

Services and Enterprise Support Administration

Department of Social and Health Services

Strategic Plan Metrics 2019-2021

Services and Enterprise Support Administration

Support People in Our Care and Custody

[OEX.4](#) OSHA Recordable Injury Rate

[OEX.5](#) OSHA Recordable Assault Rate

[OEX.6](#) Rate of injuries resulting in Days Away, Job Restrictions, or Job Transfer (OSHA DART Rate)

Provide A Pathway Out of Poverty and Become Healthier

[OOX.2](#) Continuity of relationships with Tribal Governments and Recognized American Indian Organizations

Increase Organizational Efficiency, Performance and Effectiveness

[OAX.1](#) Overpayments issued based on Office of Fraud and Accountability investigations

[OPCI1.1](#) DSHS performance on employee survey questions

[OH1.6](#) Implementation of new Human Resources (HR) model - Transform HR

[ET1.1](#) Percent storage capacity at Quincy Data Center

[ET1.2](#) Number of critical sites with installation of firewalls and implementation of a segmented DSHS network

[ET1.3](#) Percent of DSHS sites that have replaced legacy digital services with modernized telephony systems

[TSD1.3](#) Percent of completed disaster recovery plans for IT critical applications

[EMS1.1](#) Percent of completed administration and residential program continuity plans submitted to Emergency Management Services

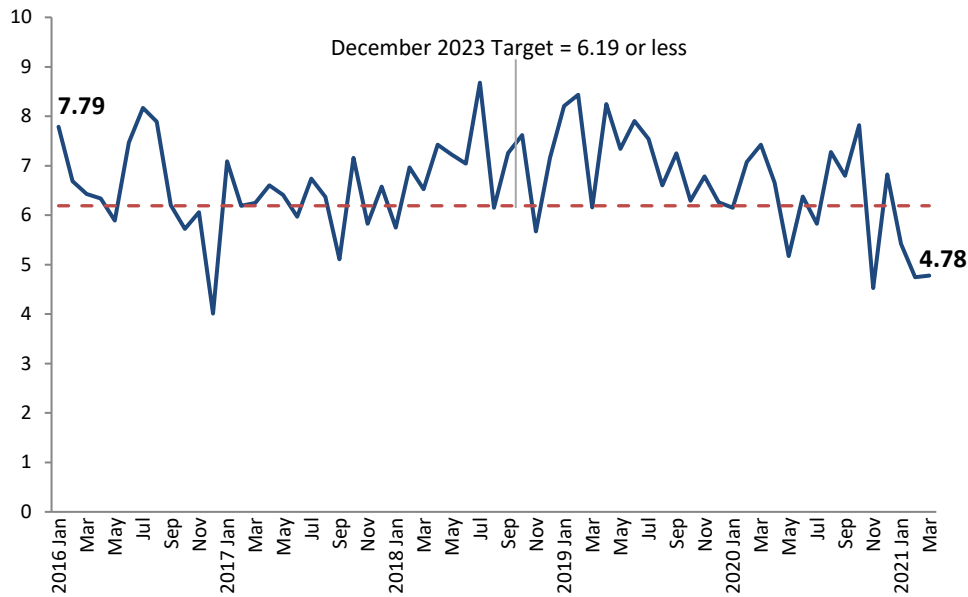
OOS | Enterprise Risk Management Office



Support People in our Care and Custody

OSHA Recordable Injury Rate

Rate of federal OSHA recordable injuries per 100 full time employees (agency-wide, annualized)



SUMMARY

- Updated discussion and Action Plans for this measure are located in the SESA Strategic Plan, Strategic Priority: Support People in our Care and Custody.
- ERMO Objective: Reduce workplace injuries.

DATA SOURCE: RiskMaster Database; supplied by Chad Niemeyer.

MEASURE DEFINITION: The annualized rate of injuries or illnesses per 100 full time employees, requiring treatment beyond first aid.

DATA NOTES: 1 The rates shown above are derived by multiplying the actual monthly incident rate by 12 to create an annualized rate. This is done in order to give results that are easy to compare to the annual TRIR goal. TRIR is an acronym for "Total Recordable Incident Rate," which is an OSHA (and nationally recognized/used) metric. An injury/illness is considered "OSHA Recordable" if it results in treatment beyond first aid (and OSHA provides strict definitions of first aid). These types of injuries are "recorded" on to an OSHA log of injuries/illnesses, and kept as a federally-mandated record. 2 Reporting may be delayed in some cases, so future updates may add to the rates in more recent months.

