, please type "Same as 2015-16" in the first row and move on to the next tab.

Mission:	To improve the quality of life for all South Carolinians by protecting and promoting the health of the public and the environment.	**Legal Basis:**		All apply
Vision:	Healthy people living in healthy communities.	**Legal Basis:**		All apply

DHEC's Board approved and implemented a new strategic plan December 10, 2015. Therefore the Agency's information will not correspond to the information provided in its Restructuring Report.

Strategic Plan Part and Description	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome	Responsible Employee (Name)	Responsible Employee (Position)	Responsible Employee (Responsible more/less than 3 years)	Office Address:	Department or Division:	Department or Division Summary:
Goal 1 - Improve and protect the health and quality of life for all.	Public health quality of life for all are improved and protected.	Lilian Peake	Director of Health Services (effective December 2, 2016)	Less than 3 years	2100 Bull Street Columbia, SC 29201	Health Services	Health Services is comprised of the following areas: Maternal and Child Health (MCH); Community Health and Chronic Disease Prevention (CHCDP); Disease Control (DC); Client Services; and Public Health Statistics and Information Services (PHSIS). Health Services works with the
Strategy 1.1— Promote the health of the community by providing health care services and programs, linking community services, and facilitating systems of care for women, children, and infants.							
Objective 1.1.1— Provide funding for services and treatment for children with special health care needs (CSHCN), oversee the Newborn Bloodspot Screening, Newborn Hearing Screening, and Lead Screening Follow-up Programs, and ensure optimal systems of care are in place for South Carolina's children and their families.	1. Eligible families have funding and services needed for CSHCN. 2. All newborns who screen positive for genetic diseases and hearing loss receive follow-up to ensure optimal health status. 3. Children with elevated blood lead levels receive services needed to prevent physical, cognitive, and behavioral problems. 4. South Carolina children have coordinated care through a medical home.	Lucy H. Gibson	Director, Division of Children's Health	More than 3 years	2100 Bull Street Columbia, SC 29201	Division of Children's Health, Bureau of Maternal and Child Health	Manages CSHCN, Newborn Screening, Childhood Lead Screening, Early Childhood Comprehensive Systems, and Postpartum Newborn Home Visit Programs, provides information to consumers through the Care Line(800-868-0404), and partners with other child-serving agencies
Objective 1.1.2—Promote and protect the health of women, men and adolescents through the provision of evidence-based preventive, clinical and supportive services and education and administer the state funds earmarked for SC's 15 Sexual Assault Centers.	Decrease in incidents of rape and other forms of sexual violence in SC by providing evidence-based, comprehensive prevention, clinical and supportive services in all 46 counties.	Jane Key	Program Coordinator II	More than 3 years	2100 Bull Street Columbia, SC 29201	Women's Health Division	Implements and evaluates preventive health services as well as grant administration for the following Federal grants: PREP and
	Decrease in disease and unintended pregnancy; increase in education and services to promote a healthy lifestyle; assure Federal guidelines and objectives are met in the provision of supportive services regarding sexual violence prevention and education	Stephanie Derr	Director, Division of Women's Health	Less than 3 years	2100 Bull Street Columbia, SC 29201	Women's Health Division	Implements and evaluates preventive health services as well as grant administration for the following Federal grants: PREP and Sexual Violence Services
Objective 1.1.3—Provide supplemental foods and nutrition education through health assessment and referral, nutrition and breastfeeding education in the WIC program.	An improvement in the quality of life of our targeted population and their families due to an improved knowledge of nutrition and access to nutritious foods. The positive impact could be evident in future generations.	Berry Kelly	WIC State Director	Less than 3 years	2100 Bull Street Columbia, SC 29201	Division of WIC Services	WIC provides nutrition education, nutritious foods, referrals to health and human services and breastfeeding support to pregnant women, women who are
Objective 1.1.4— Collect and analyze population-based maternal and child health data, using appropriate scientific methods, to inform and evaluate activities, programs, and policies that impact maternal and child health populations.	1. Clear and accurate understanding of risk factors and programmatic effects on major maternal and child health outcomes. 2. Improved efficiency in maternal and child health programs through data-driven evaluation.	Mike Smith	Director, Division of Research and Planning (Program Manager II)	More than 3 years	2100 Bull Street Columbia, SC 29201	Bureau of Maternal and Child Health, Division of Research and Planning	The Division of Research and Planning within the Bureau of Maternal and Child Health uses scientific principles and data analysis to inform a clear understanding of the risk factors for major maternal and child health outcomes (such as infant mortality, birth defects, special health care needs in childhood)
Objective 1.1.5—Increase appropriate oral health services for women, infants, children and high risk populations including those with special health care needs.	1. Increase the proportion of women who receive oral health care during pregnancy by December 2018. 2. Increase the proportion of women who report an oral health problem during pregnancy that receive dental care by December 2018. 3. Increase the proportion of infants and children (0-3 years of age) that receive the recommended number of oral health visits by December 2018 4. Development of a statewide coordination and referral framework to support access to oral health care among pregnant women and infants. 5. Improved efficiency in oral health expenditures for pregnant women and infants. 6. Increase access to dental preventive services in medical homes by April 2019. 7. Increase access to dental preventive services in dental offices by April 2019.	Raymond Lala	Division Director	More than 3 years	301 Gervais Street Columbia, SC 29201	Division of Oral Health	Division of Oral Health vision is that all South Carolina citizens have an optimal oral health as part of the total health and well- being. Division of Oral Health is working towards its vision by: Improving access to oral health services for vulnerable populations utilizing evidence -based methods and approaches so treatment is available, accessible, affordable, timely and culturally and linguistically competent; Providing coordination and management for the delivery of preventive dental services in public health settings through the Dental Prevention Program; Managing the Fluoridation program for the state; Providing outreach, education and training to health care professionals, community organizations and public on the importance of oral health to overall health; and providing community linkages and integration of oral health into

Strategic Plan

Strategy 1.2— Facilitate community-oriented prevention services and work with the Centers for Disease Control, local health departments, and stakeholders to prevent disease and injury and promote healthy lifestyles.							
Objective 1.2.1— Facilitate a coordinated and comprehensive approach to improving chronic diseases through the implementation of policy, systems, environmental change, and quality improvement initiatives among health care systems as well as the implementation of evidence based lifestyle intervention programs.	Reduction in arthritis and associated conditions; improved nutritional status of Supplemental Nutrition Assistance Program (SNAP) eligible participants (children and adults) through nutrition education; lowering of type 2 diabetes and prediabetes prevalence through weight reduction and lifestyle changes; reduction in mortality and morbidity related to heart disease and stroke through hypertension control and lifestyle change.	Ginie Daguise	Bureau Director	More than 3 years	2100 Bull Street Columbia, SC 29201	Bureau of Community Health and Chronic Disease Prevention	The programs within the Bureau of Community Health and Chronic Disease Prevention address several chronic diseases and associated risk factors. Chronic diseases include: heart disease, stroke, type 2 diabetes; breast, cervical and other cancers, and arthritis. Risk factors addressed
Objective 1.2.2 — Reduce fatal and nonfatal injuries by efficiently implementing the Child Passenger Restraint (CPS) Program, and effectively utilizing injury-related morbidity and mortality data to create primary prevention messages which enhance knowledge and awareness and strengthen prevention strategies.	Reduced fatalities and morbidity in children due to motor vehicle crashes; increased number of data driven programs addressing violence in SC.	Ginie Daguise	Bureau Director	More than 3 years	2100 Bull Street Columbia, SC 29201	Bureau of Community Health and Chronic Disease Prevention	The programs within the Bureau of Community Health and Chronic Disease Prevention address several chronic diseases and associated risk factors. Chronic diseases include: heart disease, stroke, type 2 diabetes; breast, cervical and other cancers, and arthritis. Risk factors addressed
Objective 1.2.3 — Strengthen cancer prevention and control efforts by collaborating with key stakeholders and increasing screening for breast and cervical cancer for eligible Best Chance Network and WISEWOMAN participants.	Reduced mortality and morbidity associated with breast and cervical cancer in income eligible women ages 40 - 64.	Ginie Daguise	Bureau Director	More than 3 years	2100 Bull Street Columbia, SC 29201	Bureau of Community Health and Chronic Disease Prevention	The programs within the Bureau of Community Health and Chronic Disease Prevention address several chronic diseases and associated risk factors. Chronic diseases include: heart disease, stroke, type 2 diabetes; breast, cervical and other cancers, and arthritis. Risk factors addressed include: tobacco use, physical
Objective 1.2.4 — Track chronic diseases and their associated risk factors and share information with internal and external stakeholders for appropriate program planning, implementation and monitoring.	Track chronic disease risk factors, prevalence of chronic diseases and other related health issues through surveys to inform public health prevention efforts regarding chronic disease.	Shae Sutton	Director	More than 3 years	2600 Bull Street Columbia, SC 29201	Office of Public Health Statistics and Information Services	Houses vital statistics operations as well as the core elements needed to assist in carrying out the agency's surveillance and assessment responsibilities. The office is also responsible for conducting Institutional Review Board (IRB) oversight on all research conducted by the agency to ensure the protection of human subjects involved in research.
Objective 1.2.5 — Reduce tobacco use in S.C. by implementing programs to prevent youth from starting, support quitting among current tobacco users, eliminate exposure to secondhand smoke and eliminate tobacco-related health disparities.	Reduction in youth and adult tobacco use; reduction in exposure to environmental tobacco smoke; and overall reduction on tobacco related health disparities.	Ginie Daguise	Bureau Director	More than 3 years	2100 Bull Street Columbia, SC 29201	Bureau of Community Health and Chronic Disease Prevention	The programs within the Bureau of Community Health and Chronic Disease Prevention address several chronic diseases and associated risk factors. Chronic diseases include: heart disease, stroke, type 2 diabetes; breast, cervical and other cancers, and arthritis. Risk factors addressed include: tobacco use, physical
Objective 1.2.6 — Provide technical assistance and consultation to internal and external partners to improve the health and well-being of minority and underserved populations through implementation of national standards and policies and evidence based/promising practices for reducing health disparities and achieving health equity.	Reduced health disparities and increased health equity by working with DHEC programs, external partners and stakeholders to improve overall health outcomes in SC.	Ginie Daguise	Bureau Director	More than 3 years	2100 Bull Street Columbia, SC 29201	Bureau of Community Health and Chronic Disease Prevention	The programs within the Bureau of Community Health and Chronic Disease Prevention address several chronic diseases and associated risk factors. Chronic diseases include: heart disease, stroke, type 2 diabetes; breast, cervical and other cancers, and arthritis. Risk factors addressed
Strategy 1.3—Implement strategies to aid in prevention and control of communicable diseases and illnesses in South Carolina.							
Objective 1.3.1 — Detect and control communicable diseases and other events of public health importance.	Protect the public against food-borne outbreaks, vector-borne, and rabies diseases. Protect public health and safety through reducing the potential of food-borne outbreaks, conducting surveillance and reporting of vector-borne diseases, and monitoring potential rabies exposures.	Linda Bell	Bureau Director & State Epidemiologist	Less than 3 years	2100 Bull Street Columbia, SC 29201	Acute Disease Epidemiology	The Division of Acute Disease Epidemiology detects and controls communicable diseases and other events of public health importance in order to ensure the health and well-being of South Carolinians.
Objective 1.3.2 — Prevent the occurrence and spread of HIV, AIDS, STDs and Viral Hepatitis.	Reduce the burden of STDs and HIV in our community.	Ali Mansaray	Division Director	Less than 3 years	2100 Bull Street Columbia, SC 29201	Division of STD/HIV	The Division of STD/HIV works with partners statewide to prevent and control the spread of STD's and HIV in SC.
Objective 1.3.3 — Reduce vaccine preventable diseases and increase immunization rates.	Reduce vaccine burden in our community.	Stephen White	Division Director	Less than 3 years	2100 Bull Street Columbia, SC 29201	Division of Immunizations	The division of immunizations analyses immunization data to detect gaps in immunization coverage rates. Develops plans to increase vaccination efforts and provides immunizations statewide.
Objective 1.3.4 — Collect, analyze, and disseminate HIV and STD data to complement prevention activities by driving Partner Services and Linkage to Care efforts, identifying spatial, temporal, and demographic trends, and facilitating research.	Reduce analyze burden and to activities Partner Linkage efforts temporal trends research in our community.	Terri Stephens	Division Director	More than 3 years	2100 Bull Street Columbia, SC 29201	Division of Surveillance and Technical Support	The division collects, analyses, and disseminates HIV and STD data to drive Partner Services and Linkage to Care efforts. It identifies spatial, temporal, and demographic trends, to make programmatic decisions
Strategy 1.4—Provide select public health services equitably across the state.							

Objective 1.4.1 — Provide certification, nutrition education, breastfeeding peer counseling and Registered Dietician services for WIC clients.	Healthier children through nutritious foods and nutrition education.	Nick Davidson	Director of Client Services	Less than 3 years	2100 Bull Street Columbia, SC 29201	Client Services	Provides for the safe and effective operation of health department and laboratory services.
	An improvement in the quality of life of our targeted population and their families due to an improved knowledge of nutrition and access to nutritious foods. The positive impact could be evident in future generations.	Berry Kelly	WIC State Director	Less than 3 years	2100 Bull Street Columbia, SC 29201	Division of WIC Services	WIC provides nutrition education, nutritious foods, referrals to health and human services and breastfeeding support to pregnant women, women who are breastfeeding up to the baby's 1st birthday, women who had a baby within the previous six months, infants and children up to age 5 who are found to be at nutritional risk.
Objective 1.4.2 — Provide family planning information, pregnancy testing, counseling, and birth control services.	Empower residents to control their reproductive health.	Nick Davidson	Director of Client Services	Less than 3 years	2100 Bull Street Columbia, SC 29201	Client Services	Provides for the safe and effective operation of health department
	Improve healthy pregnancy outcomes; decrease unintended and teen pregnancy	Stephanie Derr	Director, Division of Women's Health	Less than 3 years	2100 Bull Street Columbia, SC 29201	Women's Health Division	Implements and evaluates preventive health services as well as grant administration for the following Federal grants: PREP and Sexual Violence Services.
Objective 1.4.3 — Conduct STD and HIV testing, treatment, and partner service investigations.	Reduce the burden of STDs and HIV in our community.	Nick Davidson	Director of Client Services	Less than 3 years	2100 Bull Street Columbia, SC 29201	Client Services	Provides for the safe and effective operation of health department and laboratory services.
Objective 1.4.4 — Coordinate with local communities to promote positive public health policies and environmental changes to help prevent heart disease, stroke, cancer, diabetes, and obesity.	Decrease the instance of chronic diseases and improve community wellness.	Nick Davidson	Director of Client Services	Less than 3 years	2100 Bull Street Columbia, SC 29201	Client Services	Provides for the safe and effective operation of health department and laboratory services.
Objective 1.4.5 — Conduct investigations of reportable illnesses to prevent outbreaks of contagious disease.	Decrease the incidence of contagious disease.	Nick Davidson	Director of Client Services	Less than 3 years	2100 Bull Street Columbia, SC 29201	Client Services	Provides for the safe and effective operation of health department and laboratory services.
Objective 1.4.6 — Perform contact investigation, treatment, and case management for tuberculosis clients.	Decrease the incidence of tuberculosis.	Nick Davidson	Director of Client Services	Less than 3 years	2100 Bull Street Columbia, SC 29201	Client Services	Provides for the safe and effective operation of health department
	Decrease the number of tuberculosis cases in the state.	Linda Bell	Bureau Director & State Epidemiologist	Less than 3 years	2100 Bull Street Columbia, SC 29201	Acute Disease Epidemiology	The Division of Acute Disease Epidemiology detects and controls communicable diseases and other events of public health importance.
Objective 1.4.7 — Provide child and adult vaccines through health departments and community-based clinics.	Decrease vaccine preventable diseases.	Nick Davidson	Director of Client Services	Less than 3 years	2100 Bull Street Columbia, SC 29201	Client Services	Provides for the safe and effective operation of health department and laboratory services.
Strategy 1.5 — Obtain and maintain vital statistics.							
Objective 1.5.1 — Provide registration of vital event records (birth, death, fetal death, abortion, marriage, and divorce) to ensure timely, high quality data.	Provide the public with timely and accurately filed vital events, which supports timely issuance of records for purposes of establishing identity and preventing fraud, as well as public health surveillance.	Shae Sutton	Director	More than 3 years	2600 Bull Street Columbia, SC 29201	Office of Public Health Statistics and Information Services	Houses vital statistics operations as well as the core elements needed to assist in carrying out the agency's surveillance and assessment responsibilities. The office is also responsible for conducting Institutional Review Board (IRB) oversight on all research conducted by the agency to ensure the protection of human subjects involved in research.
Objective 1.5.2 — Issue birth, death, marriage, and divorce records to the public in a timely manner.	Provide the public with timely and accurately issued vital events for purposes of establishing identity and preventing fraud.	Shae Sutton	Director	More than 3 years	2600 Bull Street Columbia, SC 29201	Office of Public Health Statistics and Information Services	Houses vital statistics operations as well as the core elements needed to assist in carrying out the agency's surveillance and assessment responsibilities. The office is also responsible for conducting IRB oversight on all research conducted by the agency to ensure the protection of human subjects involved in research.
Objective 1.5.3 – Collect, maintain, analyze, and disseminate data on cancer incidence.	Monitor cancer incidence in order to inform cancer prevention efforts.	Shae Sutton	Director	More than 3 years	2600 Bull Street Columbia, SC 29201	Office of Public Health Statistics and Information Services	Houses vital statistics operations as well as the core elements needed to assist in carrying out the agency's surveillance and assessment responsibilities. The office is also responsible for conducting IRB oversight on all research conducted by the agency to ensure the protection of human subjects involved in research.
Objective 1.5.4 — Coordinate collection, analysis, and dissemination of public health surveillance data as part of federally funded surveillance programs.	To monitor health risk factors, prevalence of certain diseases and other health issues through surveys to inform public health prevention efforts.	Shae Sutton	Director	More than 3 years	2600 Bull Street Columbia, SC 29201	Office of Public Health Statistics and Information Services	Houses vital statistics operations as well as the core elements needed to assist in carrying out the agency's surveillance and assessment responsibilities. The office is also responsible for conducting IRB oversight on all research conducted by the agency to ensure the protection of human subjects involved in research.