TO DATA: <https://www.dshs.wa.gov/data/metrics/OEX.4.xlsx>

OOS | Enterprise Risk Management Office



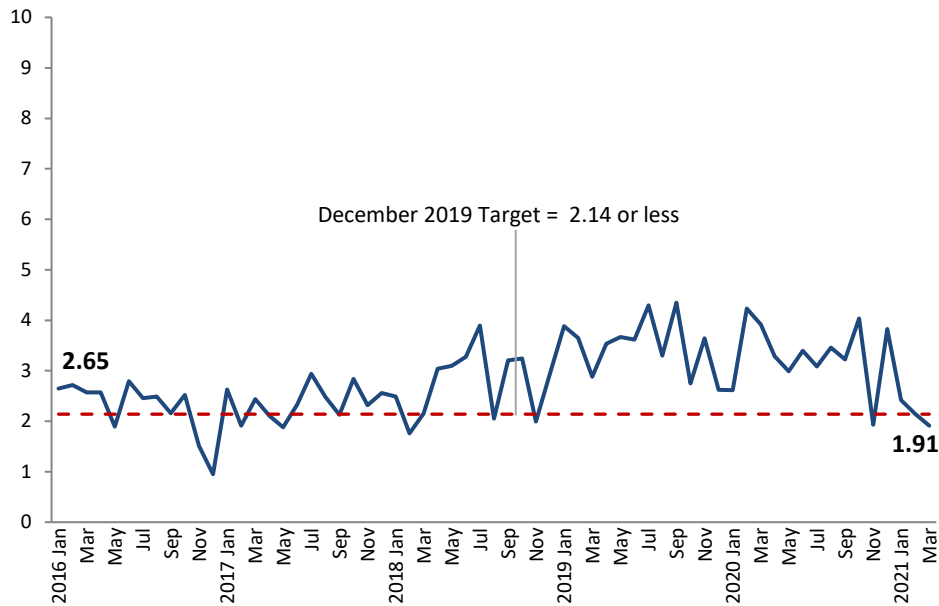
Support People in our Care and Custody

OSHA Recordable Assault Rate

Rate of federal OSHA recordable assaults per 100 full time employees (agency-wide, annualized)

SUMMARY

- ERMO Objective: Reduce workplace injuries.



DATA SOURCE: RiskMaster Database; supplied by Chad Niemeyer.

MEASURE DEFINITION: The annualized rate for the number of reported injuries or incidents per 100 full time employees, reported as assault, requiring treatment beyond first aid.

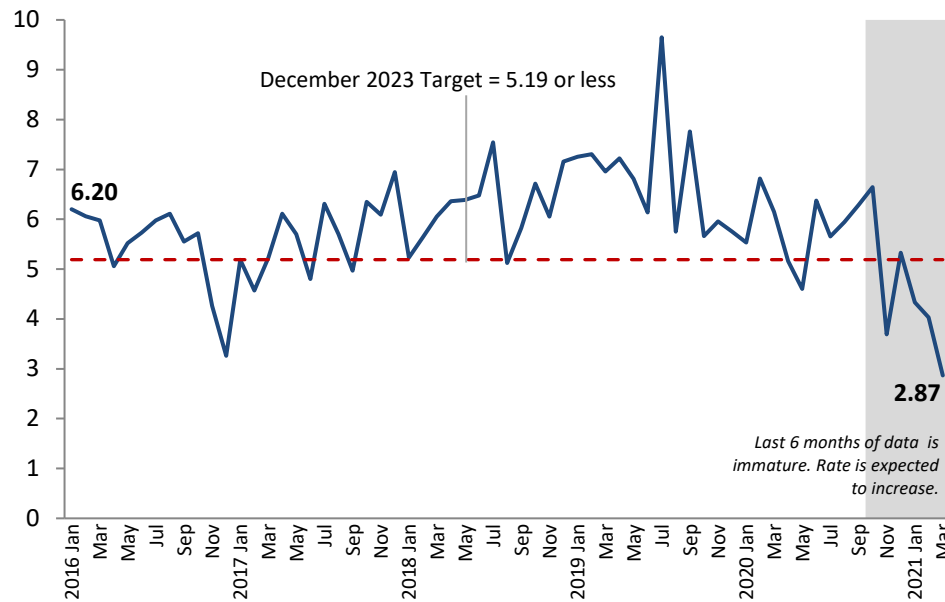
DATA NOTES: 1 The rates shown above are derived by multiplying the actual monthly incident rate by 12 to create an annualized rate. This is done in order to give results that are easy to compare to the annual goal. 2 Reporting may be delayed in some cases, so future updates may add to the rates in more recent months.

TO DATA: <https://www.dshs.wa.gov/data/metrics/OEX.5.xlsx>

Support People in our Care and Custody

Rate of injuries resulting in Days Away, Job Restrictions, or Job Transfer (OSHA DART Rate)

OSHA DART rate per 100 full time employees (agency-wide, annualized)



SUMMARY

- Updated discussion and Action Plans for this measure are located in the SESA Strategic Plan, Strategic Priority: Support People in our Care and Custody.
- ERMO Objective: Reduce workplace injuries.

DATA SOURCE: RiskMaster Database; supplied by Chad Niemeyer.

MEASURE DEFINITION: The annualized rate for the number of incidents per 100 full time employees that resulted in lost or restricted days, or job transfer due to work-related injuries or illnesses.

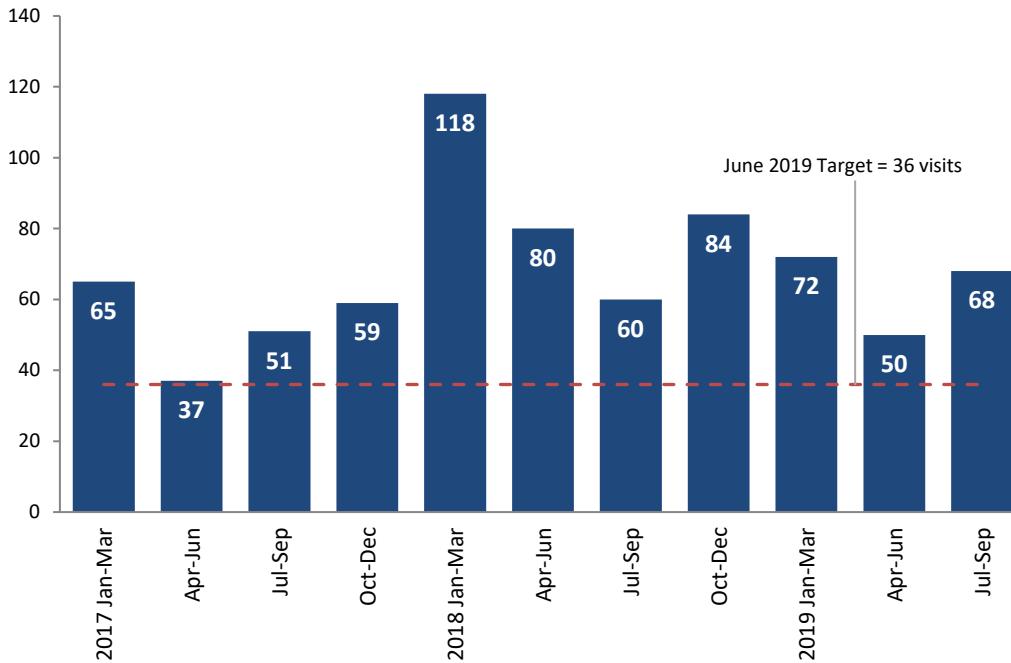
DATA NOTES: 1 The latest 6 months of data are immature and the rate is expected to rise as more complete data is received. There is a lag in this data as more consequences of injuries are recorded. Even after 8 months, some additional incidents may be recorded. Data for past time periods continues to be updated. 2 The rates shown above are derived by multiplying the actual monthly incident rate by 12 to create an annualized rate. This is done in order to give results that are easy to compare to the annual DART goal. DART is an acronym for “Days Away, Restricted, or Transferred.” *Click on link below for additional data notes.*

TO DATA: <https://www.dshs.wa.gov/data/metrics/OEX.6.xlsx>

Provide A Pathway Out of Poverty and Become Healthier

Continuity of relationships with Tribal Governments and Recognized American Indian Organizations

Number of completed quarterly face-to-face visits with Tribes/RAIOs by Office of Indian Policy staff



DATA SOURCE: Tribal visit logs are submitted on the monthly projection report and provided to the OIP AA4. They are maintained in an electronic file as well as on individual calendars.