Objective 1.5.5 — Make public health statistics available on the Agency's interactive web data query tool, SC Community Assessment Network (SCAN), and to appropriate region, state, and federal agencies/programs in a timely manner.	To produce health data and statistics to inform the public and other agencies/programs on health issues in South Carolina, as well as assisting other state agencies with notification of deceased individuals for purposes of fraud prevention (e.g. SC Election Commission).	Shae Sutton	Director	More than 3 years	2600 Bull Street Columbia, SC 29201	Office of Public Health Statistics and Information Services	Houses vital statistics operations as well as the core elements needed to assist in carrying out the agency's surveillance and assessment responsibilities. The office is also responsible for conducting IRB oversight on all research conducted by the agency to ensure the protection of human subjects involved in research.
Objective 1.5.6 – Provide high quality public health statistics and data to academic researchers.	To facilitate use of high quality health statistics by researchers who seek to answer public health questions through analysis of data.	Shae Sutton	Director	More than 3 years	2600 Bull Street Columbia, SC 29201	Office of Public Health Statistics and Information Services	Houses vital statistics operations as well as the core elements needed to assist in carrying out the agency's surveillance and assessment responsibilities. The office is also responsible for conducting IRB oversight on all research conducted by the agency to ensure the protection of human subjects involved in research.
Objective 1.5.7 – Chair and coordinate the activities of the agency Institutional Review Board (IRB), to ensure the protection of human subjects in any research project sponsored by DHEC.	Review research proposals that involve human subjects to ensure the protection of those human subjects.	Shae Sutton	Director	More than 3 years	2600 Bull Street Columbia, SC 29201	Office of Public Health Statistics and Information Services	Houses vital statistics operations as well as the core elements needed to assist in carrying out the agency's surveillance and assessment responsibilities. The office is also responsible for conducting IRB oversight on all research conducted by the agency to ensure the protection of human subjects involved in research.
Strategy 1.6—Facilitate a coordinated, comprehensive public health preparedness and response system for natural or man-made disaster or terrorist event.							
Objective 1.6.1 – Establish and maintain relationships with planning partners at all levels (local, State, Federal, private, and non-governmental organizations) regarding public health preparedness, emergency planning, and response issues.	DHEC's planning and response will be consistent with, and supportive of, State plans and local, regional, and State needs during emergency responses.	Michael Elieff	Director	Less than 3 years	2100 Bull Street Columbia SC 29201	Office of Public Health Preparedness	The Office of Public Health Preparedness maintains DHEC's emergency response plans, trains and exercises DHEC staff on emergency response, coordinates with DHEC partners, and administers CDC grants supporting public health preparedness and emergency response preparedness
Objective 1.6.2 – Apply for and administer Public Health Emergency Preparedness, Hospital Preparedness Plan, Ebola and other grants; monitor compliance and ensure compliance guidelines are met.	Grant recipients will be supported to provide a robust public health emergency response capability and OPHP will be able to document compliance with grant requirements	Michael Elieff	Director	Less than 3 years	2100 Bull Street Columbia SC 29201	Office of Public Health Preparedness	The Office of Public Health Preparedness maintains DHEC's emergency response plans, trains and exercises DHEC staff on emergency response, coordinates with DHEC partners, and administers CDC grants supporting public health preparedness and emergency response preparedness
Objective 1.6.3 – Maintain DHEC's parts of state-level plans, DHEC's agency emergency operations plan and all applicable Standard Operating Procedures; train and exercise staff.	State and local agencies and partners will be able to respond promptly and effectively to emergencies to protect the State, its inhabitants and the public health to the maximum extent possible. DHEC staff will be trained and exercised in their assigned roles in support of this mission.	Michael Elieff	Director	Less than 3 years	2100 Bull Street Columbia SC 29201	Office of Public Health Preparedness	The Office of Public Health Preparedness maintains DHEC's emergency response plans, trains and exercises DHEC staff on emergency response, coordinates with DHEC partners, and administers CDC grants supporting public health preparedness and emergency response preparedness
Objective 1.6.4 – Coordinate agency participation in responses to emergency events and in state and regional training exercises.	OPHP will provide a coordination center location and a NIMS-compliant organizational structure to bring DHEC assets, knowledge and capabilities to bear on an emergency response.	Michael Elieff	Director	Less than 3 years	2100 Bull Street Columbia SC 29201	Office of Public Health Preparedness	The Office of Public Health Preparedness maintains DHEC's emergency response plans, trains and exercises DHEC staff on emergency response, coordinates with DHEC partners, and administers CDC grants supporting public health preparedness and emergency response preparedness
Goal 2 - Protect, enhance, and sustain environmental and coastal resources.	Public health and the environment are protected.	Myra Reece	Director of Environmental Affairs	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Environmental Affairs consists of five bureaus: Air Quality, Environmental Health Services, Land & Waste Management, Water, and the Office of Ocean & Coastal Resource Management
Strategy 2.1 – Implement and enforce strategies to protect and promote air quality.							
Objective 2.1.1 – Review air permit applications and issue construction and operating permits to regulated entities.	Customer receives regulatory decision that meets health and environmental standards in a timely manner	Rhonda Thompson	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Air Quality	Bureau of Air Quality consists of four divisions: Air Assessment and Regulations, Compliance Management, Emissions, Evaluation & Support, and Engineering Services

Objective 2.1.2 – Conduct compliance assistance and assurance through routine monitoring, review of operational and emissions reports, periodic inspections, and enforcement for air programs.	Protection of public health and the environment from improved compliance rates and facility performance	Rhonda Thompson	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Air Quality	Bureau of Air Quality consists of four divisions: Air Assessment and Regulations, Compliance Management, Emissions, Evaluation & Support, and Engineering Services
Objective 2.1.3 – Ensure that the state is meeting the National Ambient Air Quality Standards (NAAQS) through the development of a State Implementation Plan (SIP), regulations, and compliance strategy.	Protection of public health and the environment from impacts of regulated pollutants	Rhonda Thompson	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Air Quality	Bureau of Air Quality consists of four divisions: Air Assessment and Regulations, Compliance Management, Emissions, Evaluation & Support, and Engineering Services
Objective 2.1.4 – Collect and analyze air samples, evaluate ambient air quality, and issue daily ozone forecasts.	Availability of ambient air quality status and trends in South Carolina	Rhonda Thompson	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Air Quality	Bureau of Air Quality consists of four divisions: Air Assessment and Regulations, Compliance Management, Emissions, Evaluation & Support, and Engineering Services
Objective 2.1.5 – Provide for licensure and performance standards related to asbestos.	Protection of public from asbestos hazards during structure renovation or demolition	Rhonda Thompson	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Air Quality	Bureau of Air Quality consists of four divisions: Air Assessment and Regulations, Compliance Management, Emissions, Evaluation & Support, and Engineering Services
Strategy 2.2 - Implement and enforce strategies to protect individuals from potential environmental and foodborne hazards.							
Objective 2.2.1 – Review permit applications and issue retail food, septic tank, and small water system permits. Certify laboratories who report data to the agency.	Customer receives regulatory decision that meets health and environmental standards in a timely manner	Renee Shealy	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Environmental Health Services	The Bureau of Environmental Health Services (BEHS) manages and implements the On-Site Wastewater, Rabies Prevention, Food Protection, Dairy and Manufactured Food, Laboratory Certification, and Emergency Response (including Oil, Chemical and Nuclear) programs and manages the Environmental Laboratory. The BEHS regional
Objective 2.2.2 – Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement.	Protection of public health and the environment from improved compliance rates and facility performance	Renee Shealy	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Environmental Health Services	BEHS manages and implements the On-Site Wastewater, Rabies Prevention, Food Protection, Dairy and Manufactured Food, Laboratory Certification, and Emergency Response (including Oil, Chemical and Nuclear) programs and manages the Environmental Laboratory. The BEHS regional office staff perform statewide inspections
Objective 2.2.3 – Respond to citizen concerns, sanitation issues, chemical and oil spills, vector-borne diseases, foodborne outbreaks, rabies investigations, fish kills, and environmental radiological emergencies.	Customer receives response to concern in timely manner and incident response assists in alleviating risk	Renee Shealy	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Environmental Health Services	BEHS manages and implements the On-Site Wastewater, Rabies Prevention, Food Protection, Dairy and Manufactured Food, Laboratory Certification, and Emergency Response (including Oil, Chemical and Nuclear) programs and manages the Environmental Laboratory. The BEHS regional office staff perform statewide inspections,
Objective 2.2.4 – Collect samples for particulate matter, ambient water, wastewater, drinking water, shellfish, and beach monitoring, as well as sample analysis for water-quality related parameters.	Availability of ambient air and water quality status and trends in South Carolina	Renee Shealy	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Environmental Health Services	BEHS manages and implements the On-Site Wastewater, Rabies Prevention, Food Protection, Dairy and Manufactured Food, Laboratory Certification, and Emergency Response (including Oil, Chemical and Nuclear) programs and manages the Environmental Laboratory. The BEHS regional office staff perform statewide inspections,
Strategy 2.3 – Implement and enforce strategies to protect against hazards associated with waste-related activities and mining.							
Objective 2.3.1 – Review permit applications and issue permits for solid waste, hazardous waste, infectious waste, radiological waste, underground storage tank, and mining activities.	Customer receives regulatory decision that meets health and environmental standards in a timely manner	Daphne Neel	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Land & Waste Management	Bureau of Land & Waste Management consists of five divisions: Compliance & Enforcement, Mining & Solid Waste Management, Site Assessment Remediation & Revitalization, UST Management and Waste Management
Objective 2.3.2 – Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement for land and waste programs.	Protection of public health and the environment from improved compliance rates and facility performance	Daphne Neel	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Land & Waste Management	Bureau of Land & Waste Management consists of five divisions: Compliance & Enforcement, Mining & Solid Waste Management, Site Assessment Remediation & Revitalization, UST Management and Waste Management

Objective 2.3.3 – Promote waste reduction and recycling through technical assistance and education/awareness programs to local governments, schools, businesses, and the public.	Improved sustainability of environment and natural resources	Daphne Neel	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Land & Waste Management	Bureau of Land & Waste Management consists of five divisions: Compliance & Enforcement, Mining & Solid Waste Management, Site Assessment Remediation & Revitalization, UST Management and Waste Management
Objective 2.3.4 – Oversee the investigation, remediation, and clean-up of contamination from Superfund, dry-cleaning, above-ground storage tanks, underground storage tanks, and brownfield sites.	Sites are addressed so that they are protective of human health and the environment	Daphne Neel	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Land & Waste Management	Bureau of Land & Waste Management consists of five divisions Compliance & Enforcement, Mining & Solid Waste Management, Site Assessment Remediation & Revitalization, UST Management and Waste Management
Strategy 2.4— Implement and enforce strategies to protect and promote water quality.							
Objective 2.4.1 – Review permit applications and issue permits for water-related activities including wastewater discharges from industrial and domestic sources, stormwater, drinking water, water quantity, and wetlands.	Customer receives regulatory decision that meets health and environmental standards in a timely manner	David Baize	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Bureau of Water consists of six divisions: Drinking Water Protection, Stormwater Construction & Agricultural Permitting, Water Facilities Permitting, Water Monitoring, Assessment & Protection, Water Pollution Control and Water Quality
Objective 2.4.2 – Conduct compliance assistance and assurance through routine monitoring and inspections and enforcement for water programs.	Protection of public health and the environment from improved compliance rates and facility performance	David Baize	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Bureau of Water consists of six divisions: Drinking Water Protection, Stormwater Construction & Agricultural Permitting, Water Facilities Permitting, Water Monitoring, Assessment & Protection, Water Pollution Control and Water Quality
Objective 2.4.3 – Develop state water quality standards, issue the bi-annual list of the state's impaired waters, develop corrective action plans for those waters, and control nonpoint sources of pollution.	Protection of public health and the environment from impacts of regulated pollutants	David Baize	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Bureau of Water consists of six divisions: Drinking Water Protection, Stormwater Construction & Agricultural Permitting, Water Facilities Permitting, Water Monitoring, Assessment & Protection, Water Pollution Control and Water Quality
Objective 2.4.4 – Provide input and assistance on regulatory and compliance issues to owners and operators of more than 2,300 dams statewide.	Regulated community receives guidance on proper maintenance and care of dams to protect life and infrastructure	David Baize	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Bureau of Water consists of six divisions: Drinking Water Protection, Stormwater Construction & Agricultural Permitting, Water Facilities Permitting, Water Monitoring, Assessment & Protection, Water Pollution Control and Water Quality
Objective 2.4.5 – Collect and evaluate ambient water and beach quality.	Availability of ambient water and beach quality status and trends in South Carolina to support objective 2.4.3, to issue permits, and to issue advisories as needed.	David Baize	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Bureau of Water consists of six divisions: Drinking Water Protection, Stormwater Construction & Agricultural Permitting, Water Facilities Permitting, Water Monitoring, Assessment & Protection, Water Pollution Control and Water Quality
Strategy 2.5 – Implement and enforce strategies to preserve sensitive and fragile areas while promoting responsible development in the eight S.C. coastal counties.							
Objective 2.5.1 – Implement the Coastal Zone Management Program to manage wetland alterations, certify all federal and state permits for Coastal Zone Consistency, and protect tidally influenced critical area lands, waters, and beaches	Customer receives regulatory decision that meets health and environmental standards in a timely manner	Elizabeth von Kolnitz	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Ocean and Coastal Resource Management consists of two divisions: Coastal Services and Regulatory
Objective 2.5.2 – Preserve sensitive natural, historic, and cultural resources through regulatory oversight and planning assistance.	Protection of public health and the environment from impacts to regulated critical areas	Elizabeth von Kolnitz	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Ocean and Coastal Resource Management consists of two divisions: Coastal Services and Regulatory
Objective 2.5.3 – Provide technical, planning, and financial assistance to local governments to resolve complex natural resource management issues.	Improved infrastructure promoting coastal sustainability	Elizabeth von Kolnitz	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Ocean and Coastal Resource Management consists of two divisions: Coastal Services and Regulatory
Objective 2.5.4 – Develop tools and informational products to enhance coordination among state coastal resource managers, municipal officials and coastal stakeholders.	Enhanced communication and transparency on coastal issues	Elizabeth von Kolnitz	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Environmental Affairs	Ocean and Coastal Resource Management consists of two divisions: Coastal Services and Regulatory
Goal 3 – Improve the quality, safety, and administration of health care, treatment, and services in South Carolina.	Improved quality, safety, and administration of health care, treatment, and services in South Carolina.	Shelly Kelly	Director of Health Regulation	Less than 3 years	2600 Bull Street Columbia, SC 29201	Health Regulation	Health Regulation's primary purpose is to work with health care facilities and services to protect the public's health by assuring that safe, quality care is provided. Health Regulation consists of the following Bureaus and Divisions: Health Facilities
Strategy 3.1 – Implement and enforce standards for licensure, maintenance, and operation of health facilities and services to ensure the safe and adequate treatment of persons served in this State.							

Objective 3.1.1 – Review license and permit applications and issue licenses and permits for health facilities and services.	Timely licensing and permitting of health facilities and services.	Gwen Thompson	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Health Facilities Licensing	Health Facilities Licensing: Licensing of health facilities and services is critical to ensuring that established standards are met by hospitals, ambulatory surgical centers, hospice programs, and
Objective 3.1.2 – Conduct inspections to verify compliance of health facilities and services.	Improved quality, treatment and safety for health facilities and services.	Gwen Thompson	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Health Facilities Licensing	Health Facilities Licensing: Licensing of health facilities and services is critical to ensuring that established standards are met by hospitals, ambulatory surgical centers, hospice programs, and
Objective 3.1.3 – Conduct investigations of health facilities and services for alleged violations and noncompliance.	Improved quality, treatment and safety for health facilities and services.	Gwen Thompson	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Health Facilities Licensing	Health Facilities Licensing: Licensing of health facilities and services is critical to ensuring that established standards are met by hospitals, ambulatory surgical centers, hospice programs, and
Objective 3.1.4 – Review facility designs and conduct construction inspections of health care facilities.	Improved safety and quality of health facilities.	Bill McCallum	Division Director	Less than 3 years	2600 Bull Street Columbia, SC 29201	Division of Health Facilities Construction and Fire and Life Safety	Construction, Fire and Life Safety: Reviews plans, specifications, and construction for health care facilities licensed by the state. The program also conducts periodic fire and life safety surveys of facilities to ensure continued compliance with appropriate codes, standards, and regulations.
Strategy 3.2 – Certify that providers and suppliers meet minimum federal health and safety requirements and Clinical Laboratory Improvement Amendments (CLIA) regulatory standards.							
Objective 3.2.1 – Conduct federal Medicare certification process to ensure minimum health and safety requirements and CLIA regulatory standards are met by providers and suppliers participating in the Medicare and Medicaid programs.	Improved health, safety, and CLIA standards for health facilities, services, and laboratories.	Mary Jo Roue	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Certification	Certification: Certification of providers and suppliers participating in the Medicare and Medicaid program is to ensure
Strategy 3.3 – Implement and enforce standards for emergency medical services (EMS).							
Objective 3.3.1 – Review license, permit, and certification applications, issue licenses and permits to EMS agencies and educational institutions, and issue certifications to EMS personnel and athletic trainers.	Improved emergency medical services and training in this state.	Robert Wronski	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of EMS and Trauma	Emergency Medical Services (EMS) and Trauma: Develops and regulates systems for quality emergency medical care in South Carolina. This ensures EMS
Objective 3.3.2 – Train and educate EMS providers, first responders, law enforcement, and the public with respect to their role in provision of emergency medical care.	Improved emergency medical services and training in this state.	Robert Wronski	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of EMS and Trauma	EMS and Trauma: Develops and regulates systems for quality emergency medical care in South Carolina. This ensures EMS providers are fully trained and that
Objective 3.3.3 – Promote access to trauma care for all residents of the State through the creation, establishment, and maintenance of the State Trauma Care System.	Increased access to trauma care in this state.	Robert Wronski	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of EMS and Trauma	EMS and Trauma: Develops and regulates systems for quality emergency medical care in South Carolina. This ensures EMS providers are fully trained and that
Objective 3.3.4 – Implement a statewide system of stroke care by facilitating health care provider data collection, reporting, sharing, and analysis to improve stroke care in geographic areas of the State.	Improved stroke care and access statewide.	Robert Wronski	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of EMS and Trauma	EMS and Trauma: Develops and regulates systems for quality emergency medical care in South Carolina. This ensures EMS providers are fully trained and that
Objective 3.3.5 – Implement the EMS for Children Pediatric Facility Recognition Program to improve access to quality care for children.	Reduced rates of child and youth mortality and morbidity caused by severe illness and trauma in this state.	Robert Wronski	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of EMS and Trauma	EMS and Trauma: Develops and regulates systems for quality emergency medical care in South Carolina. This ensures EMS providers are fully trained and that
Strategy 3.4 – Ensure new and modified health care facilities and services throughout the State reflect the needs of the public.							
Objective 3.4.1 – Facilitate the establishment of health care facilities and services, which will best serve public needs, through routine review and revision of the State Health Plan.	Health care facilities and services that best serve the public's needs.	Louis Eubank	Division Director	Less than 3 years	2600 Bull Street Columbia, SC 29201	Certificate of Need	Certificate of Need (CON): Authorizes the implementation or expansion of health care facilities and services in South Carolina. A CON is based on a calculation of need for a particular medical service from the South Carolina
Objective 3.4.2 – Promote cost containment and prevent unnecessary duplication of health care facilities and services through the timely review of Certificate of Need applications, Certificate of Public Advantage applications, and other requests.	Timely review of applications and other requests.	Louis Eubank	Division Director	Less than 3 years	2600 Bull Street Columbia, SC 29201	Certificate of Need	CON: Authorizes the implementation or expansion of health care facilities and services in South Carolina. A CON is based on a calculation of need for a particular medical service from the South Carolina Health Plan. A CON
Strategy 3.5 – Protect the public by ensuring accountability of controlled substances.							
Objective 3.5.1 – Annually review completed registration applications and issue registrations to authorized practitioners and health care entities.	Timely review of registration applications.	Lisa Thomson	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Drug Control	Drug Control: Aims to promote and protect public health through enforcement of South Carolina's Controlled Substances Act. The program administers the state's prescription drug monitoring program (known as SCRIPTS),
Objective 3.5.2 – Conduct inspections and audits to ensure accountability of controlled substances.	Protection of the public and decreased potential for drug diversion by accounting controlled substances.	Lisa Thomson	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Drug Control	Drug Control: Aims to promote and protect public health through enforcement of South Carolina's Controlled Substances Act. The program administers SCRIPTS, which tracks the prescribing and dispensing of all Schedule II, III,