MEASURE DEFINITION: Number of quarterly personal visits with Tribes and Recognized American Indian Organizations (RAIOs) by the Office of Indian Policy (OIP) staff.

DATA NOTES: 1 Calculation for percent of target: Numerator: Number of completed face-to-face visits. Denominator: Goal number of visits. 2 There are 29 Tribes + 7 Recognized American Indian Organizations (RAIOs); a total of 36.

TO DATA: <https://www.dshs.wa.gov/data/metrics/OOX.2.xlsx>

SUMMARY

- Meetings are held with Tribes and Recognized American Indian Organizations (RAIOs) on a quarterly basis by the Regional Managers to provide updates, seek input, provide technical assistance and hear concerns.
- One-on-one interactions will be reported so that any statewide implications are known in advance, progress for pilots are provided, and areas of concern are shared.
- Meetings are held to determine if there are any collaborative opportunities for the tribe/RAIO and administrations.
- There are 29 Tribes + 7 Recognized American Indian Organizations (RAIOs); a total of 36.

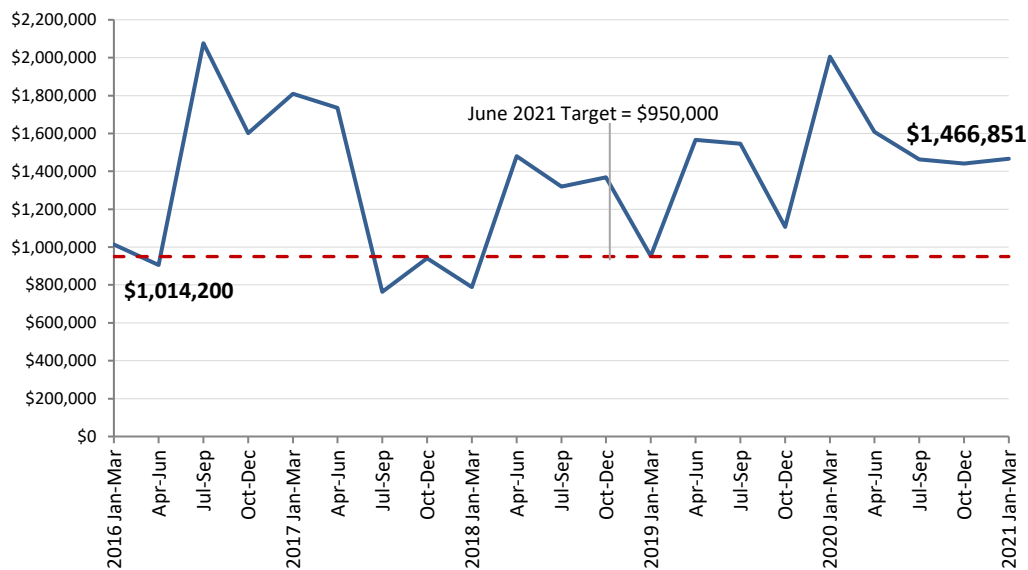
ACTION PLAN

- Regional managers will provide a monthly projection of meeting schedules.
- OIP will forward an overview of the projected meetings to the Assistant Secretary.
- Areas for further work by IPAC will be forwarded to the Executive Committee.

Increase Organizational Efficiency, Performance and Effectiveness

Overpayments issued based on Office of Fraud and Accountability investigations

The amount of overpayments issued each quarter



SUMMARY

- Since its creation in SFY 2011, the Office of Fraud and Accountability (OFA) has increased overpayment identification when compared to SFY 2010.
- OFA continues to refine triaging of investigations to ensure that cases involving greatest financial risk are assigned higher investigative priority.
- Updated discussion and action plans for this measure are located in the 2021-2023 FFA Strategic Plan.

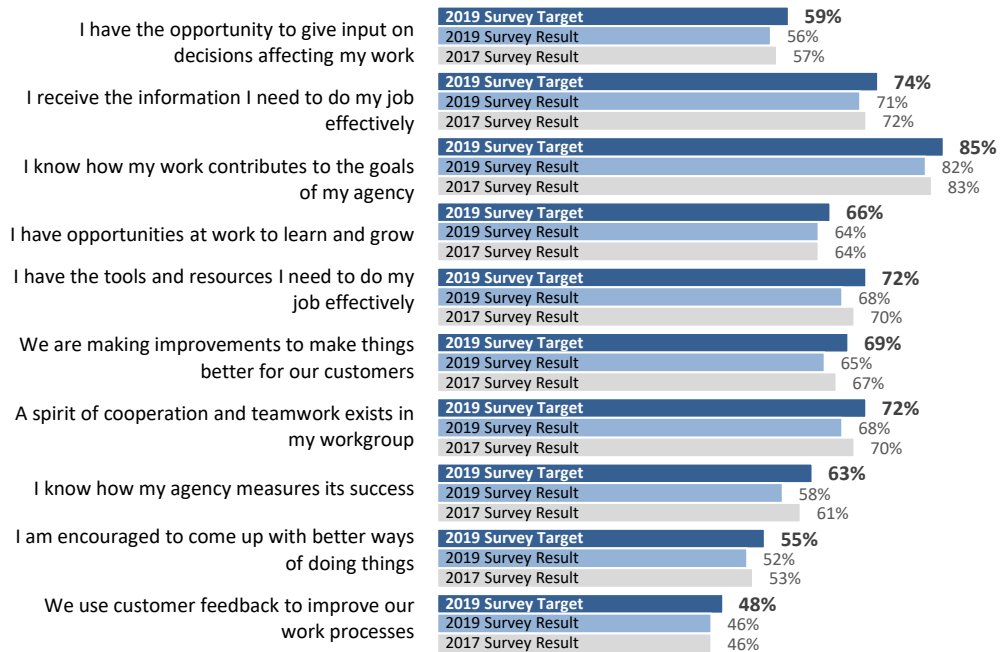
DATA SOURCE: OFA's Overpayment Database (Opstats.mdb); supplied by Sherell Henderson and Shayne Frost, OFA.
MEASURE DEFINITION: The amount of overpayments issued each quarter based upon the investigations conducted by Office of Fraud & Accountability.
DATA NOTES: 1 Overpayments are identified dollars not recovered dollars.

TO DATA: <https://www.dshs.wa.gov/data/metrics/OAX.1.xlsx>

Increase Organizational Efficiency, Performance and Effectiveness

DSHS performance on employee survey questions

Always or Almost Always



SUMMARY

- The updated action plan for this measure is located in the SESA strategic plan.

DATA SOURCE: Research and Data Analysis; supplied by John Rogers.

MEASURE DEFINITION: Percent responding "Always" or "Usually" to survey question.

DATA NOTES: **1** A reorganization of DSHS occurred. Effective July 2018, CA moved to DCYF. Sections of BHA moved to HCA. Effective July 2019, JR and OJJ moved to DCYF. **2** These survey results represent DSHS post reorganization: excluding CA, JR, OJJ, and sections of BHA. *Click below for additional data notes.*