Strategic Plan

Objective 3.5.3 – Decrease potential for drug diversion through administration of the State's prescription drug monitoring program, administrative actions, and criminal investigations.	Decreased potential for drug diversion.	Lisa Thomson	Bureau Chief	Less than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Drug Control	Drug Control: Aims to promote and protect public health through enforcement of South Carolina's Controlled Substances Act. The program administers SCRIPTS, which tracks the prescribing and dispensing of all Schedule II, III,
Strategy 3.6 – Protect the public from unnecessary exposure from radiation.							
Objective 3.6.1 – Issue registrations and licenses for facilities that use x-ray equipment, radioactive materials, and tanning beds.	Timely issued registrations and licenses.	Aaron Gantt	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Radiological Health	Radiological Health: Works to protect South Carolinians from unnecessary exposure to radiation, which can come from a
Objective 3.6.2 – Conduct inspections to verify compliance, protect public health, and provide safety from unnecessary exposure from ionizing and nonionizing radiation.	Protection of the public health and safety from unnecessary exposure from radiation.	Aaron Gantt	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Radiological Health	Radiological Health: Works to protect South Carolinians from unnecessary exposure to radiation, which can come from a
Objective 3.6.3 – Conduct investigations of facilities for alleged violations and non-compliance.	Protection of the public health and safety from unnecessary exposure from radiation.	Aaron Gantt	Bureau Chief	More than 3 years	2600 Bull Street Columbia, SC 29201	Bureau of Radiological Health	Radiological Health: Works to protect South Carolinians from unnecessary exposure to radiation, which can come from a
Goal 4 – Develop our people, strengthen our processes, and invest in our technology to support a high performance organization and a culture of continuous improvement.	Modernization of the Agency's IT infrastructure and automation of many Agency functions. Recruitment, development, and retention of high quality employees. Achieve and maintain operational excellence through a culture of continuous improvement.	Kevin Guion	Chief Operations Officer	Less than 3 years	301 Gervais Street Columbia, SC 29201	Operations and Finance	Operations and Finance provides support functions for all of DHEC and consists of the following Bureaus and Divisions: Bureau of Business Management, Bureau of Financial Management, Bureau of Information Technology, Office of
Strategy 4.1 – Modernize the Agency's IT infrastructure and allow for the automation of many Agency functions.							
Objective 4.1.1 – Streamline and modernize the Agency's software application portfolio to continue to strengthen coordination and performance across Agency programs.	Computer systems are updated and integrated.	Mi Sou Hood	Chief Information Officer	Less than 3 years	301 Gervais Street Columbia, SC 29201	Bureau of Information Technology	The Bureau of Information Technology provides technology solutions that compliment and enhance the agency's ability to accomplish its strategic plan. The Bureau is responsible for the development, management
Objective 4.1.2 – Improve customer and partner experience through enhanced online services, including ePermitting.	e-Permitting system is implemented.	Mi Sou Hood	Chief Information Officer	Less than 3 years	301 Gervais Street Columbia, SC 29201	Bureau of Information Technology	The Bureau of Information Technology provides technology solutions that compliment and enhance the agency's ability to accomplish its strategic plan. The Bureau is responsible for the development, management
Objective 4.1.3 – Implement electronic medical records to increase accessibility and timeliness of information to both internal and external customers.	Electronic medical records are implemented.	Mi Sou Hood	Chief Information Officer	Less than 3 years	301 Gervais Street Columbia, SC 29201	Bureau of Information Technology	The Bureau of Information Technology provides technology solutions that compliment and enhance the agency's ability to accomplish its strategic plan. The Bureau is responsible for the development, management
Objective 4.1.4 – Expand the capacity and increase the reliability of our IT infrastructure.	Data center meets security standards and agency staff have functional computing devices and adequate network capacity.	Mi Sou Hood	Chief Information Officer	Less than 3 years	301 Gervais Street Columbia, SC 29201	Bureau of Information Technology	The Bureau of Information Technology provides technology solutions that compliment and enhance the agency's ability to accomplish its strategic plan. The Bureau is responsible for the development, management
Strategy 4.2 – Become the premier employer in South Carolina by recruiting, developing, and retaining high quality employees.							
Objective 4.2.1 – Maximize the job satisfaction of current teams, identify and develop potential successors for key positions in the Agency, and	Highly qualified and satisfied employees	Marcus Robinson Darrious Baker	Chief Human Resources Officer Talent Development and Recruiting Director	Less than 3 years Less than 3 years	1800 Saint Julian Place Columbia, SC 29204	HR	HR oversees all aspects of employment. HR is responsible for
Objective 4.2.2 –Ensure workspaces for our teams across the state are functional, safe, clean, cost-effective, and environmentally friendly; pursuing new Agency facilities as necessary.	Workspace safety and quality are improved.	Larry Maddox	Director, Bureau of Business Management	More than 3 years	301 Gervais Street Columbia, SC 29201	Bureau of Business Management	The Bureau of Business Management contributes to the mission of the agency by providing functional and regulatory support in the following areas: procurement and contracting services, lease management, risk management, construction and facilities maintenance, vehicle maintenance and management, supply and inventory control, in-house printing services, and mail
		Thomas Clark	Safety Officer	Less than 3 years	1800 Saint Julian Place Columbia, SC 29204	HR	HR oversees all aspects of employment. HR is responsible for the recruiting, training and development, discipline, guidance, policy interpretation and administration of benefits
Objective 4.2.3 –Provide new internal and external continuing education opportunities for our teammates to develop and learn new skills and	Highly skilled and satisfied employees	Marcus Robinson Donna Rowe	Chief Human Resources Officer Staff Development and Training Director	Less than 3 years More than 3 years	1800 Saint Julian Place Columbia, SC 29204	HR	HR oversees all aspects of employment. HR is responsible for
Strategy 4.3 – Foster a culture of continuous improvement and operational excellence.							
Objective 4.3.1 – Promote continuous improvement and innovation goals for improving customer service delivery, policies, and practices.	Improved customer service delivery, policies and practices.	Leigh Ford	Director, Office of Strategy and Continuous Improvement	Less than 3 years	301 Gervais Street Columbia, SC 29201	Office of Strategy and Continuous Improvement	The Office of Strategy and Continuous Improvement is responsible for promoting, overseeing, advancing, and communicating DHEC's Strategic

Objective 4.3.2 – Promote operational excellence by utilizing the Project Management Office to ensure the timely and comprehensive execution of projects that remain within budgetary parameters.	Avoidance of delays and delay-associated costs and improved Agency efficiency through the management and control of scope, schedule, budgets, and processes. Improved visibility and accountability for strategic projects.	Jeremy VanderKnyff	Director, Project Management Office	Less than 3 years	301 Gervais Street Columbia, SC 29201	Project Management Office	The DHEC Project Management Office uses project management and process improvement tools, techniques, and expertise to drive the execution of strategic projects

Performance Measures

Agency Responding	Department of Health and Environmental Control
Date of Submission	12/1/2016

INSTRUCTIONS: In the first two columns of this Chart, please copy the information for the Performance Measure Item Number and Performance Measure from the agency's Accountability Report submission this year. Next, fill in the information requested by the remaining columns. Please note, the "Type of Measure" column and "Required by" column include drop downs. Therefore, the agency will need to drag this column down for as many performance measures it has to ensure the drop down is available for each performance measure.

DHEC's Board approved and implemented a new strategic plan December 10, 2015. Therefore the Agency's information will not correspond to the information provided in its Restructuring Report.

Performance Measure Item Number	Performance Measure	Type of Measure (i.e. outcome, efficiency, output, input/activity)	Required by (State, Federal, Agency only)	Why was this performance measure chosen?	What was considered when determining the level to set the future target value?
1	Meet or exceed the American Academy of Pediatrics (AAP) benchmark of 95% infants screened for hearing loss by one month old.	Outcome	Federal	National benchmark established by the AAP and the Joint Commission on Infant Hearing (JCIH) collected annually be the CDC.	National benchmark established by the AAP and the Joint Commission on Infant Hearing (JCIH) collected annually be the CDC.
2	% of Medicaid-eligible children 2 years of age who had one or more capillary or venous blood testing for lead poisoning	Outcome	Agency Selected	HP 2020 Measure	HP 2020 Measure
3	The 15 Rape Crisis Centers, in conjunction with its external partners, will inform and educate over 50,000 people in the state about sexual violence issues and prevention methodologies.	Output Measure	Federal	Federal Grant Deliverable	Federal Grant Deliverable
4	By the end of FY 2016, increase the total number of clients served (CY 2014, 89,175) by 4% to 92,742, ensuring that low-income clients comprise at least 97% (89,959) of total clients served.	Outcome Measure	Agency selected	This measure indicates the number of citizens served	Number of citizens served.
5	By the end of FY 2017, make available a broad range of contraception and increase the contraceptive reliability rate from 79% to 82%.	Outcome Measure	Federal	This measure indicates the effectiveness of the methods provided to prevent unplanned pregnancy.	Effectiveness of the methods provided to prevent unplanned pregnancy.
6	Increase the number of exclusive breastfeeding infants by 5% from 7,712 breastfeeding infants.	Outcome Measure	Federal	WIC promotes breastfeeding as the optimal feeding choice.	Breastfeeding as the optimal feeding choice.

Performance Measures

7	Improve the PCE (Participant Centered Education) skills utilized by the CPA (Competent Professional Authority-includes physicians, registered dietitians, registered nurses and nutritionists) during the certification and nutrition education process.	Outcome Measure	Federal	The participant centered model enhances WIC nutrition education and services for positive health outcomes. The model is an approach that puts participant's needs and the goal of healthy eating behaviors at the core of WIC service delivery.	Participant's needs and the goal of healthy eating behaviors.
8	Number of policies, programs, or organizations that Bureau of Maternal and Child Health staff contribute data analysis or evaluation results to inform.	Outcome Measure	Agency selected	This measure was chosen to assess how effectively the Bureau of Maternal and Child Health utilizes data and provides data to partners to inform decisions.	Agency Goals.
9	By August 2017, increase the number of school aged children receiving at least one dental sealant on permanent molars to 9,784	Outcome Measure	Federal	Federal Requirement/ Grant Deliverable	Federal Requirement/ Grant Deliverable
10	The number of people participating in National Diabetes Prevention Programs.	Output Measure	Federal	The National Diabetes Prevention Program is an evidence-based curriculum that teaches participants how to eat healthier and get more physical activity. It can help prevent prediabetes from becoming type 2 diabetes. Many people with prediabetes who do not change their lifestyle—by losing weight (if needed) and being more physically active—will develop type 2 diabetes within five years. Type 2 diabetes can lead to serious health issues such as heart attack, stroke, blindness, kidney failure, and loss of toes, feet, or legs.	Goal to prevent diabetes.
11	Number of partner organizations with 3 or more Healthy Aging implementation sites (across all interventions).	Output Measure	Federal	To track the effectiveness of expansion efforts as required by Centers for Disease Control and Prevention.	Federal requirement
12	Number of children and adults participating in Supplemental Nutrition Education Programs.	Output	Federal	To track the number of clients participating in SNAP Nutrition Education Programs. Region IV USDA requirement.	Region IV USDA requirement.

Performance Measures

13	The number of high quality Child Passenger Safety (CPS) educational presentations provided.	Output	Federal	To raise awareness of correct installation of child passenger safety seats.	Agency Goals.
14	Number of National Highway, Transportation and Safety Administration (NHTSA) Certified Child Passenger Safety (CPS) Technician Classes conducted.	Output	Federal	Increase access to NHTSA qualified technicians.	Agency Goals.
15	Proportion of women at least 50 years old or older who have received mammograms through the Best Chance Network.	Output Measure	Federal	Measured by funder and requires that 75% of women served through the program are 50-64 years of age. Women in this age group are at higher risk for breast cancer.	Risk for breast cancer.
16	Percent of WISEWOMAN patients who participate in evidence-based cardiovascular health coaching and lifestyle services. (WISEWOMAN - Well-Integrated Screening and Evaluation for Women Across the Nation)	Output Measure	Agency selected	WISEWOMAN services provide cardiovascular, health coaching and lifestyle services to BCN patients.	Agency Goals.
17	At least 95% of annual newly diagnosed cancer cases in SC collected and reported to CDC and NAACCR by deadline Dec. 1.	outcome measure	Federal	Highest level of excellence for completeness of case ascertainment for program	Program goal
18	South Carolina Behavioral Risk Factor Surveillance System (BRFSS) number of survey completions	Input/activity measure	Federal	Grant deliverable	Grant deliverable
19	The proportion of school districts implementing model tobacco-free policies.	Outcome measure	Federal	Young people spend much of their formative years in school. Their attitudes toward the acceptability of smoking in general are influenced by the actions of their peers and educators at school. It is important, therefore, for schools to adopt policies that support tobacco-free lifestyles and environments to establish these as norms.	Reduction of tobacco use.

Performance Measures

20	The number of residents living in multi-unit housing facilities that are protected from secondhand smoke in living areas, common areas, and lobbies.	Outcome measure	Federal	Eliminating smoking in indoor spaces is the only way to fully protect nonsmokers from secondhand smoke exposure. For residents of multi-unit housing (e.g., apartments, buildings and condominiums), secondhand smoke can be a major concern. It can migrate from other units and common areas and travel through doorways, cracks in walls, electrical lines, plumbing, and ventilation systems. Residents in subsidized housing tend to be of lower SES, and of a higher likelihood of being a smoker, thus efforts are focused on public housing authorities and properties that serve these populations.	Eliminating smoking in indoor spaces
21	Number of DHEC staff qualified as bilingual workers, interpreters or readers.	Outcome Measure	Agency Selected	To increase cost effectiveness and meet the needs of our diverse customer/client base by providing services in their preferred language.	Agency Goals.
22	Proportion of women screened in the Best Chance Network (BCN) Program who are minorities	Outcome Measure	Federal	Program Data indicates that South Carolina still face large disparities in health care. Programs are designed to address health disparities.	Addressing health disparities
23	Percent of violent death records obtained for data abstraction purposes from SC Coroner Offices for incidents meeting ICD-10 Coding Standards; expectation.	Output	Federal	Established and mandated by the funding agency beginning 9.1.2014; new 5-year grant cycle.	Grant deliverable
24	Percent of violent death records obtained for data abstraction purposes from SC Law Enforcement Offices for incidents meeting ICD-10 Coding Standards; expectation .	Output	Federal	Established and mandated by the funding agency beginning 9.1.2014; new 5-year grant cycle.	Grant deliverable
25	Make summary data available with regards to reports by healthcare providers of diseases and conditions on the DHEC List of Reportable Conditions.	Outcome Measure	Federal	The timely detection, investigation and response to reports of diseases helps decrease the occurrence of disease in the community. Reporting mandated by South Carolina Law 44-29-10 and Regulation 61-20.	Mandated by South Carolina Law 44-29-10 and Regulation 61-20.

Performance Measures

26	Prevent the occurrence and spread of HIV, AIDS, STDs and Viral Hepatitis.	Outcome Measure	Federal	Research and data consistently indicate that getting people tested and linking and retaining those positive with HIV and Viral Hepatitis into care provides the best chance at survival with quality of life, and minimizing the impact of both HIV/AIDS and Viral Hepatitis overall. This is the essence of the HIV/AIDS continuum of care paradigm (which includes behavioral interventions, testing, linkage and retention into care), which is now mandated by the CDC and HRSA, the federal entities who fund our programs.	Federal mandates
27	All immunization providers will be mandated to report administered immunization into the Immunization Registry by January 1, 2017.	Output Measures	State	Is an overall measure of the effectiveness of the Immunization program and will help to increase immunization rates across the state.	Immunization Rates
28	Identify and report persons with HIV. At least 85% of the expected number of cases diagnosed will be reported to the HIV/AIDS Surveillance program within twelve months of diagnosis year.	Output Measure.	Federal	Is an overall measure of the effectiveness of the HIV Surveillance Program.	Prior Standards
29	Conduct STD and HIV testing, treatment and partner service investigations.	Outcome Measure	Federal	Research and data consistently indicate that getting people tested is the key and first step into linking and retaining those positive with HIV into care provides the best chance at survival with quality of life, and minimizing the impact of both HIV/AIDS and Viral Hepatitis overall. This is the essence of the HIV/AIDS continuum of care paradigm, which is now mandated by the CDC and HRSA, the federal entities who fund our programs.	Prior Standards
30	Number of SC Health + Planning Toolkit trainings offered.	Output Measure	Agency Selected	The SC Health + Planning Toolkit is a guide to healthy eating and active living policy. This measure was chosen to estimate the reach of the guide across the state.	The reach of the guide across the state.

Performance Measures

31	Percent of salmonellosis cases with exposure history.	Efficiency Measure	Federal	Contact of salmonellosis cases represents the largest measured manpower effort to provide health education for acute infectious diseases.	Prior Standards
32	For TB patients with positive AFB sputum-smear results, increase the proportion who have contacts elicited.	Outcome Measure	Federal	National TB Program Objectives and Performance Targets by CDC targets 100% on this performance measure. Increasing the proportion of contacts elicited for evaluation of tuberculosis infection is a proactive standard of care targeting an overall decrease in tuberculosis case numbers in South Carolina.	National TB Program Objectives and Performance Targets by CDC targets.
33	Meet Vital Statistics Cooperative Program (VSCP) deliverables for closeout of statistical files for birth records.	Outcome Measure	Federal	VSCP deliverable	VSCP deliverable
34	Meet Vital Statistics Cooperative Program (VSCP) deliverables for closeout of statistical files for death records.	Outcome Measure	Federal	VSCP deliverable	VSCP deliverable
35	100% of applications for certified copies of vital events that are received through the mail are receipted within 5 business days	Efficiency Measure	State	DHEC Policy	DHEC Policy
36	Less than 3% of new cancer cases are identified only through death certificates (standard from National Program of Cancer Registries (NPCR)).	outcome measure	Federal	Highest level of excellence for data completeness for this category	Highest level of excellence for data completeness for this category
37	South Carolina Pregnancy Risk Assessment Monitoring System (PRAMS) survey response rate	Input/activity measure	Federal	Grant deliverable	Grant deliverable

Performance Measures

38	Publish the Annual report on Reportable Conditions by October 31 of each year.	Output Measure	State	The purpose of this report is to provide healthcare organizations and providers, government and regulatory agencies, and other concerned individuals and groups with important statistical information about potentially preventable diseases and conditions. Data in this report reflect diseases and conditions contracted by South Carolina residents traveling outside the state. Data collected from the previous calendar year should be published by October 31st of the following year.	SC Law
39	Publish 2016 interim report for HAI by October 15, 2016; and publish HAI Annual report by April 15, 2017.	Outcome Measure	State	The purpose of this report is to promote better infection prevention practices in South Carolina, and provide the consumers and public health officials a way to measure state's progress in reducing hospital acquired infections. Data collected from the previous calendar year should be published by April 15 of the following year; interim report contains data from the first six months of the year and should be published by October 15 of the same year.	SC Law
40	Review of IRB requests are completed within 30 days of submission	efficiency measure	Agency selected	Demonstrates good customer service	Agency Goals.
41	Increase health care coalition membership by 10% in each Public Health Region	Outcome	Federal	grant deliverable	grant deliverable
42	Facilitate discussions between DHEC, the American Red Cross, and local facilities to identify potential SMNS locations in three counties currently without any SMN shelter.	Output	Agency selected	It will enhance preparedness by working towards increased shelter availability.	Agency Goals.
43	Submit all required grant reports on time	Output	Federal	grant deliverable	grant deliverable
44	Increase number of Closed Points of Distribution by 25%	Output	Agency selected	grant deliverable	grant deliverable

Performance Measures

45	Ensure all coalition members are afforded opportunity to participate in at least one exercise annually.	Output	Agency selected	It will enhance readiness and increase emergency preparedness.	Agency Goals.
46	Maintain or decrease average number of permit process days.	Efficiency Measure	Agency Selected	Applicants have a reasonable expectation that the permit processes will be conducted in accordance with regulatory requirements in a timely and clear manner. This measures gives customers a clear understanding of generally expected process time frames.	Agency Goals.
47	Meet ozone standard at 100% of ozone monitoring sites and maintain ozone standard by 2018.	Outcome Measure	Agency Selected	Attainment of the National Ambient Air Quality Standards (NAAQS) ensures that the public live in areas with clean air and reduces regulatory burdens on regulated facilities. NOTE: The actual results for 2012, 2013, and 2014 were based on the NAAQS effective during that time (75 parts per billion (ppb)). In October, 2015, the USEPA strengthened the ozone standard to 70 ppb. The percent of monitor sites meeting the NAAQS in 2015 was based on this lower, more stringent standard. Results provided base on calendar years.	Ozone standards
48	On an annual basis, inspect at least 15% of all asbestos abatement projects that have been issued an asbestos permit by the Department and are subject to the National Emissions Standards for Hazardous Air Pollutants (NESHAP)	Output Measure	Federal	Inspections of the larger NESHAP projects ensures compliance with federal requirements and protects the public from the greatest potential of asbestos exposure. The number of inspections conducted annually are dependent upon the number of staff available. Results provided based on calendar years.	Compliance with federal requirements and protection for public from the greatest potential of asbestos exposure.
49	Improve compliance with R.61-25 Retail Food Establishments by the use of Downgrading and Civil Penalties.	Outcome Measure	Agency Selected	By using standardized inspections, the number of downgrades would be a direct correlation of the level of compliance being achieved in Retail Food Establishments throughout the state.	Agency Goals.

Performance Measures

50	The number of compliance monitoring activities (CMAs) at hazardous waste facilities and the number of hazardous waste facilities on the Government Performance and Results Act (GPRA) Baseline that have: (1) control of unacceptable human exposures from site contamination; (2) control of migration of contaminated groundwater; and (3) selection and construction of remedies to clean up contaminated sites.	Outcome Measure	Federal	This performance measure is a federal grant reporting requirement. It is an outcome measure used to demonstrate program effectiveness with federal funding and used to measure hazardous waste cleanup progress under the Government Performance and Results Act (GPRA, 1993), Pub.L. 103-62.	Federal grant reporting requirement.
51	The number of teachers educated annually on environmental and recycling curriculum; and amount of municipal solid waste recycled annually.	Outcome Measure	State	The Solid Waste Policy and Management Act requires DHEC to implement recycling programs. One measure of how the state performs is to track the MSW recycled. In addition, the state requires DHEC to provide a recycling curriculum to public and private K-12 schools. Implementation is measured in part by the number of teachers trained.	In 2011, the state set a goal to recycle 40 percent of its municipal solid waste by 2020.
52	Underground Storage Tank (UST) Release Cleanup Progress (release closures per federal fiscal year or FFY)	Outcome Measure	Federal	Cleanup progress on UST release closures is reported to EPA for grant requirements and reported annually in the SUPERB Advisory Committee Report to be published on legislative website.	grant requirements
53	Number of acres made "ready for Brownfields reuse"	Outcome Measure	Federal	This performance measure is a Federal grant reporting requirement. It is an activity measure used to demonstrate effective results from Federal funding. Community revitalization through cleanup of Brownfields is a voluntary activity driven by the economy. Therefore, this is a performance measure rather than a target or goal.	Federal grant reporting requirement.
54	Percent of surface waters meeting numeric standards (fishable, swimmable)	Outcome Measure	Agency Selected	This measure helps to gauge whether waters are meeting their designated uses.	Agency Goals.

Performance Measures

55	Percent of population served by community public water systems that are in compliance with all health based standards	Outcome Measure	Federal	This measure serves to help protect public health.	Protection of public health.
56	Percent of high hazard and significant hazard regulated dams receiving appropriate inspection	Outcome Measure	Agency Selected	This measure help indicate safety conditions for protection of property and people	Safety conditions for protection of property and people.
57	Reduce the amount of marine debris in coastal waters and within the beach/dune system by increasing participation in the Adopt a Beach program	Output Measure	Agency Selected	Marine debris removal is an ongoing priority for the Coastal Program's regulatory and planning efforts.	Agency goals. Number of annual volunteer hours for the past 5 years
58	Strengthen interactions with local governments through improved technical assistance and beachfront management planning to reduce community vulnerability to coastal hazards	Outcome Measure	State	Improving resilience to coastal hazards was identified as a priority management measure in the Coastal Program's 5-year strategic planning effort	# of LCBMPs revised annually for the past 5 years
59	Issue all licenses and permits within 15 calendar days of receipt of completed licensing packet.	Output Measure	Agency Selected	To provide the best customer service to our facilities and programs by ensuring they have their licenses in a timely manner.	Agency Goals.
60	Conduct all routine inspections within the timeframe prescribed by law or regulation.	Output Measure	State	To ensure the facilities and programs are providing quality care.	Statutory or regulatory requirements
61	Conduct all initial investigations within the appropriate timeframe corresponding to the severity of the complaint, i.e., 24-48 hours, 30 days, 60 days, or 90 days.	Output Measure	Agency Selected	To ensure we are investigating complaints within the appropriate timeframes.	Agency Goals.
62	Perform and document design reviews and construction inspections within 15 calendar days of the date requested.	Output Measure	Agency Selected	Experience has shown that customers desired prompter response times to review and inspection requests.	Customer Feedback
63	Meet the performance standards for the frequency, quality, and enforcement for nursing homes and other health care facilities.	Output Measure	Federal	This data is tracked as a measure of performance standards for CMS.	Federal CMS requirements
64	Meet the performance standards for the frequency, quality, and enforcement for CLIA laboratories.	Output Measure	Federal	This data is tracked as a measure of performance standards for CMS.	Federal CMS requirements

Performance Measures

65	Process and approve 95% of all complete emergency medical technician (EMT) and athletic trainer credential applications within 10 days of receipt.	Output Measure	Agency Selected	To ensure prompt and accurate processing and delivery of EMT and athletic trainer credentials to the regulated community and significantly decrease "program completion" to "on the job" times.	Agency Goals.
66	Increase the number of emergency service providers trained and certified in this State by in-state training institutions by 5% for EMT level and 10% for paramedic level within the next 12 months.	Outcome Measure	Agency Selected	SC is suffering critical shortages in credentialed EMS personnel.	Annual net loss of 3% of trained EMS personnel and using 5% and 10% to overcome growing number of losses.
67	Guidelines and transport protocols for trauma patients reviewed and published for public comment by March 1, 2017.	Output Measure	Agency Selected	To provide consistency across all EMS agencies in trauma triage for transportation.	Statutory requirement and utilizing 100% to ensure all EMS agencies have input and comment on transport guidelines.
68	Establish a statewide stroke registry by July 1, 2018 and ensure that 85% of stroke-certified hospitals are reporting data within 6 months of implementing the registry.	Output Measure	State	To provide data collection for stroke patients in a uniform and state-supported manner.	Statutory requirement.
69	Implement the Pediatric Facility Recognition Program by September 2018 and ensure that at least 30% of acute care hospitals receive pediatric facility recognition by 2020.	Output Measure	Agency Selected	To increase pediatric emergency readiness in acute care hospitals in the state.	Grant deliverable
70	Revise the State Health Plan every 2 years.	Output Measure	State	To promote adherence to state statute.	Statutory requirement.
71	Improve the turnaround time for all Certificate of Need (CON) decisions by 10% each year.	Output Measure	Agency Selected	To promote efficiency and serve the purposes of Certificate of Need.	Agency Goals.
72	Issue registrations within 10 business days of receiving completed applications.	Output Measure	Agency Selected	Every person and entity who, either proposes to engage in, or manufactures, distributes, or dispenses any controlled substance shall obtain a registration issued by the Department and it is imperative that these requests be done in a timely manner.	Agency goals and timeframes

Performance Measures

73	Increase the number of inspections performed by 10% each year.	Output Measure	Agency Selected	To ensure registrants are properly maintaining records and accountability and storing controlled substances securely as well as making recommendations and offering assistance to help registrants follow proper procedures in the handling of controlled substances	Agency Goals.
74	Increase the usage and participation in SCRIPTS by 5% each year.	Output Measure	Agency Selected	The prescription monitoring program (PMP) is an essential tool in responding to prescription drug abuse. Increasing the number of practitioners that utilize the system will help reduce misuse, abuse, and diversion of the drugs, reduce prescription overdoses, and improve patient care.	Agency Goals.
75	Issue registration and licensing actions within 30 calendar days of reviewing complete applications.	Output Measure	Agency Selected	This is a core function of the radiological health program and to help customers effectively run their programs.	Agency Goals.
76	Conduct all inspections within the timeframe prescribed by law or regulation.	Output Measure	Federal	To protect public health and safety through inspections.	Federal laws and standards
77	Conduct all investigations of incidents and allegations within the appropriate timeframe corresponding to the severity of the complaint.	Output Measure	Agency Selected	To protect public health and safety through investigating the public's complaints.	Federal regulations and agency program standards.
78	By June 30, 2019, transition all outdated mainframe applications to modern platforms.	Outcome Measure	Agency Selected	To increase efficiency by reducing the number of applications needing maintenance and modifications. This will also reduce and standardize hardware requirements as we move to the DTO data center.	Agency goal to consolidate 25% of current applications/databases

Performance Measures

79	Fully implement ePermitting solution by June 30, 2020	Outcome	Agency Selected	The increased agency efficiency from the purchase of an ePermitting system will greatly improve DHEC's ability to protect the health of the public and the environment and provide much better service to our partners—especially businesses—in the regulated community. This performance measure demonstrates our commitment to and progress toward improving electronic access to DHEC services.	Agency Goals.
80	Deploy statewide Electronic Health Record system by June 30, 2018	Outcome	Required by Federal	DHEC must implement an EHR to remain competitive for Title X funding, and the 2009 HITECH Act requires use of an EHR to remain eligible for CMS reimbursement. This performance measure will allow us to demonstrate our progress toward meeting Federal mandates and expectations and implement a system that will help us to better serve our clients.	The ability to remain competitive for Title X funding, and the 2009 HITECH Act requirement of the use of an EHR to remain eligible for CMS reimbursement.
81	Relocate DHEC data center to DTO fa	Outcome	Agency Selected	A carefully planned but expeditious move to DTO's data center is critical to mitigate DHEC's exposure to hardware and system failures and potential security breaches. As the legislature has allocated funds to ensure a successful transition, this measure provides accountability to the agency in meeting that goal.	To mitigate DHEC's exposure to hardware and system failures and potential security breaches.
82	Maximize the job satisfaction of current teams, identify and develop potential successors for key positions in the Agency, and provide an efficient and welcoming recruitment and onboarding process for new and future team members.	Outcome Measure	Agency Selected	DHEC is committed to becoming the employer of choice in South Carolina and to becoming a high performing organization with a culture of continuous improvement.	Agency Goals.

Performance Measures

83	Establish a safety office and determine policies and procedures for this office by June 30, 2017	Outcome Measure	Agency Selected	DHEC is focused on improving safety for its employees and customers. In order to do so, the Agency is recruiting a Safety Officer to establish policies and procedures related to safety. This will better enable to Agency to become the premier employer in South Carolina and help support a high performance organization with a culture of continuous improvement.	Agency Goals.
84	Provide new internal and external continuing education opportunities for our teammates to develop and learn new skills and enhance their contributions to the Agency.	Outcome Measure	Agency Selected	DHEC is committed to providing new internal and external continuing education opportunities for our teammates to develop and learn new skills and enhance their contributions to the Agency.	Agency Goals.
85	Establish the Office of Strategy and Continuous Improvement with standardized and fully implemented policies and procedures by June 30, 2017	Outcome	Agency Selected	To promote a culture of continuous improvement, the Agency is evaluating its policies and practices to ensure they're aligned with the Agency's strategic plan. Through this honest evaluation, DHEC aspires to continually improve our customer service delivery, policies, and practices.	Agency Goals and improved services and efficiencies.
86	Establish a Project Management Office with standardized and fully implemented policies, procedures, and artifacts by June 30, 2017	Outcome	Agency Selected	PMOs are recognized as a vital component to any high performance organization in the private or public sectors, and the implementation of a PMO within DHEC is necessary to manage a number of high-priority strategic projects for the agency. This performance measure tracks progress of the implementation of the PMO in an effort to fully realize the efficiencies to be gained after full implementation.	Agency Goals and improved services and efficiencies.

Strategic Spending in Fiscal Year 2015-16

Agency Responding	Department of Health and Environmental Control
Date of Submission	12/1/2016

Disclaimer: The Committee understand the amount the agency budgeted and spent per goal and objective are estimates from the agency. The Committee requests that the estimates have a logical basis, which the agency can explain, as to how it determined the amounts provided.

INSTRUCTIONS:

Please copy and paste the information the agency submitted in its 2016 Restructuring Report, then update this information to reflect the funds available and funds spent through the end of fiscal year 2015-16. If the agency was unable to completely fill in this chart when submitting its 2016 Restructuring Report, this is an opportunity to provide a complete submission. Further details regarding Part A and Part B in this tab are on the next page.

Part A: Funds Available this past Fiscal Year (2015-16)

Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e., general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e., state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns so please delete or add as many as needed. Any grouping of funding sources should be easily understandable and clear through Part A and B how much the agency had available to spend and where the agency spent the funds.

Part B: Funds Spent this past Fiscal Year (2015-16)

a) The agency's objectives and unrelated purposes are listed based on the information the agency provided in the Restructuring Report. The agency will see there are new rows between "objectives" and "unrelated purposes." These new rows allow the agency to list money it spent this year that was for previously committed multiple year projects. The intent is to separate what the agency spent toward its current objectives and what it spent toward objectives and projects from previous years, which took multiple years to pay off. If the agency believes the new rows are not useful in illustrating how the agency uses its funds, the agency may leave them blank. However, if they assist the agency in more clearly showing how it uses its funds, please utilize them.

b) Please add any information needed in the new rows (i.e., "Money previously committed for multiple years") and make any revisions necessary to ensure all unrelated purposes are listed. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e., pass through, carry forward, etc.).

c) Finally, review and revise the amounts spent from each funding source on the agency objectives, money previously committed for multiple years and unrelated purposes so it reflects how much the agency

PART A - Funds Available this past Fiscal Year (2015-16)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	State Appropriation	Federal Funds	Earmarked	Restricted
State, other or federal funding?	n/a	State	Federal Funds	Earmarked	Restricted
Recurring or one-time?	n/a	Recurring	Recurring	Recurring	Recurring
$ From Last Year Available to Spend this Year					
Amount available at end of previous fiscal year	$182,998,692	$8,088,551	$0	$81,584,149	$93,325,992
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$182,998,652	$8,088,511	$0	$81,584,149	$93,325,992
If the amounts in the two rows above are not the same, explain why :	n/a	Amounts are the same	Amounts are the same	Amounts are the same	Amounts are the same
$ Received this Year					
Amount budgeted to receive in this fiscal year:	$523,556,529	$107,261,738	$286,170,200	$110,244,728	$19,879,863
Amount actually received this fiscal year:	$523,556,529	$107,261,738	$286,170,200	$110,244,728	$19,879,863
If the amounts in the two rows above are not the same, explain why :	n/a	n/a	n/a	n/a	n/a
Total Actually Available this Year					
Total amount available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	$706,555,181	$115,350,249	$286,170,200	$191,828,877	$113,205,855

Additional Explanations regarding Part A:	*Insert any additional explanations the agency would like to provide related to the information it provided above.*

Strategic Spending in Fiscal Year 2015-16

Strategic Spending in Fiscal Year 2015-16

PART B - Funds Spent this past Fiscal Year (2015-16)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	State Appropriation	Federal Funds	Earmarked	Restricted
State, other or federal funding?	n/a	State	Federal Funds	Earmarked	Restricted
Recurring or one-time?	n/a	Recurring	Recurring	Recurring	Recurring
What are the external restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency was able to spend the funds from this source:	n/a	Appropriation Specific	Determined by funding source (i.e. grant, contract, etc.)	Determined by funding source (i.e. grant, contract, etc.)	Determined by funding source (i.e. grant, contract, etc.)
Were expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes
Total amount available to spend	$706,555,181	$115,350,249	$286,170,200	$191,828,877	$113,205,855
Where Agency Spent Money - Current Objectives					
Objective 1.1.1— Provide funding for services and treatment for children with special health care needs, oversee the Newborn Bloodspot Screening, Newborn Hearing Screening, and Lead Screening Follow-up Programs, and ensure optimal systems of care are in place for South Carolina's children and their families	$34,855,593	$6,088,640	$6,884,119	$21,882,834	$0
Objective 1.1.2—Promote and protect the health of women, men and adolescents through the provision of evidence-based preventive, clinical and supportive services and education and administer the state funds earmarked for SC's 15 Sexual Assault Centers.	$6,291,033	$2,897,558	$2,167,150	$1,226,325	$0
Objective 1.1.3—Provide supplemental foods and nutrition education through health assessment and referral, nutrition and breastfeeding education in the WIC program.	$97,714,775	$5,262,581	$63,008,614	$29,443,580	$0
Objective 1.1.4— Collect and analyze population-based maternal and child health data, using appropriate scientific methods, to inform and evaluate activities, programs, and policies that impact maternal and child health populations.	$4,269,158	$1,043,155	$3,223,621	$2,382	$0
Objective 1.1.5—Increase appropriate oral health services for women, infants, children and high risk populations including those with special health care needs.	$288,445	$9,822	$274,880	$3,743	$0
Objective 1.2.1— Facilitate a coordinated and comprehensive approach to improving chronic diseases through the implementation of policy, systems, environmental change, and quality improvement initiatives among health care systems as well as the implementation of evidence based lifestyle intervention programs.	$3,550,602	$149,909	$2,413,999	$986,694	$0