TO DATA: <https://www.dshs.wa.gov/data/metrics/OPCI1.1.xlsx>

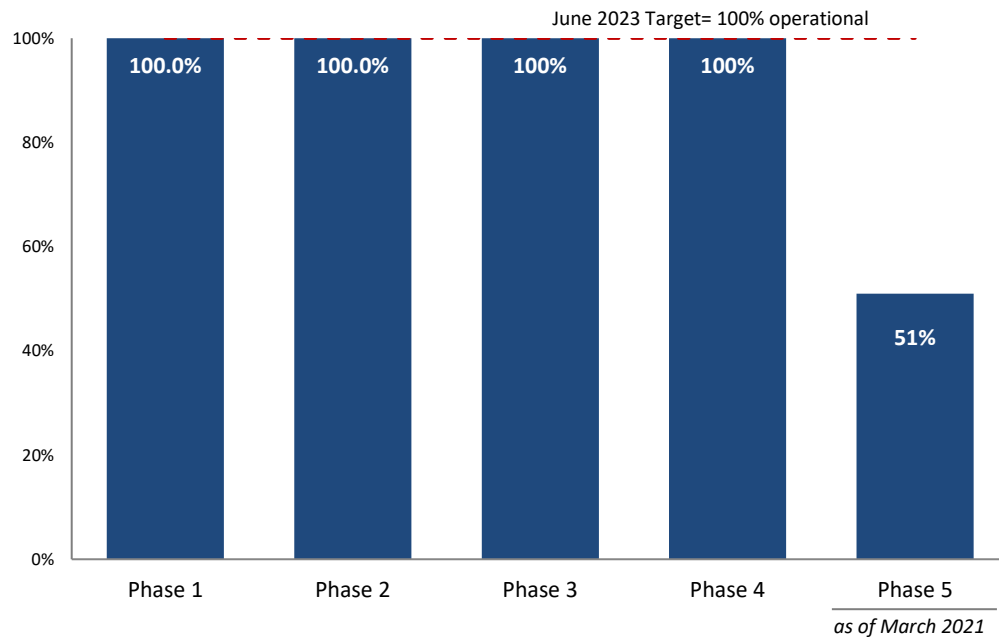
OOS | Human Resources



Increase Organizational Efficiency, Performance and Effectiveness

Implementation of new Human Resources (HR) model - Transform HR

Percent complete per phase



SUMMARY

- Updated discussion and Action Plans for this measure are located in the SESA Strategic Plan, Strategic Priority: Increase organizational efficiency, performance and effectiveness.
- Human Resources Division Success Measure: Improve agency access to Human Resources (HR) staff resources. A new HR model – Transform HR – will be operational within current budgeted resources by June 2019 and fully operational by June 2020 with additional employees.
 - Phase 1: Discovery, Build Business Case, Current State Analysis
 - Phase 2: Identify Strategic Focus
 - Phase 3: Design HR Business Model (Macro design)
 - Phase 4: Re-Align and Implement HRD Resources (Micro Design)
 - Phase 5: Process Improvement Initiative and Identify and Measure KPIs/Metrics
- Through the Transform HR project, HRD's goal is to provide and socialize future state HRD organizational structure charts with DSHS executive leadership and HRD staff on January 1st 2020. January-June 2020 will be used to implement and execute the newly established structure within HRD.

DATA SOURCE: Transform HR project plan and strategic plan outlining specific objectives and deliverables of each phase; supplied by Jessica Armstrong.

MEASURE DEFINITION: Percent complete per phase.

DATA NOTES:

TO DATA: <https://www.dshs.wa.gov/data/metrics/OH1.6.xlsx>

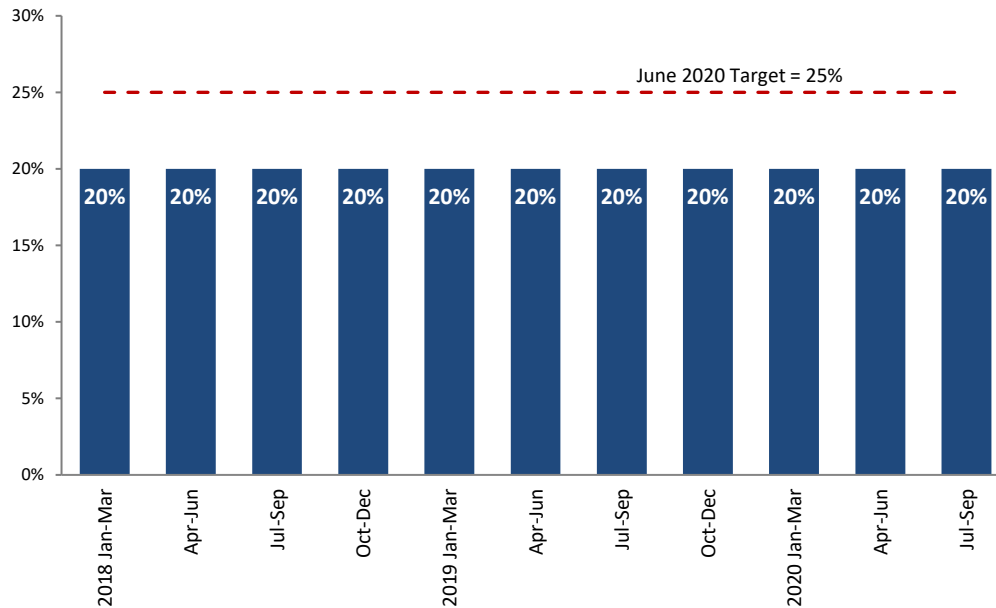
OOS | Technology Services Division



Increase Organizational Efficiency, Performance and Effectiveness

Percent storage capacity at Quincy Data Center

Cumulative



DATA SOURCE: Technology Services Division Server Storage and Infrastructure Office; supplied by Carlyle Ludwig, Server and Storage Infrastructure Manager, TSD.

MEASURE DEFINITION: Percent of terabyte (TB) storage at Quincy Data Center.

DATA NOTES: 1 As of February 2019, DSHS/ET maintains 52TB in storage capacity at Quincy Data Center.

SUMMARY

- This measure supports SESA Enterprise Technology (ET) Strategic Objective #1: Ensure the protection of confidential client information and enhance data security.
- DSHS manages many information technology systems that capture, store, and provide access to data including highly confidential and regulated information such as client and employee Social Security numbers and financial information, as well as medical and mental health information.
- DSHS must, by law, protect the confidentiality, integrity and availability of this data. Improving information security reduces risk to the agency and clients we serve, increases regulatory compliance, and supports the mission of transforming lives.
- Success Measure: Implement data recovery services that give DSHS/Enterprise Technology (ET) the ability to recover from catastrophic disaster or data corruption such as ransomware by June 2020.

ACTION PLAN

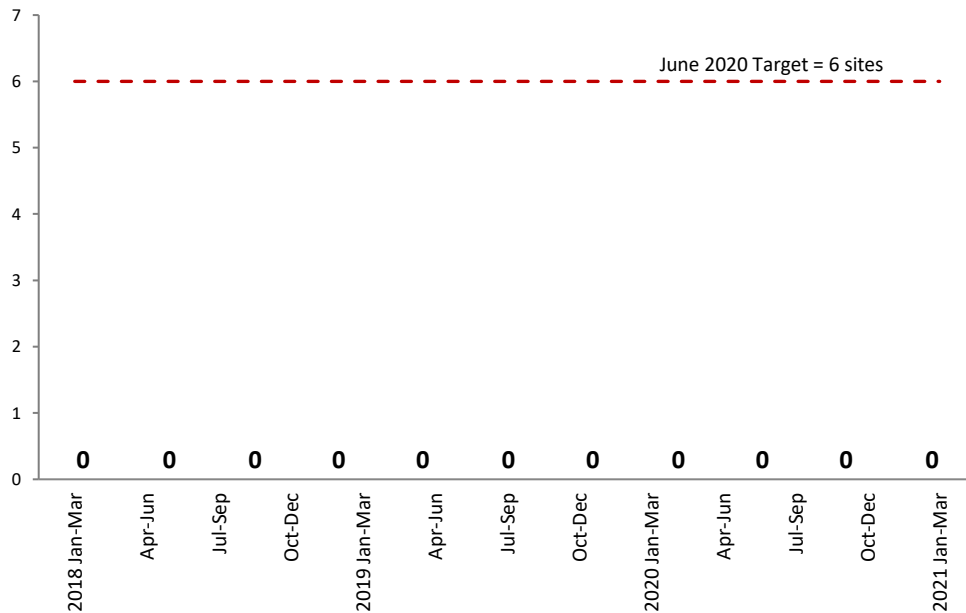
- Increase storage capacity at Quincy Data Center to 25% to improve disaster recovery capability by June 2020.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ET1.1.xlsx>

Increase Organizational Efficiency, Performance and Effectiveness

Number of critical sites with installation of firewalls and implementation of a segmented DSHS network

Cumulative



SUMMARY

- This measure supports SESA Enterprise Technology (ET) Strategic Objective #1: Ensure the protection of confidential client information and enhance data security.
- DSHS manages many information technology systems that capture, store, and provide access to data including highly confidential and regulated information such as client and employee Social Security numbers and financial information, as well as medical and mental health information.
- DSHS must, by law, protect the confidentiality, integrity and availability of this data. Improving information security reduces risk to the agency and clients we serve, increases regulatory compliance, and supports the mission of transforming lives.
- Success Measure: Develop a segmented DSHS network at six critical sites that will meet federal guidelines and achieve compliance standards by June 2020.

ACTION PLAN

- The updated action plan for this measure is located in the SESA Strategic Plan.

DATA SOURCE: DSHS Wide Area Network Operations Management; supplied by Kristine Marree Williams.