Strategic Spending in Fiscal Year 2015-16

Objective 1.2.2 — Reduce fatal and nonfatal injuries by efficiently implementing the Child Passenger Restraint (CPS) Program, and effectively utilizing injury-related morbidity and mortality data to create primary prevention messages which enhance knowledge and awareness and strengthen prevention strategies.	$1,049,658	$18,208	$976,190	$55,260	$0
Objective 1.2.3 — Strengthen cancer prevention and control efforts by collaborating with key stakeholders and increasing screening for breast and cervical cancer for eligible Best Chance Network and WISEWOMAN participants.	$5,379,583	$1,666,256	$3,621,166	$92,161	$0
Objective 1.2.4 — Track chronic diseases and their associated risk factors and share information with internal and external stakeholders for appropriate program planning, implementation and monitoring.	$6,423,894	$315,027	$4,670,814	$1,438,053	$0
Objective 1.2.5 — Reduce tobacco use in S.C. by implementing programs to prevent youth from starting, support quitting among current tobacco users, eliminate exposure to secondhand smoke and eliminate tobacco-related health disparities.	$6,062,251	$265,062	$1,150,347	$142,499	$4,504,343
Objective 1.2.6 — Provide technical assistance and consultation to internal and external partners to improve the health and well-being of minority and underserved populations through implementation of national standards and policies and evidence based/promising practices for reducing health disparities and achieving health equity.	$450,000	$0	$450,000	$0	$0
Objective 1.3.1 — Detect and control communicable diseases and other events of public health importance.	$23,180,384	$9,144,601	$6,588,691	$7,447,092	$0
Objective 1.3.2 — Prevent the occurrence and spread of HIV, AIDS, STDs and Viral Hepatitis.	$12,349,615	$1,253,132	$5,932,298	$5,164,185	$0
Objective 1.3.3 — Reduce vaccine preventable diseases and increase immunization rates.	$5,779,051	$2,671,343	$2,788,081	$319,627	$0
Objective 1.3.4 — Collect, analyze, and disseminate HIV and STD data to complement prevention activities by driving Partner Services and Linkage to Care efforts, identifying spatial, temporal, and demographic trends, and facilitating research.	$44,108,483	$1,459,387	$22,185,427	$20,463,669	$0
Objective 1.4.1 — Provide certification, nutrition education, breastfeeding peer counseling and Registered Dietician services for WIC clients.	$25,577,680	$3,477,695	$21,009,966	$1,090,019	$0
Objective 1.4.2 — Provide family planning information, pregnancy testing, counseling and birth control services.	$27,906,292	$5,862,064	$12,499,848	$9,544,380	$0
Objective 1.4.3 — Conduct STD and HIV testing, treatment and partner service investigations.	$5,891,011	$3,762,895	$1,589,140	$538,976	$0

Strategic Spending in Fiscal Year 2015-16

Objective 1.4.4 — Coordinate with local communities to promote positive public health policies and environmental changes to help prevent heart disease, stroke, cancer, diabetes and obesity.	$4,472,060	$1,884,713	$1,775,911	$427,827	$383,609
Objective 1.4.5 — Conduct investigations of reportable illnesses to prevent outbreaks of contagious disease.	$306,309	$41,651	$251,605	$13,053	$0
Objective 1.4.6 — Perform contact investigation, treatment and case management for tuberculosis clients.	$4,527,519	$2,806,262	$641,942	$1,079,315	$0
Objective 1.4.7 — Provide child and adult vaccines through health departments and community-based clinics.	$5,554,157	$3,342,695	$918,226	$1,293,236	$0
Objective 1.5.1 — Provide registration of vital event records (birth, death, fetal death, abortion, marriage and divorce) to ensure timely, high quality data.	$111,515	$66,937		$44,578	$0
Objective 1.5.2 — Issue birth, death, marriage and divorce records to the public in a timely manner.	$3,630,373	$1,024,354	$840,721	$1,765,298	$0
Objective 1.5.3 – Collect, maintain, analyze and disseminate data on cancer incidence.	$1,877,695	$24,907	$1,195,933	$656,855	$0
Objective 1.5.4 — Coordinate collection, analysis and dissemination of public health surveillance data as part of federally funded surveillance programs	$745,941	$18,680	$547,446	$179,815	$0
Objective 1.5.5 — Make public health statistics available on the Agency's interactive web data query tool, SC Community Assessment Network (SCAN) and to appropriate region, state and federal agencies/programs in a timely manner.	$497,293	$12,453	$156,413	$328,427	$0
Objective 1.5.6 – Provide high quality public health statistics and data to academic researchers.	$310,775	$7,783	$97,725	$205,267	$0
Objective 1.5.7 – Chair and coordinate the activities of the agency Institutional Review Board (IRB), to ensure the protection of human subjects in any research project sponsored by DHEC.	$124,323	$3,113	$39,103	$82,107	$0
Objective 1.6.1 – Establish and maintain relationships with planning partners at all levels (local, State, Federal, private, and non-governmental organizations) regarding public health preparedness, emergency planning, and response issues.	$4,856,000	$139,375	$4,716,625	$0	$0
Objective 1.6.2 – Apply for and administer Public Health Emergency Preparedness, Hospital Preparedness Plan, Ebola and other grants; monitor compliance and ensure compliance guidelines are met.	$54,314	$0	$54,314	$0	$0
Objective 1.6.3 – Maintain DHEC's parts of state-level plans, DHEC's agency emergency operations plan and all applicable Standard Operating Procedures; train and exercise staff.	$573,730	$18,092	$555,638	$0	$0

Strategic Spending in Fiscal Year 2015-16

Objective 1.6.4 – Coordinate agency participation in responses to emergency events and in state and regional training exercises.	$2,878,601	$0	$2,878,601	$0	$0
Objective 2.1.1 – Review air permit applications and issue construction and operating permits to regulated entities.	$3,099,796	$980,289	$268,468	$1,657,486	$193,553
Objective 2.1.2 – Conduct compliance assistance and assurance through routine monitoring, review of operational and emissions reports, periodic inspections, and enforcement for air programs.	$2,601,095	$980,289	$268,468	$1,352,338	$0
Objective 2.1.3 – Ensure that the state is meeting the National Ambient Air Quality Standards (NAAQS) through the development of a State Implementation Plan (SIP), regulations, and compliance strategy.	$726,987	$374,522	$276,483	$75,982	$0
Objective 2.1.4 – Collect and analyze air samples, evaluate ambient air quality, and issue daily ozone forecasts.	$2,632,727	$672,821	$1,050,210	$871,558	$38,138
Objective 2.1.5 – Provide for licensure and performance standards related to asbestos.	$462,497	$1,094		$447,942	$13,461
Objective 2.2.1 – Review permit applications and issue retail food, septic tank, and small water system permits. Certify laboratories who report data to the agency.	$905,574	$562,340	$141,730	$201,504	
Objective 2.2.2 – Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement.	$25,661,842	$15,793,586	$2,724,403	$6,251,091	$892,762
Objective 2.2.3 – Respond to citizen concerns, sanitation issues, chemical and oil spills, vector-borne diseases, foodborne outbreaks, rabies investigations, fish kills, and environmental radiological emergencies.	$2,531,295	$706,462	$1,137,850	$686,983	$0
Objective 2.2.4 – Collect samples for particulate matter, ambient water, wastewater, drinking water, shellfish, and beach monitoring, as well as sample analysis for water-quality related parameters.	$7,937,989	$2,567,597	$1,252,113	$4,118,279	$0
Objective 2.3.1 – Review permit applications and issue permits for solid waste, hazardous waste, infectious waste, radiological waste, underground storage tank, and mining activities.	$6,588,386	$2,374,470	$1,867,255	$1,086,767	$1,259,894
Objective 2.3.2 – Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement for land and waste programs.	$5,202,881	$933,549	$820,473	$1,225,010	$2,223,849
Objective 2.3.3 – Promote waste reduction and recycling through technical assistance and education/awareness programs to local governments, schools, businesses, and the public.	$6,852,113	$1,918,503		$0	$4,933,610

Strategic Spending in Fiscal Year 2015-16

Objective 2.3.4 – Oversee the investigation, remediation, and clean-up of contamination from Superfund, dry-cleaning, above-ground storage tanks, underground storage tanks, and brownfield sites.	$27,729,106	$846,357	$3,077,627	$623,511	$23,181,611
Objective 2.4.1 – Review permit applications and issue permits for water-related activities including wastewater discharges from industrial and domestic sources, stormwater, drinking water, water quantity, and wetlands.	$10,967,264	$1,472,730	$2,864,943	$6,496,567	$133,024
Objective 2.4.2 – Conduct compliance assistance and assurance through routine monitoring and inspections and enforcement for water programs.	$3,178,534	$1,446,783	$729,652	$1,002,099	$0
Objective 2.4.3 – Develop state water quality standards, issue the bi-annual list of the state's impaired waters, develop corrective action plans for those waters, and control nonpoint sources of pollution	$4,657,262	$1,446,783	$3,136,522	$73,957	$0
Objective 2.4.4 – Provide input and assistance on regulatory and compliance issues to owners and operators of more than 2,300 dams statewide.	$1,578,833	$1,446,783	$132,050	$0	$0
Objective 2.4.5 – Collect and evaluate ambient water and beach quality.	$2,256,631	$1,446,782	$809,849	$0	$0
Objective 2.5.1 – Implement the Coastal Zone Management Program to manage wetland alterations, certify all federal and state permits for Coastal Zone Consistency, and protect tidally influenced critical area lands, waters, and beaches.	$2,221,674	$593,269	$1,433,622	$194,783	$0
Objective 2.5.2 – Preserve sensitive natural, historic, and cultural resources through regulatory oversight and planning assistance.	$638,992	$296,635	$342,357	$0	$0
Objective 2.5.3 – Provide technical, planning, and financial assistance to local governments to resolve complex natural resource management issues.	$329,471	$49,439	$280,032	$0	$0
Objective 2.5.4 – Develop tools and informational products to enhance coordination among state coastal resource managers, municipal officials and coastal stakeholders.	$1,404,667	$899,936	$504,731	$0	$0
Objective 3.1.1 – Review license and permit applications and issue licenses and permits for health facilities and services.	$1,415,658	$535,624	$1,068	$878,966	$0
Objective 3.1.2 – Conduct inspections to verify compliance of health facilities and services.	$2,047,969	$1,392,621	$2,776	$652,572	$0
Objective 3.1.3 – Conduct investigations of health facilities and services for alleged violations and noncompliance.	$453,011	$171,399	$342	$281,270	$0
Objective 3.1.4 – Review facility designs and conduct construction inspections of health care facilities.	$113,252	$42,850	$85	$70,317	$0

Strategic Spending in Fiscal Year 2015-16

Objective 3.2.1 – Conduct federal Medicare certification process to ensure minimum health and safety requirements and CLIA regulatory standards are met by providers and suppliers participating in the Medicare and Medicaid programs.	$4,086,848	$0	$4,086,848	$0	$0
Objective 3.3.1 – Review license, permit, and certification applications, issue licenses and permits to EMS agencies and educational institutions, and issue certifications to EMS personnel and athletic trainers.	$1,195,530	$948,552		$246,978	$0
Objective 3.3.2 – Train and educate EMS providers, first responders, law enforcement, and the public with respect to their role in provision of emergency medical care.	$361,192	$287,099		$74,093	$0
Objective 3.3.3 – Promote access to trauma care for all residents of the State through the creation, establishment, and maintenance of the State Trauma Care System.	$2,151,947	$2,053,156		$98,791	$0
Objective 3.3.4 – Implement a statewide system of stroke care by facilitating health care provider data collection, reporting, sharing, and analysis to improve stroke care in geographic areas of the State.	$236,573	$187,177		$49,396	$0
Objective 3.3.5 – Implement the EMS for Children Pediatric Facility Recognition Program to improve access to quality care for children.	$242,603	$68,257	$149,649	$24,697	$0
Objective 3.4.1 – Facilitate the establishment of health care facilities and services, which will best serve public needs, through routine review and revision of the State Health Plan.	$907,376	$744,475		$162,901	$0
Objective 3.4.2 – Promote cost containment and prevent unnecessary duplication of health care facilities and services through the timely review of Certificate of Need applications, Certificate of Public Advantage applications, and other requests.	$1,160,975	$744,475		$416,500	$0
Objective 3.5.1 – Annually review completed registration applications and issue registrations to authorized practitioners and health care entities.	$754,954	$0	$64,230	$690,724	$0
Objective 3.5.2 – Conduct inspections and audits to ensure accountability of controlled substances.	$848,211	$0	$128,460	$719,751	$0
Objective 3.5.3 – Decrease potential for drug diversion through administration of the State's prescription drug monitoring program, administrative actions, and criminal investigations.	$848,211	$0	$128,460	$719,751	$0
Objective 3.6.1 – Issue registrations and licenses for facilities that use x-ray equipment, radioactive materials, and tanning beds.	$1,182,292	$614,333	$33,901	$534,058	$0

Strategic Spending in Fiscal Year 2015-16

Objective 3.6.2 – Conduct inspections to verify compliance, protect public health, and provide safety from unnecessary exposure from ionizing and nonionizing radiation.	$685,180	$614,333	$33,901	$36,946	$0
Objective 3.6.3 – Conduct investigations of facilities for alleged violations and non-compliance.	$124,451	$64,666	$3,569	$56,216	$0
Objective 4.1.1 – Streamline and modernize the Agency's software application portfolio to continue to strengthen coordination and performance across Agency programs.	$4,845,793	$886,401		$3,959,392	$0
Objective 4.1.2 – Improve customer and partner experience through enhanced online services, including ePermitting.	$3,994,871	$88,003	$141,372	$3,765,496	$0
Objective 4.1.3 – Implement electronic medical records to increase accessibility and timeliness of information to both internal and external customers.	$48,577	$48,577		$0	$0
Objective 4.1.4 – Expand the capacity and increase the reliability of our IT infrastructure.	$1,013,015	$1,011,600		$1,415	$0
Objective 4.2.1 – Maximize the job satisfaction of current teams, identify and develop potential successors for key positions in the Agency, and provide an efficient and welcoming recruitment and onboarding process for new and future team members.	$1,528,713	$561,016		$967,697	$0
Objective 4.2.2 –Ensure workspaces for our teams across the state are functional, safe, clean, cost-effective, and environmentally friendly; pursuing new Agency facilities as necessary.	$6,865,978	$1,594,371		$5,271,608	$0
Objective 4.2.3 –Provide new internal and external continuing education opportunities for our teammates to develop and learn new skills and enhance their contributions to the Agency.	$283,839	$240,457		$43,382	$0
Objective 4.3.1 – Promote continuous improvement and innovation goals for improving customer service delivery, policies, and practices.	$5,149,647	$4,514,880		$634,767	$0
Objective 4.3.2 – Promote operational excellence by utilizing the Project Management Office to ensure the timely and comprehensive execution of projects that remain within budgetary parameters.	$32,252	$32,252		$0	$0
Total Spent on Current Objectives:	$504,392,647	$109,995,943	$203,998,053	$152,640,798	$37,757,854

Strategic Spending in Fiscal Year 2015-16

Where Agency Spent Money - Money previously committed for multiple years					
Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)					
Insert any additional money previously committed					
Total Spent on previous multiple year commitments					
Where Agency Spent Money - Unrelated Purpose (pass through or other purpose unrelated to agency's strategic plan)					
Unrelated Purpose #1 - insert description:					
Unrelated Purpose #2 - insert description:					
Insert any additional unrelated purposes					
Total Spent on Unrelated Purposes:					
Total Spent (Total on Objectives + Total on Unrelated Purposes) (This should be the same as Amount actually spent in row 29)	$504,392,647	$109,995,943	$203,998,053	$152,640,798	$37,757,854
Amount Remaining					
Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)					
Example - WIOA 3 year funds budgeted for use in next two fiscal years					
Total Funds budgeted for use in subsequent years					
Cash Balance Remaining, minus funds budgeted for use in subsequent years					

Additional Explanations regarding Part B:	*DHEC does not budget at the objective level. Therefore the spread of costs by objective is estimated.*

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Agency Responding	Department of Health and Environmental Control
Date of Submission	12/1/2016

Disclaimer: The Committee understand the amount the agency budgeted and spent per goal and objective are estimates from the agency. The Committee requests that the estimates have a logical basis, which the agency can explain, as to how it determined the amounts provided.

INSTRUCTIONS:
This tab requests the same information as Strategic Spending (last FY), but looks at the current year fiscal year, 2016-17, as opposed to the past fiscal year, 2015-16. Please ensure this information is provided with the funds available for 2016-17 and the strategic plan the agency intends to follow in 2016-17.

PART A - Funds Available Fiscal Year (2016-17)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	State Appropriations	State Appropriations Proviso 118.16	State Carryforward	Federal Funds 5055	Earmarked 3000	Restricted 4000	Restricted Not tracked in budget
State, other or federal funding?	n/a	State	State	State	Federal	Earmarked	Restricted	Restricted
Recurring or one-time?	n/a	Recurring	one-time	one-time	Recurring	Recurring	Recurring	Recurring
$ From Last Year Available to Spend this Year								
Amount available at end of previous fiscal year	$ 200,810,624	$ -	$ -	$ 8,525,905	$ -	$ 95,143,008	$ 11,994,002	$ 85,147,709
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$ 194,464,629	$ -	$ -	$ 8,525,905	$ -	$ 88,797,013	$ 11,994,002	$ 85,147,709
If the amounts in the two rows above are not the same, explain why :	Trust and Settlement Accounts	Amounts are the same	Amounts are the same	Amounts are the same	Amounts are the same	Trust and Settlement Accounts	Amounts are the same	Amounts are the same
$ Estimated to Receive this Year								
Amount requested to receive this fiscal year:	$ 528,671,020	$ 131,143,885	$ 11,278,218	$ -	$ 286,140,200	$ 86,792,498	$ 13,316,219	$ -
Amount actually received this fiscal year:	$ 517,415,737	$ 119,916,820	$ 11,250,000	$ -	$ 286,140,200	$ 86,792,498	$ 13,316,219	$ -
If the amounts in the two rows above are not the same, explain why :	Decision Packages not funded	Decision Packages not funded	Decision Packages not funded	n/a	n/a	n/a	n/a	n/a
Total Available if amounts requested are received								
Total amount available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	$ 711,880,366	$ 119,916,820	$ 11,250,000	$ 8,525,905	$ 286,140,200	$ 175,589,511	$ 25,310,221	$ 85,147,709

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Additional Explanations regarding Part A:	*Insert any additional explanations the agency would like to provide related to the information it provided above.*

PART B - How Agency Plans to Budget Funds in 2016-17

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	State Appropriations	State Appropriations Proviso 118.16	State Carryforward	Federal Funds 5055	Earmarked 3000	Restricted 4000	Restricted Not tracked in budget
State, other or federal funding?	n/a	State	State	State	Federal	Earmarked	Restricted	Restricted
Recurring or one-time?	n/a	Recurring	one-time	one-time	Recurring	Recurring	Recurring	Recurring
What are the external restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency can spend the funds from this source:	n/a	Appropriation Specific	Appropriation Specific	Appropriation Specific	Determined by funding source (i.e. grant, contract, etc.)	Determined by funding source (i.e. grant, contract, etc.)	Determined by funding source (i.e. grant, contract, etc.)	Determined by funding source (i.e. grant, contract, etc.)
Will expenditure of funds be tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total amount estimated to have available to spend	$711,880,366	$119,916,820	$11,250,000	$8,525,905	$286,140,200	$175,589,511	$25,310,221	$85,147,709
Where Agency Plans to Spend Money - Current Objectives								
Objective 1.1.1— Provide funding for services and treatment for children with special health care needs, oversee the Newborn Bloodspot Screening, Newborn Hearing Screening, and Lead Screening Follow-up Programs, and ensure optimal systems of care are in place for South Carolina's children and their families	$ 44,474,156	$ 6,088,640	$ -	$ -	$ 2,535,070	$ 35,850,446	$ -	$ -
Objective 1.1.2—Promote and protect the health of women, men and adolescents through the provision of evidence-based preventive, clinical and supportive services and education and administer the state funds earmarked for SC's 15 Sexual Assault Centers.	$ 6,268,165	$ 2,357,209	$ 200,000	$ -	$ 3,710,956	$ -	$ -	$ -
Objective 1.1.3—Provide supplemental foods and nutrition education through health assessment and referral, nutrition and breastfeeding education in the WIC program.	$ 138,590,160	$ 3,373,995	$ -	$ -	$ 115,240,965	$ 19,975,200	$ -	$ -

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Objective 1.1.4— Collect and analyze population-based maternal and child health data, using appropriate scientific methods, to inform and evaluate activities, programs, and policies that impact maternal and child health populations.	$ 6,852,776	$ 1,043,155	$ -	$ -	$ 5,520,650	$ 288,971	$ -	$ -
Objective 1.1.5—Increase appropriate oral health services for women, infants, children and high risk populations including those with special health care needs.	$ 338,444	$ 9,822	$ -	$ -	$ 324,879	$ 3,743	$ -	$ -
Objective 1.2.1— Facilitate a coordinated and comprehensive approach to improving chronic diseases through the implementation of policy, systems, environmental change, and quality improvement initiatives among health care systems as well as the implementation of evidence based lifestyle intervention programs.	$ 4,288,093	$ 149,909	$ -	$ -	$ 3,157,669	$ 980,515	$ -	$ -
Objective 1.2.2 — Reduce fatal and nonfatal injuries by efficiently implementing the Child Passenger Restraint (CPS) Program, and effectively utilizing injury-related morbidity and mortality data to create primary prevention messages which enhance knowledge and awareness and strengthen prevention strategies.	$ 1,662,516	$ 18,208	$ -	$ -	$ 1,589,048	$ 55,260	$ -	$ -
Objective 1.2.3 — Strengthen cancer prevention and control efforts by collaborating with key stakeholders and increasing screening for breast and cervical cancer for eligible Best Chance Network and WISEWOMAN participants.	$ 6,976,773	$ 1,666,254	$ 1,500,000	$ 317,726	$ 3,400,632	$ 92,161	$ -	$ -
Objective 1.2.4 — Track chronic diseases and their associated risk factors and share information with internal and external stakeholders for appropriate program planning, implementation and monitoring.	$ 4,168,652	$ 315,027	$ 100,000	$ -	$ 2,602,161	$ 1,151,464	$ -	$ -
Objective 1.2.5 — Reduce tobacco use in S.C. by implementing programs to prevent youth from starting, support quitting among current tobacco users, eliminate exposure to secondhand smoke and eliminate tobacco-related health disparities.	$ 14,786,514	$ 265,062	$ -	$ -	$ 1,150,347	$ 142,499	$ 13,228,606	$ -
Objective 1.2.6 — Provide technical assistance and consultation to internal and external partners to improve the health and well-being of minority and underserved populations through implementation of national standards and policies and evidence based/promising practices for reducing health disparities and achieving health equity.	$ 500,000	$ -	$ -	$ -	$ 500,000	$ -	$ -	$ -
Objective 1.3.1 — Detect and control communicable diseases and other events of public health importance.	$ 25,185,536	$ 16,397,226	$ -	$ -	$ 7,588,691	$ 1,199,619	$ -	$ -
Objective 1.3.2 — Prevent the occurrence and spread of HIV, AIDS, STDs and Viral Hepatitis.	$ 13,601,304	$ 1,253,132	$ -	$ -	$ 7,932,298	$ 4,415,874	$ -	$ -

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Objective 1.3.3 — Reduce vaccine preventable diseases and increase immunization rates.	$ 5,859,096	$ 2,671,343	$ -	$ -	$ 2,828,081	$ 359,672	$ -	$ -
Objective 1.3.4 — Collect, analyze, and disseminate HIV and STD data to complement prevention activities by driving Partner Services and Linkage to Care efforts, identifying spatial, temporal, and demographic trends, and facilitating research.	$ 45,386,140	$ 1,459,387	$ -	$ -	$ 17,214,141	$ 26,712,612	$ -	$ -
Objective 1.4.1 — Provide certification, nutrition education, breastfeeding peer counseling and Registered Dietician services for WIC clients.	$ 46,213,566	$ 3,477,695	$ -	$ -	$ 41,645,852	$ 1,090,019	$ -	$ -
Objective 1.4.2 — Provide family planning information, pregnancy testing, counseling and birth control services.	$ 31,391,870	$ 5,862,064	$ -	$ 409,634	$ 15,575,792	$ 9,544,380	$ -	$ -
Objective 1.4.3 — Conduct STD and HIV testing, treatment and partner service investigations.	$ 7,185,480	$ 3,762,895	$ -	$ -	$ 2,883,609	$ 538,976	$ -	$ -
Objective 1.4.4 — Coordinate with local communities to promote positive public health policies and environmental changes to help prevent heart disease, stroke, cancer, diabetes and obesity.	$ 11,789,534	$ 1,884,713	$ -	$ -	$ 1,775,911	$ 5,895,301	$ 2,233,609	
Objective 1.4.5 — Conduct investigations of reportable illnesses to prevent outbreaks of contagious disease.	$ 306,308	$ 41,651	$ -	$ -	$ 251,605	$ 13,052	$ -	$ -
Objective 1.4.6 — Perform contact investigation, treatment and case management for tuberculosis clients.	$ 4,527,518	$ 2,806,262	$ -	$ -	$ 641,942	$ 1,079,314	$ -	$ -
Objective 1.4.7 — Provide child and adult vaccines through health departments and community-based clinics.	$ 5,680,716	$ 3,342,695	$ -	$ -	$ 1,044,785	$ 1,293,236	$ -	$ -
Objective 1.5.1 — Provide registration of vital event records (birth, death, fetal death, abortion, marriage and divorce) to ensure timely, high quality data.	$ 5,976,536	$ 2,258,497	$ -	$ -	$ 312,826	$ 3,405,213	$ -	$ -
Objective 1.5.2 — Issue birth, death, marriage and divorce records to the public in a timely manner.	$ 3,663,883	$ 66,937	$ -	$ -	$ 840,721	$ 2,756,225	$ -	$ -
Objective 1.5.3 – Collect, maintain, analyze and disseminate data on cancer incidence.	$ 1,971,588	$ 24,907	$ -	$ -	$ 312,826	$ 1,633,855	$ -	$ -
Objective 1.5.4 — Coordinate collection, analysis and dissemination of public health surveillance data as part of federally funded surveillance programs	$ 745,941	$ 18,680	$ -	$ -	$ 234,620	$ 492,641	$ -	$ -
Objective 1.5.5 — Make public health statistics available on the Agency's interactive web data query tool, SC Community Assessment Network (SCAN) and to appropriate region, state and federal agencies/programs in a timely manner.	$ 497,293	$ 12,453	$ -	$ -	$ 156,413	$ 328,427	$ -	$ -
Objective 1.5.6 – Provide high quality public health statistics and data to academic researchers.	$ 310,775	$ 7,783	$ -	$ -	$ 97,725	$ 205,267	$ -	$ -

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Objective 1.5.7 – Chair and coordinate the activities of the agency Institutional Review Board (IRB), to ensure the protection of human subjects in any research project sponsored by DHEC.	$ 124,323	$ 3,113	$ -	$ -	$ 39,103	$ 82,107	$ -	$ -
Objective 1.6.1 – Establish and maintain relationships with planning partners at all levels (local, State, Federal, private, and non-governmental organizations) regarding public health preparedness, emergency planning, and response issues.	$ 4,856,000	$ 139,375	$ -	$ -	$ 4,716,625	$ -	$ -	$ -
Objective 1.6.2 – Apply for and administer Public Health Emergency Preparedness, Hospital Preparedness Plan, Ebola and other grants; monitor compliance and ensure compliance guidelines are met.	$ 54,314	$ -	$ -	$ -	$ 54,314	$ -	$ -	$ -
Objective 1.6.3 – Maintain DHEC's parts of state-level plans, DHEC's agency emergency operations plan and all applicable Standard Operating Procedures; train and exercise staff.	$ 573,730	$ 18,092	$ -	$ -	$ 555,638	$ -	$ -	$ -
Objective 1.6.4 – Coordinate agency participation in responses to emergency events and in state and regional training exercises.	$ 2,878,601	$ -	$ -	$ -	$ 2,878,601	$ -	$ -	$ -
Objective 2.1.1 – Review air permit applications and issue construction and operating permits to regulated entities.	$ 5,325,422	$ 980,289	$ 300,000	$ -	$ 268,468	$ 3,563,112	$ 193,553	$ 20,000
Objective 2.1.2 – Conduct compliance assistance and assurance through routine monitoring, review of operational and emissions reports, periodic inspections, and enforcement for air programs.	$ 2,627,214	$ 980,289	$ -	$ -	$ 268,468	$ 1,352,338	$ -	$ 26,119
Objective 2.1.3 – Ensure that the state is meeting the National Ambient Air Quality Standards (NAAQS) through the development of a State Implementation Plan (SIP), regulations, and compliance strategy.	$ 746,987	$ 374,522	$ -	$ -	$ 276,482	$ 75,983	$ -	$ 20,000
Objective 2.1.4 – Collect and analyze air samples, evaluate ambient air quality, and issue daily ozone forecasts.	$ 2,652,727	$ 672,821	$ -	$ -	$ 1,050,210	$ 871,558	$ 38,138	$ 20,000
Objective 2.1.5 – Provide for licensure and performance standards related to asbestos.	$ 482,497	$ 1,094	$ -	$ -	$ -	$ 447,942	$ 13,461	$ 20,000
Objective 2.2.1 – Review permit applications and issue retail food, septic tank, and small water system permits. Certify laboratories who report data to the agency.	$ 905,567	$ 562,340	$ -	$ -	$ 141,730	$ 181,497	$ -	$ 20,000
Objective 2.2.2 – Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement.	$ 26,661,842	$ 15,793,586	$ -	$ -	$ 3,724,403	$ 6,225,883	$ 892,762	$ 25,208

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Objective 2.2.3 – Respond to citizen concerns, sanitation issues, chemical and oil spills, vector-borne diseases, foodborne outbreaks, rabies investigations, fish kills, and environmental radiological emergencies.	$ 2,631,295	$ 706,462	$ -	$ -	$ 1,237,850	$ 666,983	$ -	$ 20,000
Objective 2.2.4 – Collect samples for particulate matter, ambient water, wastewater, drinking water, shellfish, and beach monitoring, as well as sample analysis for water-quality related parameters.	$ 11,033,465	$ 2,567,597	$ -	$ -	$ 1,752,113	$ 6,693,755	$ -	$ 20,000
Objective 2.3.1 – Review permit applications and issue permits for solid waste, hazardous waste, infectious waste, radiological waste, underground storage tank, and mining activities.	$ 6,820,348	$ 2,106,432	$ 2,750,000	$ -	$ -	$ 704,022	$ 1,259,894	$ -
Objective 2.3.2 – Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement for land and waste programs.	$ 9,297,538	$ 129,437	$ -	$ -	$ 3,687,728	$ 3,256,524	$ 2,223,849	$ -
Objective 2.3.3 – Promote waste reduction and recycling through technical assistance and education/awareness programs to local governments, schools, businesses, and the public.	$ 7,011,828	$ 1,918,503	$ -	$ -	$ -	$ -	$ 5,093,325	$ -
Objective 2.3.4 – Oversee the investigation, remediation, and clean-up of contamination from Superfund, dry-cleaning, above-ground storage tanks, underground storage tanks, and brownfield sites.	$ 72,904,747	$ 1,918,503	$ -	$ -	$ 4,077,627	$ 2,347,774	$ -	$ 64,560,843
Objective 2.4.1 – Review permit applications and issue permits for water-related activities including wastewater discharges from industrial and domestic sources, stormwater, drinking water, water quantity, and wetlands.	$ 14,685,307	$ 1,472,730	$ -	$ -	$ 3,939,548	$ 9,096,677	$ 133,024	$ 43,328
Objective 2.4.2 – Conduct compliance assistance and assurance through routine monitoring and inspections and enforcement for water programs.	$ 3,178,535	$ 1,446,783	$ -	$ -	$ 729,652	$ 958,772	$ -	$ 43,328
Objective 2.4.3 – Develop state water quality standards, issue the bi-annual list of the state's impaired waters, develop corrective action plans for those waters, and control nonpoint sources of pollution	$ 6,657,263	$ 1,446,783	$ -	$ -	$ 5,136,522	$ 30,630	$ -	$ 43,328
Objective 2.4.4 – Provide input and assistance on regulatory and compliance issues to owners and operators of more than 2,300 dams statewide.	$ 1,578,833	$ 1,446,783	$ -	$ -	$ 132,050	$ -	$ -	$ -
Objective 2.4.5 – Collect and evaluate ambient water and beach quality.	$ 2,256,631	$ 1,446,782	$ -	$ -	$ 809,849	$ -	$ -	$ -

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Objective 2.5.1 – Implement the Coastal Zone Management Program to manage wetland alterations, certify all federal and state permits for Coastal Zone Consistency, and protect tidally influenced critical area lands, waters, and beaches.	$ 5,251,191	$ 593,269	$ 700,000	$ 2,329,517	$ 1,433,622	$ 194,783	$ -	$ -
Objective 2.5.2 – Preserve sensitive natural, historic, and cultural resources through regulatory oversight and planning assistance.	$ 638,992	$ 296,635	$ -	$ -	$ 342,357	$ -	$ -	$ -
Objective 2.5.3 – Provide technical, planning, and financial assistance to local governments to resolve complex natural resource management issues.	$ 329,471	$ 49,439	$ -	$ -	$ 280,032	$ -	$ -	$ -
Objective 2.5.4 – Develop tools and informational products to enhance coordination among state coastal resource managers, municipal officials and coastal stakeholders.	$ 1,404,667	$ 899,936	$ -	$ -	$ 504,731	$ -	$ -	$ -
Objective 3.1.1 – Review license and permit applications and issue licenses and permits for health facilities and services.	$ 1,415,658	$ 535,624	$ -	$ -	$ 1,068	$ 878,966	$ -	$ -
Objective 3.1.2 – Conduct inspections to verify compliance of health facilities and services.	$ 3,680,711	$ 1,392,621	$ -	$ -	$ 2,776	$ 2,285,314	$ -	$ -
Objective 3.1.3 – Conduct investigations of health facilities and services for alleged violations and noncompliance.	$ 453,011	$ 171,399	$ -	$ -	$ 342	$ 281,270	$ -	$ -
Objective 3.1.4 – Review facility designs and conduct construction inspections of health care facilities.	$ 113,252	$ 42,850	$ -	$ -	$ 85	$ 70,317	$ -	$ -
Objective 3.2.1 – Conduct federal Medicare certification process to ensure minimum health and safety requirements and CLIA regulatory standards are met by providers and suppliers participating in the Medicare and Medicaid programs.	$ 6,344,449	$ -	$ -	$ -	$ 6,344,449	$ -	$ -	$ -
Objective 3.3.1 – Review license, permit, and certification applications, issue licenses and permits to EMS agencies and educational institutions, and issue certifications to EMS personnel and athletic trainers.	$ 1,195,530	$ 948,552	$ -	$ -	$ -	$ 246,978	$ -	$ -
Objective 3.3.2 – Train and educate EMS providers, first responders, law enforcement, and the public with respect to their role in provision of emergency medical care.	$ 896,847	$ 287,099	$ -	$ 535,655	$ -	$ 74,093	$ -	$ -
Objective 3.3.3 – Promote access to trauma care for all residents of the State through the creation, establishment, and maintenance of the State Trauma Care System.	$ 2,806,396	$ 2,707,605	$ -	$ -	$ -	$ 98,791	$ -	$ -
Objective 3.3.4 – Implement a statewide system of stroke care by facilitating health care provider data collection, reporting, sharing, and analysis to improve stroke care in geographic areas of the State.	$ 236,573	$ 187,177	$ -	$ -	$ -	$ 49,396	$ -	$ -

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Objective 3.3.5 – Implement the EMS for Children Pediatric Facility Recognition Program to improve access to quality care for children.	$ 242,603	$ 68,257	$ -	$ -	$ 149,649	$ 24,697	$ -	$ -
Objective 3.4.1 – Facilitate the establishment of health care facilities and services, which will best serve public needs, through routine review and revision of the State Health Plan.	$ 1,160,975	$ 744,475	$ -	$ -	$ -	$ 416,500	$ -	$ -
Objective 3.4.2 – Promote cost containment and prevent unnecessary duplication of health care facilities and services through the timely review of Certificate of Need applications, Certificate of Public Advantage applications, and other requests.	$ 1,160,975	$ 744,475	$ -	$ -	$ -	$ 416,500	$ -	$ -
Objective 3.5.1 – Annually review completed registration applications and issue registrations to authorized practitioners and health care entities.	$ 754,953	$ -	$ -	$ -	$ 64,230	$ 690,723	$ -	$ -
Objective 3.5.2 – Conduct inspections and audits to ensure accountability of controlled substances.	$ 1,509,907	$ -	$ -	$ -	$ 128,460	$ 1,381,447	$ -	$ -
Objective 3.5.3 – Decrease potential for drug diversion through administration of the State's prescription drug monitoring program, administrative actions, and criminal investigations.	$ 1,509,907	$ -	$ -	$ -	$ 128,460	$ 1,381,447	$ -	$ -
Objective 3.6.1 – Issue registrations and licenses for facilities that use x-ray equipment, radioactive materials, and tanning beds.	$ 1,182,292	$ 614,333	$ -	$ -	$ 33,901	$ 534,058	$ -	$ -
Objective 3.6.2 – Conduct inspections to verify compliance, protect public health, and provide safety from unnecessary exposure from ionizing and nonionizing radiation.	$ 1,182,292	$ 614,333	$ -	$ -	$ 33,901	$ 534,058	$ -	$ -
Objective 3.6.3 – Conduct investigations of facilities for alleged violations and non-compliance.	$ 124,451	$ 64,666	$ -	$ -	$ 3,569	$ 56,216	$ -	$ -
Objective 4.1.1 – Streamline and modernize the Agency's software application portfolio to continue to strengthen coordination and performance across Agency programs.	$ 7,845,793	$ 1,145,793	$ 3,700,000	$ 3,000,000	$ -	$ -	$ -	$ -
Objective 4.1.2 – Improve customer and partner experience through enhanced online services, including ePermitting.	$ 3,994,871	$ 88,003	$ -	$ -	$ 141,372	$ 3,765,496	$ -	$ -
Objective 4.1.3 – Implement electronic medical records to increase accessibility and timeliness of information to both internal and external customers.	$ 2,048,577	$ 48,577	$ 2,000,000	$ -	$ -	$ -	$ -	$ -
Objective 4.1.4 – Expand the capacity and increase the reliability of our IT infrastructure.	$ 2,519,836	$ 2,518,421	$ -	$ -	$ -	$ 1,415	$ -	$ -

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Objective 4.2.1 – Maximize the job satisfaction of current teams, identify and develop potential successors for key positions in the Agency, and provide an efficient and welcoming recruitment and onboarding process for new and future team members.	$ 1,831,088	$ 863,391	$ -	$ -	$ -	$ 967,697	$ -	$ -
Objective 4.2.2 –Ensure workspaces for our teams across the state are functional, safe, clean, cost-effective, and environmentally friendly; pursuing new Agency facilities as necessary.	$ 6,477,235	$ 1,594,371	$ -	$ -	$ -	$ 4,882,864	$ -	$ -
Objective 4.2.3 –Provide new internal and external continuing education opportunities for our teammates to develop and learn new skills and enhance their contributions to the Agency.	$ 283,839	$ 240,457	$ -	$ -	$ -	$ 43,382	$ -	$ -
Objective 4.3.1 – Promote continuous improvement and innovation goals for improving customer service delivery, policies, and practices.	$ 5,908,497	$ 5,654,893	$ -	$ -	$ -	$ 253,604	$ -	$ -
Objective 4.3.2 – Promote operational excellence by utilizing the Project Management Office to ensure the timely and comprehensive execution of projects that remain within budgetary parameters.	$ 1,965,625	$ 32,252	$ -	$ 1,933,373	$ -	$ -	$ -	$ -
Total Agency Plans to Spend on Objectives:	$ 691,614,811	$ 119,916,820	$ 11,250,000	$ 8,525,905	$ 286,140,200	$ 175,589,511	$ 25,310,221	$ 64,882,154
Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)	$0							
	$0							
Total Agency Plans to Spend on previous multiple year commitments	$0							
Where Agency Plans to Spend Money - Unrelated Purpose (pass through or other purpose unrelated to agency's strategic plan)								
Unrelated Purpose #1 - insert description:	$0							
Unrelated Purpose #1 - insert description:	$0							
Unrelated Purpose #2 - insert description:	$0							
Insert any additional unrelated purposes	$0							
Total Agency Plans to Spend on Unrelated Purposes:	$0							
Total Agency Plans to Spend (Total on Objectives + Total on Unrelated Purposes)	$691,614,811	$119,916,820	$11,250,000	$8,525,905	$286,140,200	$175,589,511	$25,310,221	$64,882,154

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Amount Remaining	$0							
Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)								
Example - WIOA 3 year funds budgeted for use in next two fiscal years	$0							
	$0							
	$0							
Total Funds budgeted for use in subsequent years	$0							
Cash Balance Remaining, minus funds budgeted for use in subsequent years	$0							

Additional Explanations regarding Part B:	*DHEC does not budget at the strategy and objective level, therefore these are estimates. We only budget funds we plan to expend in the given fiscal year.*

Strategic Requests for Fiscal Year 2017-18

Agency Responding	Department of Health and Environmental Control
Date of Submission	12/1/2016

Disclaimer: The Committee understand the amount the agency budgeted and spent per goal and objective are estimates from the agency. The Committee requests that the estimates have a logical basis, which the agency can explain, as to how it determined the amounts provided.

INSTRUCTIONS:
This tab requests the same information as Strategic Budgeting (current FY), but looks at the requests for the upcoming year, 2017-18, as opposed to funds already approved for the current fiscal year, 2016-17. Please ensure this information is provided with the funds the agency is requesting for 2017-18 and the strategic plan the agency intends to follow in 2017-18.

PART A - Funds Available Fiscal Year (2017-18)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	State Appropriations	State One Time	State Carryforward	Federal Funds 5055	Earmarked 3000	Restricted 4000	Restricted Not tracked in budget
State, other or federal funding?	n/a	State	State	State	Federal	Earmarked	Restricted	Restricted
Recurring or one-time?	n/a	Recurring	one-time	one-time	Recurring	Recurring	Recurring	Recurring
$ Available from Previous FY								
Amount anticipated to have available at end of current fiscal year	$8,525,905	$0		$ 8,525,905	$0	$0	$0	$0
If agency anticipates having funds available at the end of the current fiscal year, explain why :	Carryforward funds			Carryforward				
$ Estimated to Receive this Year								
Amount received to spend in current fiscal year:	$691,614,811	$119,916,820	$ 11,250,000	$ 8,525,905	$286,140,200	$175,589,511	$25,310,221	$64,882,154
Amount requesting to receive next fiscal year:	$693,826,895	$136,490,390	$ 5,414,419	$ -	$286,140,200	$175,589,511	$25,310,221	$64,882,154
If the amounts in the two rows above are not the same, explain why :	See descriptions	Additional funding requests for: Salary Increment Distribution (Required) Fringe Increment Distribution (Required) Electronic Health Record Data Center Migration Public Health Nursing Retention Environmental Affairs Lab Quality Assurance Environmental Affairs Lab Equipment Stroke System of Care Unregulated Petroleum Releases Lead Screening and Follow Up Best Chance Network/Colon Cancer Hemophilia	Additional funding requests for: Dam Safety Program Removal of Non-Compliant Underground Storage Tanks Environmental Affairs Lab Quality Assurance Environmental Affairs Lab Equipment Stroke System of Care Lead Screening and Follow Up	Carryforward Unknown	n/a	n/a	n/a	n/a
If none of the amounts the agency is requesting to receive next fiscal year are lower than amounts received in current fiscal year, explain why the same amount is needed for each fund.	n/a	Additional funds were requested for the aforementioned programs. Ongoing funding is needed to maintain current services.	Additional funds were requested for the aforementioned programs. Ongoing funding is needed to maintain current services.	n/a	Ongoing funding is needed to maintain current services.	Ongoing funding is needed to maintain current services.	Ongoing funding is needed to maintain current services.	n/a
Total Available if amounts requested are received								
Amount estimated to have available to spend next fiscal year (i.e. Amount anticipated to have available at end of current fiscal year PLUS Amount requesting to receive next fiscal year):	$702,352,800	$136,490,390	$5,414,419	$8,525,905	$286,140,200	$175,589,511	$25,310,221	$64,882,154

Additional Explanations regarding Part A:	*Insert any additional explanations the agency would like to provide related to the information it provided above.*

Strategic Requests for Fiscal Year 2017-18

PART B - How Agency Plans to Budget Funds in 2017-18

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	State Appropriations	State One Time	State Carryforward	Federal Funds 5055	Earmarked 3000	Restricted 4000	Restricted Not tracked in budget
State, other or federal funding?	n/a	State	State	State	Federal	Earmarked	Restricted	Restricted
Recurring or one-time?	n/a	Recurring	one-time	one-time	Recurring	Recurring	Recurring	Recurring
What are the external restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency can spend the funds from this source:	n/a	Appropriation Specific	Appropriation Specific	Appropriation Specific	Determined by funding source (i.e. grant, contract, etc.)	Determined by funding source (i.e. grant, contract, etc.)	Determined by funding source (i.e. grant, contract, etc.)	Determined by funding source (i.e. grant, contract, etc.)
Will expenditure of funds be tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total amount estimated to have available to spend:	$702,352,800	$136,490,390	$5,414,419	$8,525,905	$286,140,200	$175,589,511	$25,310,221	$64,882,154

Where Agency Plans to Spend Money - Current Objectives	Responsible Employee (Name)	Responsible Employee (Position)	Responsible Employee (Responsible more/less than 3 years)	Associated Performance Measure Item #s	Totals	State Appropriations	State One Time	State Carryforward	Federal Funds 5055	Earmarked 3000	Restricted 4000	Restricted Not tracked in budget
Objective 1.1.1— Provide funding for services and treatment for children with special health care needs, oversee the Newborn Bloodspot Screening, Newborn Hearing Screening, and Lead Screening Follow-up Programs, and ensure optimal systems of care are in place for South Carolina's children and their families	Lucy H. Gibson	Director, Division of Children's Health	More than 3 years	1, 2	$46,569,996	$8,170,660	$ 13,820	$ -	$2,535,070	$35,850,446	$ -	$ -
Objective 1.1.2—Promote and protect the health of women, men and adolescents through the provision of evidence-based preventive, clinical and supportive services and education and administer the state funds earmarked for SC's 15 Sexual Assault Centers.	Jane Key	Program Coordinator II	More than 3 years	3, 4, 5	$6,104,778	$2,393,822	$ -	$ -	$3,710,956	$ -	$ -	$ -
	Stephanie Derr	Director, Division of Women's Health	Less than 3 years									
Objective 1.1.3—Provide supplemental foods and nutrition education through health assessment and referral, nutrition and breastfeeding education in the WIC program.	Berry Kelly	WIC State Director	Less than 3 years	6, 7	$138,642,566	$3,426,401	$ -	$ -	$115,240,965	$19,975,200	$ -	$ -
Objective 1.1.4— Collect and analyze population-based maternal and child health data, using appropriate scientific methods, to inform and evaluate activities, programs, and policies that impact maternal and child health populations.	Mike Smith	Director, Division of Research and Planning (Program Manager II)	More than 3 years	8	$6,868,979	$1,059,358	$ -	$ -	$5,520,650	$288,971	$ -	$ -
Objective 1.1.5—Increase appropriate oral health services for women, infants, children and high risk populations including those with special health care needs.	Raymond Lala	Division Director	More than 3 years	9	$338,597	$9,975	$ -	$ -	$324,879	$3,743	$ -	$ -
Objective 1.2.1— Facilitate a coordinated and comprehensive approach to improving chronic diseases through the implementation of policy, systems, environmental change, and quality improvement initiatives among health care systems as well as the implementation of evidence based lifestyle intervention programs.	Ginie Daguise	Bureau Director	More than 3 years	10, 11, 12	$4,290,421	$152,237	$ -	$ -	$3,157,669	$980,515	$ -	$ -

Strategic Requests for Fiscal Year 2017-18

Objective 1.2.2 — Reduce fatal and nonfatal injuries by efficiently implementing the Child Passenger Restraint (CPS) Program, and effectively utilizing injury-related morbidity and mortality data to create primary prevention messages which enhance knowledge and awareness and strengthen prevention strategies.	Ginie Daguise	Bureau Director	More than 3 years	11, 13, 14	$1,662,799	$18,491	$ -	$ -	$1,589,048	$55,260	$ -	$ -
Objective 1.2.3 — Strengthen cancer prevention and control efforts by collaborating with key stakeholders and increasing screening for breast and cervical cancer for eligible Best Chance Network and WISEWOMAN participants.	Ginie Daguise	Bureau Director	More than 3 years	15, 16	$7,533,719	$3,723,200	$ -	$ 317,726	$3,400,632	$92,161	$ -	$ -
Objective 1.2.4 — Track chronic diseases and their associated risk factors and share information with internal and external stakeholders for appropriate program planning, implementation and monitoring.	Shae Sutton	Director	More than 3 years	17, 18	$4,073,545	$319,920	$ -	$ -	$2,602,161	$1,151,464	$ -	$ -
Objective 1.2.5 — Reduce tobacco use in S.C. by implementing programs to prevent youth from starting, support quitting among current tobacco users, eliminate exposure to secondhand smoke and eliminate tobacco-related health disparities.	Ginie Daguise	Bureau Director	More than 3 years	19, 20	$14,790,631	$269,179	$ -	$ -	$1,150,347	$142,499	$13,228,606	$ -
Objective 1.2.6 — Provide technical assistance and consultation to internal and external partners to improve the health and well-being of minority and underserved populations through implementation of national standards and policies and evidence based/promising practices for reducing health disparities and achieving health equity.	Ginie Daguise	Bureau Director	More than 3 years	21, 22	$500,000	$ -	$ -	$ -	$ 500,000	$ -	$ -	$ -
Objective 1.3.1 — Detect and control communicable diseases and other events of public health importance.	Linda Bell	Bureau Director & State Epidemiologist	Less than 3 years	25	$25,440,223	$ 16,651,913	$ -	$ -	$ 7,588,691	$ 1,199,619	$ -	$ -
Objective 1.3.2 — Prevent the occurrence and spread of HIV, AIDS, STDs and Viral Hepatitis.	Ali Mansaray	Division Director	Less than 3 years	26	$13,620,768	$ 1,272,596	$ -	$ -	$ 7,932,298	$ 4,415,874	$ -	$ -
Objective 1.3.3 — Reduce vaccine preventable diseases and increase immunization rates.	Stephen White	Division Director	Less than 3 years	17	$5,900,588	$ 2,712,835	$ -	$ -	$ 2,828,081	$ 359,672	$ -	$ -
Objective 1.3.4 — Collect, analyze, and disseminate HIV and STD data to complement prevention activities by driving Partner Services and Linkage to Care efforts, identifying spatial, temporal, and demographic trends, and facilitating research.	Terri Stephens	Division Director	More than 3 years	28	$45,408,808	$ 1,482,055	$ -	$ -	$ 17,214,141	$ 26,712,612	$ -	$ -
Objective 1.4.1 — Provide certification, nutrition education, breastfeeding peer counseling and Registered Dietician services for WIC clients.	Nick Davidson	Director of Client Services	Less than 3 years	7	$46,400,759	$ 3,664,888	$ -	$ -	$ 41,645,852	$ 1,090,019	$ -	$ -
	Berry Kelly	WIC State Director	Less than 3 years									
Objective 1.4.2 — Provide family planning information, pregnancy testing, counseling and birth control services.	Nick Davidson	Director of Client Services	Less than 3 years	4, 5	$32,491,979	$ 6,962,173	$ -	$ 409,634	$ 15,575,792	$ 9,544,380	$ -	$ -
	Stephanie Derr	Director, Division of Women's Health	Less than 3 years									

Strategic Requests for Fiscal Year 2017-18

Objective 1.4.3 — Conduct STD and HIV testing, treatment and partner service investigations.	Nick Davidson	Director of Client Services	Less than 3 years	29	$7,612,721	$ 4,190,136	$ -	$ -	$ 2,883,609	$ 538,976	$ -	$ -
Objective 1.4.4 — Coordinate with local communities to promote positive public health policies and environmental changes to help prevent heart disease, stroke, cancer, diabetes and obesity.	Nick Davidson	Director of Client Services	Less than 3 years	10, 30	$11,823,930	$ 1,919,109	$ -	$ -	$ 1,775,911	$ 5,895,301	$ 2,233,609	$ -
Objective 1.4.5 — Conduct investigations of reportable illnesses to prevent outbreaks of contagious disease.	Nick Davidson	Director of Client Services	Less than 3 years	21	$409,398	$ 144,741	$ -	$ -	$ 251,605	$ 13,052	$ -	$ -
Objective 1.4.6 — Perform contact investigation, treatment and case management for tuberculosis clients.	Nick Davidson	Director of Client Services	Less than 3 years	32	$4,750,381	$ 3,029,125	$ -	$ -	$ 641,942	$ 1,079,314	$ -	$ -
	Linda Bell	Bureau Director & State Epidemiologist	Less than 3 years									
Objective 1.4.7 — Provide child and adult vaccines through health departments and community-based clinics.	Nick Davidson	Director of Client Services	Less than 3 years	27	$5,865,812	$ 3,527,791	$ -	$ -	$ 1,044,785	$ 1,293,236	$ -	$ -
Objective 1.5.1 — Provide registration of vital event records (birth, death, fetal death, abortion, marriage and divorce) to ensure timely, high quality data.	Shae Sutton	Director	More than 3 years	33, 34	$6,011,616	$ 2,293,577	$ -	$ -	$ 312,826	$ 3,405,213	$ -	$ -
Objective 1.5.2 — Issue birth, death, marriage and divorce records to the public in a timely manner.	Shae Sutton	Director	More than 3 years	35	$3,664,923	$ 67,977	$ -	$ -	$ 840,721	$ 2,756,225	$ -	$ -
Objective 1.5.3 – Collect, maintain, analyze and disseminate data on cancer incidence.	Shae Sutton	Director	More than 3 years	17, 36	$1,971,975	$ 25,294	$ -	$ -	$ 312,826	$ 1,633,855	$ -	$ -
Objective 1.5.4 — Coordinate collection, analysis and dissemination of public health surveillance data as part of federally funded surveillance programs	Shae Sutton	Director	More than 3 years	18, 37, 38	$746,231	$ 18,970	$ -	$ -	$ 234,620	$ 492,641	$ -	$ -
Objective 1.5.5 — Make public health statistics available on the Agency's interactive web data query tool, SC Community Assessment Network (SCAN) and to appropriate region, state and federal agencies/programs in a timely manner.	Shae Sutton	Director	More than 3 years	23, 24, 39	$592,337	$ 107,497	$ -	$ -	$ 156,413	$ 328,427	$ -	$ -
Objective 1.5.6 – Provide high quality public health statistics and data to academic researchers.	Shae Sutton	Director	More than 3 years	17, 18, 36, 37	$310,896	$ 7,904	$ -	$ -	$ 97,725	$ 205,267	$ -	$ -
Objective 1.5.7 – Chair and coordinate the activities of the agency Institutional Review Board (IRB), to ensure the protection of human subjects in any research project sponsored by DHEC.	Shae Sutton	Director	More than 3 years	40	$124,371	$ 3,161	$ -	$ -	$ 39,103	$ 82,107	$ -	$ -
Objective 1.6.1 – Establish and maintain relationships with planning partners at all levels (local, State, Federal, private, and non-governmental organizations) regarding public health preparedness, emergency planning, and response issues.	Michael Elieff	Director	Less than 3 years	41, 42	$4,858,165	$ 141,540	$ -	$ -	$ 4,716,625	$ -	$ -	$ -
Objective 1.6.2 – Apply for and administer Public Health Emergency Preparedness, Hospital Preparedness Plan, Ebola and other grants; monitor compliance and ensure compliance guidelines are met.	Michael Elieff	Director	Less than 3 years	43	$54,314	$ -	$ -	$ -	$ 54,314	$ -	$ -	$ -

Strategic Requests for Fiscal Year 2017-18

Objective 1.6.3 – Maintain DHEC's parts of state-level plans, DHEC's agency emergency operations plan and all applicable Standard Operating Procedures; train and exercise staff.	Michael Elieff	Director	Less than 3 years	42, 44, 45	$574,011	$ 18,373	$ -	$ -	$ 555,638	$ -	$ -	$ -
Objective 1.6.4 – Coordinate agency participation in responses to emergency events and in state and regional training exercises.	Michael Elieff	Director	Less than 3 years	46	$2,878,601	$ -	$ -	$ -	$ 2,878,601	$ -	$ -	$ -
Objective 2.1.1 – Review air permit applications and issue construction and operating permits to regulated entities.	Rhonda Thompson	Bureau Chief	Less than 3 years	46, 47	$5,040,648	$ 995,515	$ -	$ -	$ 268,468	$ 3,563,112	$ 193,553	$ 20,000
Objective 2.1.2 – Conduct compliance assistance and assurance through routine monitoring, review of operational and emissions reports, periodic inspections, and enforcement for air programs.	Rhonda Thompson	Bureau Chief	Less than 3 years	47	$2,840,600	$ 1,164,606	$ 29,069	$ -	$ 268,468	$ 1,352,338	$ -	$ 26,119
Objective 2.1.3 – Ensure that the state is meeting the National Ambient Air Quality Standards (NAAQS) through the development of a State Implementation Plan (SIP), regulations, and compliance strategy.	Rhonda Thompson	Bureau Chief	Less than 3 years	47	$752,804	$ 380,339	$ -	$ -	$ 276,482	$ 75,983	$ -	$ 20,000
Objective 2.1.4 – Collect and analyze air samples, evaluate ambient air quality, and issue daily ozone forecasts.	Rhonda Thompson	Bureau Chief	Less than 3 years	47	$2,663,177	$ 683,271	$ -	$ -	$ 1,050,210	$ 871,558	$ 38,138	$ 20,000
Objective 2.1.5 – Provide for licensure and performance standards related to asbestos.	Rhonda Thompson	Bureau Chief	Less than 3 years	46, 48	$482,514	$ 1,111	$ -	$ -		$ 447,942	$ 13,461	$ 20,000
Objective 2.2.1 – Review permit applications and issue retail food, septic tank, and small water system permits. Certify laboratories who report data to the agency.	Renee Shealy	Bureau Chief	More than 3 years	46, 49	$914,301	$ 571,074	$ -	$ -	$ 141,730	$ 181,497	$ -	$ 20,000
Objective 2.2.2 – Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement.	Renee Shealy	Bureau Chief	More than 3 years	49	$27,209,402	$ 16,303,766	$ 37,380	$ -	$ 3,724,403	$ 6,225,883	$ 892,762	$ 25,208
Objective 2.2.3 – Respond to citizen concerns, sanitation issues, chemical and oil spills, vector-borne diseases, foodborne outbreaks, rabies investigations, fish kills, and environmental radiological emergencies.	Renee Shealy	Bureau Chief	More than 3 years	49	$2,642,268	$ 717,435	$ -	$ -	$ 1,237,850	$ 666,983	$ -	$ 20,000
Objective 2.2.4 – Collect samples for particulate matter, ambient water, wastewater, drinking water, shellfish, and beach monitoring, as well as sample analysis for water-quality related parameters.	Renee Shealy	Bureau Chief	More than 3 years	47, 54	$11,073,346	$ 2,607,478	$ -	$ -	$ 1,752,113	$ 6,693,755	$ -	$ 20,000
Objective 2.3.1 – Review permit applications and issue permits for solid waste, hazardous waste, infectious waste, radiological waste, underground storage tank, and mining activities.	Daphne Neel	Bureau Chief	More than 3 years	46	$4,103,066	$ 2,139,150	$ -	$ -	$ -	$ 704,022	$ 1,259,894	$ -
Objective 2.3.2 – Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement for land and waste programs.	Daphne Neel	Bureau Chief	More than 3 years	50	$9,299,548	$ 131,447	$ -	$ -	$ 3,687,728	$ 3,256,524	$ 2,223,849	$ -
Objective 2.3.3 – Promote waste reduction and recycling through technical assistance and education/awareness programs to local governments, schools, businesses, and the public.	Daphne Neel	Bureau Chief	More than 3 years	51	$7,041,627	$ 1,948,302	$ -	$ -	$ -	$ -	$ 5,093,325	$ -

Strategic Requests for Fiscal Year 2017-18

Objective 2.3.4 – Oversee the investigation, remediation, and clean-up of contamination from Superfund, dry-cleaning, above-ground storage tanks, underground storage tanks, and brownfield sites.	Daphne Neel	Bureau Chief	More than 3 years	52, 53	$73,479,429	$ 2,202,185	$ 291,000	$ -	$ 4,077,627	$ 2,347,774	$ -	$ 64,560,843
Objective 2.4.1 – Review permit applications and issue permits for water-related activities including wastewater discharges from industrial and domestic sources, stormwater, drinking water, water quantity, and wetlands.	David Baize	Bureau Chief	Less than 3 years	46, 54, 55	$14,708,182	$ 1,495,605	$ -	$ -	$ 3,939,548	$ 9,096,677	$ 133,024	$ 43,328
Objective 2.4.2 – Conduct compliance assistance and assurance through routine monitoring and inspections and enforcement for water programs.	David Baize	Bureau Chief	Less than 3 years	54, 55	$3,201,007	$ 1,469,255	$ -	$ -	$ 729,652	$ 958,772	$ -	$ 43,328
Objective 2.4.3 – Develop state water quality standards, issue the bi-annual list of the state's impaired waters, develop corrective action plans for those waters, and control nonpoint sources of pollution	David Baize	Bureau Chief	Less than 3 years	54	$6,679,735	$ 1,469,255	$ -	$ -	$ 5,136,522	$ 30,630	$ -	$ 43,328
Objective 2.4.4 – Provide input and assistance on regulatory and compliance issues to owners and operators of more than 2,300 dams statewide.	David Baize	Bureau Chief	Less than 3 years	56	$6,495,055	$ 1,469,255	$ 4,893,750	$ -	$ 132,050	$ -	$ -	$ -
Objective 2.4.5 – Collect and evaluate ambient water and beach quality.	David Baize	Bureau Chief	Less than 3 years	54	$2,482,127	$ 1,530,186	$ 142,092	$ -	$ 809,849	$ -	$ -	$ -
Objective 2.5.1 – Implement the Coastal Zone Management Program to manage wetland alterations, certify all federal and state permits for Coastal Zone Consistency, and protect tidally influenced critical area lands, waters, and beaches.	Elizabeth von Kolnitz	Bureau Chief	Less than 3 years	46	$4,560,406	$ 602,484	$ -	$ 2,329,517	$ 1,433,622	$ 194,783	$ -	$ -
Objective 2.5.2 – Preserve sensitive natural, historic, and cultural resources through regulatory oversight and planning assistance.	Elizabeth von Kolnitz	Bureau Chief	Less than 3 years	57	$643,599	$ 301,242	$ -	$ -	$ 342,357	$ -	$ -	$ -
Objective 2.5.3 – Provide technical, planning, and financial assistance to local governments to resolve complex natural resource management issues.	Elizabeth von Kolnitz	Bureau Chief	Less than 3 years	58	$330,239	$ 50,207	$ -	$ -	$ 280,032	$ -	$ -	$ -
Objective 2.5.4 – Develop tools and informational products to enhance coordination among state coastal resource managers, municipal officials and coastal stakeholders.	Elizabeth von Kolnitz	Bureau Chief	Less than 3 years	58	$1,418,645	$ 913,914	$ -	$ -	$ 504,731	$ -	$ -	$ -
Objective 3.1.1 – Review license and permit applications and issue licenses and permits for health facilities and services.	Gwen Thompson	Bureau Chief	More than 3 years	59	$1,423,978	$ 543,944	$ -	$ -	$ 1,068	$ 878,966	$ -	$ -
Objective 3.1.2 – Conduct inspections to verify compliance of health facilities and services.	Gwen Thompson	Bureau Chief	More than 3 years	60	$3,702,342	$ 1,414,252	$ -	$ -	$ 2,776	$ 2,285,314	$ -	$ -
Objective 3.1.3 – Conduct investigations of health facilities and services for alleged violations and noncompliance.	Gwen Thompson	Bureau Chief	More than 3 years	61	$455,673	$ 174,061	$ -	$ -	$ 342	$ 281,270	$ -	$ -
Objective 3.1.4 – Review facility designs and conduct construction inspections of health care facilities.	Bill McCallum	Division Director	Less than 3 years	62	$113,918	$ 43,516	$ -	$ -	$ 85	$ 70,317	$ -	$ -

Objective 3.2.1 – Conduct federal Medicare certification process to ensure minimum health and safety requirements and CLIA regulatory standards are met by providers and suppliers participating in the Medicare and Medicaid programs.	Mary Jo Roue	Bureau Chief	Less than 3 years	63, 64	$6,344,449	$ -	$ -	$ -	$ 6,344,449	$ -	$ -	$ -
Objective 3.3.1 – Review license, permit, and certification applications, issue licenses and permits to EMS agencies and educational institutions, and issue certifications to EMS personnel and athletic trainers.	Robert Wronski	Bureau Chief	Less than 3 years	65	$1,210,263	$ 963,285	$ -	$ -	$ -	$ 246,978	$ -	$ -
Objective 3.3.2 – Train and educate EMS providers, first responders, law enforcement, and the public with respect to their role in provision of emergency medical care.	Robert Wronski	Bureau Chief	Less than 3 years	66	$901,306	$ 291,558	$ -	$ 535,655	$ -	$ 74,093	$ -	$ -
Objective 3.3.3 – Promote access to trauma care for all residents of the State through the creation, establishment, and maintenance of the State Trauma Care System.	Robert Wronski	Bureau Chief	Less than 3 years	67	$2,848,451	$ 2,749,660	$ -	$ -	$ -	$ 98,791	$ -	$ -
Objective 3.3.4 – Implement a statewide system of stroke care by facilitating health care provider data collection, reporting, sharing, and analysis to improve stroke care in geographic areas of the State.	Robert Wronski	Bureau Chief	Less than 3 years	68	$504,029	$ 447,325	$ 7,308	$ -	$ -	$ 49,396	$ -	$ -
Objective 3.3.5 – Implement the EMS for Children Pediatric Facility Recognition Program to improve access to quality care for children.	Robert Wronski	Bureau Chief	Less than 3 years	69	$243,663	$ 69,317	$ -	$ -	$ 149,649	$ 24,697	$ -	$ -
Objective 3.4.1 – Facilitate the establishment of health care facilities and services, which will best serve public needs, through routine review and revision of the State Health Plan.	Louis Eubank	Division Director	Less than 3 years	70	$1,172,539	$ 756,039	$ -	$ -	$ -	$ 416,500	$ -	$ -
Objective 3.4.2 – Promote cost containment and prevent unnecessary duplication of health care facilities and services through the timely review of Certificate of Need applications, Certificate of Public Advantage applications, and other requests.	Louis Eubank	Division Director	Less than 3 years	71	$1,172,539	$ 756,039	$ -	$ -	$ -	$ 416,500	$ -	$ -
Objective 3.5.1 – Annually review completed registration applications and issue registrations to authorized practitioners and health care entities.	Lisa Thomson	Bureau Chief	Less than 3 years	72	$754,953	$ -	$ -	$ -	$ 64,230	$ 690,723	$ -	$ -
Objective 3.5.2 – Conduct inspections and audits to ensure accountability of controlled substances.	Lisa Thomson	Bureau Chief	Less than 3 years	73	$1,509,907	$ -	$ -	$ -	$ 128,460	$ 1,381,447	$ -	$ -
Objective 3.5.3 – Decrease potential for drug diversion through administration of the State's prescription drug monitoring program, administrative actions, and criminal investigations.	Lisa Thomson	Bureau Chief	Less than 3 years	74	$1,509,907	$ -	$ -	$ -	$ 128,460	$ 1,381,447	$ -	$ -
Objective 3.6.1 – Issue registrations and licenses for facilities that use x-ray equipment, radioactive materials, and tanning beds.	Aaron Gantt	Bureau Chief	More than 3 years	75	$1,191,834	$ 623,875	$ -	$ -	$ 33,901	$ 534,058	$ -	$ -

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Objective 3.6.2 – Conduct inspections to verify compliance, protect public health, and provide safety from unnecessary exposure from ionizing and nonionizing radiation.	Aaron Gantt	Bureau Chief	More than 3 years	76	$1,191,834	$ 623,875	$ -	$ -	$ 33,901	$ 534,058	$ -	$ -
Objective 3.6.3 – Conduct investigations of facilities for alleged violations and non-compliance.	Aaron Gantt	Bureau Chief	More than 3 years	77	$125,455	$ 65,670	$ -	$ -	$ 3,569	$ 56,216	$ -	$ -
Objective 4.1.1 – Streamline and modernize the Agency's software application portfolio to continue to strengthen coordination and performance across Agency programs.	Mi Sou Hood	Chief Information Officer	Less than 3 years	78	$7,413,293	$ 4,413,293	$ -	$ 3,000,000	$ -	$ -	$ -	$ -
Objective 4.1.2 – Improve customer and partner experience through enhanced online services, including ePermitting.	Mi Sou Hood	Chief Information Officer	Less than 3 years	79	$3,996,238	$ 89,370	$ -	$ -	$ 141,372	$ 3,765,496	$ -	$ -
Objective 4.1.3 – Implement electronic medical records to increase accessibility and timeliness of information to both internal and external customers.	Mi Sou Hood	Chief Information Officer	Less than 3 years	80	$3,908,355	$ 3,908,355	$ -	$ -	$ -	$ -	$ -	$ -
Objective 4.1.4 – Expand the capacity and increase the reliability of our IT infrastructure.	Mi Sou Hood	Chief Information Officer	Less than 3 years	81	$2,558,953	$ 2,557,538	$ -	$ -	$ -	$ 1,415	$ -	$ -
Objective 4.2.1 – Maximize the job satisfaction of current teams, identify and develop potential successors for key positions in the Agency, and provide an efficient and welcoming recruitment and onboarding process for new and future team members.	Marcus Robinson	Chief Human Resources Officer	Less than 3 years	82	$1,844,499	$ 876,802	$ -	$ -	$ -	$ 967,697	$ -	$ -
	Darrious Baker	Talent Development and Recruiting Director	Less than 3 years									
Objective 4.2.2 –Ensure workspaces for our teams across the state are functional, safe, clean, cost-effective, and environmentally friendly; pursuing new Agency facilities as necessary.	Larry Maddox	Director, Bureau of Business Management	More than 3 years	83	$6,502,000	$ 1,619,136	$ -	$ -	$ -	$ 4,882,864	$ -	$ -
	Thomas Clark	Safety Officer	Less than 3 years									
Objective 4.2.3 –Provide new internal and external continuing education opportunities for our teammates to develop and learn new skills and enhance their contributions to the Agency.	Marcus Robinson	Chief Human Resources Officer	Less than 3 years	84	$287,574	$ 244,192	$ -	$ -	$ -	$ 43,382	$ -	$ -
Objective 4.3.1 – Promote continuous improvement and innovation goals for improving customer service delivery, policies, and practices.	Leigh Ford	Director, Office of Strategy and Continuous Improvement	Less than 3 years	85	$6,548,159	$ 6,294,555	$ -	$ -	$ -	$ 253,604	$ -	$ -
Objective 4.3.2 – Promote operational excellence by utilizing the Project Management Office to ensure the timely and comprehensive execution of projects that remain within budgetary parameters.	Jeremy VanderKnyff	Director, Project Management Office	Less than 3 years	86	$1,966,126	$ 32,753	$ -	$ 1,933,373	$ -	$ -	$ -	$ -
Total Agency Plans to Spend on Objectives:					$702,352,800	$ 136,490,390	$ 5,414,419	$ 8,525,905	$ 286,140,200	$ 175,589,511	$ 25,310,221	$ 64,882,154

Strategic Requests for Fiscal Year 2017-18

Where Agency Plans to Spend Money - Money previously committed for multiple years	**Responsible Employee** (Name)	**Responsible Employee** (Position)	**Responsible Employee** (Responsible more/less than 3 years)	**Associated Performance Measure Item #s**	**Totals**	**State Appropriations**	**State One Time**	**State Carryforward**	**Federal Funds 5055**	**Earmarked 3000**	**Restricted 4000**	**Restricted Not tracked in budget**
Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)					$0							
					$0							
Total Agency Plans to Spend on previous multiple year commitments:					$0							
Where Agency Plans to Spend Money - Unrelated Purpose (pass through or other purpose	**Responsible Employee** (Name)	**Responsible Employee** (Position)	**Responsible Employee** (Responsible more/less than 3 years)	**Associated Performance Measure Item #s**	**Totals**	**State Appropriations**	**State One Time**	**State Carryforward**	**Federal Funds 5055**	**Earmarked 3000**	**Restricted 4000**	**Restricted Not tracked in budget**
Unrelated Purpose #1 - insert description:					$0							
Unrelated Purpose #1 - insert description:					$0							
Unrelated Purpose #2 - insert description:					$0							
Insert any additional unrelated purposes					$0							
Total Agency Plans to Spend on Unrelated Purposes:					$0							
Total Agency Plans to Spend ((Total on Objectives + Total on previous multiple year commitments + Total on Unrelated Purposes):					$702,352,800	$136,490,390	$5,414,419	$8,525,905	$286,140,200	$175,589,511	$25,310,221	$64,882,154
Amount Remaining:					$0							

Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)	**Responsible Employee** (Name)	**Responsible Employee** (Position)	**Responsible Employee** (Responsible more/less than 3 years)	**Associated Performance Measure Item #s**	**Totals**	**State Appropriations**	**State One Time**	**State Carryforward**	**Federal Funds 5055**	**Earmarked 3000**	**Restricted 4000**	**Restricted Not tracked in budget**
Example - WIOA 3 year funds budgeted for use in next two fiscal years					$0							
					$0							
Insert any additional funds budgeted for use in subsequent years					$0							
Total Funds budgeted for use in subsequent years:					$0							
Cash Balance Remaining, minus funds budgeted for use in subsequent years:					$0							

Additional Explanations regarding Part B:	*DHEC does not budget at the strategy and objective level, therefore these are estimates. We only budget funds we plan to expend in the given fiscal year.*