MEASURE DEFINITION: Number of critical sites with installation of firewalls and implementation of a segmented DSHS network.

DATA NOTES: **1** All equipment required to update the targeted six critical sites was purchased and received as part of Decision Package funding, which was spent as planned by June 30, 2019. **2** Equipment installations at these critical sites were scheduled to complete by the target date of June 2020; however these projects have been delayed due to resource constraints and COVID-19 impacts on construction and circuit installations. **3** The six critical sites are located at Western State Hospital, Eastern State Hospital, Seattle DCS/Children's Intake, Lakeland Village, Rainier School, and McNeil Island Special Commitment Center. *Click on link below for additional data notes.*

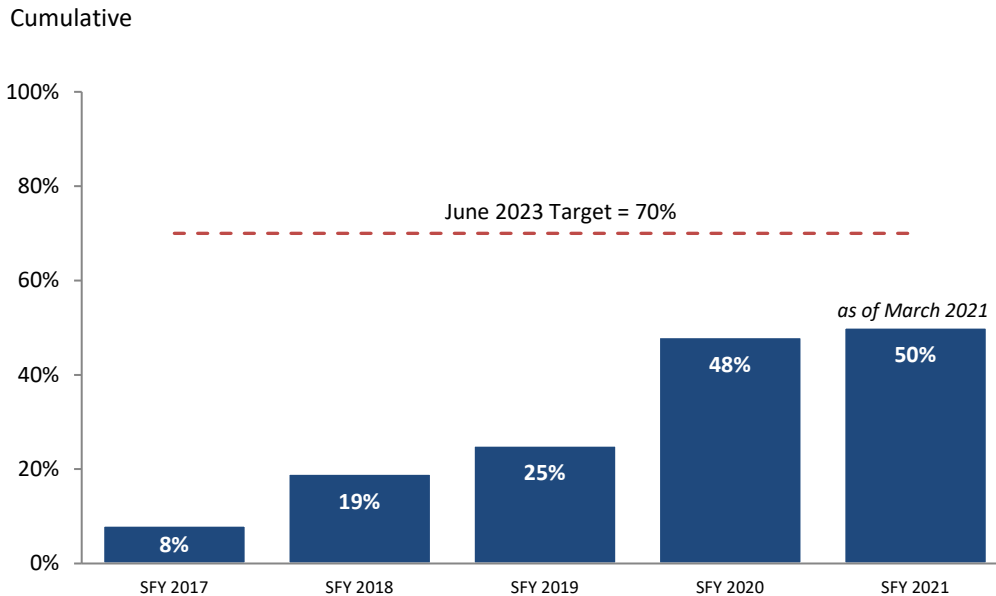
TO DATA: <https://www.dshs.wa.gov/data/metrics/ET1.2.xlsx>

OOS | Enterprise Technology Division



Increase Organizational Efficiency, Performance and Effectiveness

Percent of DSHS sites that have replaced legacy digital services with modernized VoIP communications/telephony systems at DSHS sites identified for conversion



SUMMARY

- This measure supports the DSHS Enterprise Technology (ET) strategic objective to invest in digital transformation to deliver more efficient and effective technology services that improve customer satisfaction, create value and support DSHS in transforming lives.
- These services align IT strategy with business objectives to ensure work efforts and investments deliver value.
- Success Measure: Transform statewide DSHS communications/telephony platforms to use current, supported industry solutions and adopt unified communications by June 2023.

ACTION PLAN

- Implement DSHS Voice over Internet Protocol (VoIP) and/or unified communications business strategy.
- Convert at least 70% of legacy digital services to modernized VoIP communications/telephony systems at DSHS sites identified for conversion.

DATA SOURCE: DSHS Wide Area Network Operations Management; supplied by Kristine Marree Williams and John Miller.

MEASURE DEFINITION: Percent of DSHS sites that have replaced legacy digital services with modernized telephony systems.

DATA NOTES: 1 As of March 2021, DSHS/ET has converted legacy digital services to modern Voice over Internet Protocol (VoIP) systems at 67 of 133 DSHS sites for 50% conversion to date; 69 sites have yet to be scheduled; COVID-19 impacts on construction and circuit installations have delayed further upgrades at this time. 2 There are 87 sites with Centrex phone lines that will not be converted and are not included in the denominator of 133 total sites for modernization.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ET1.3.xlsx>

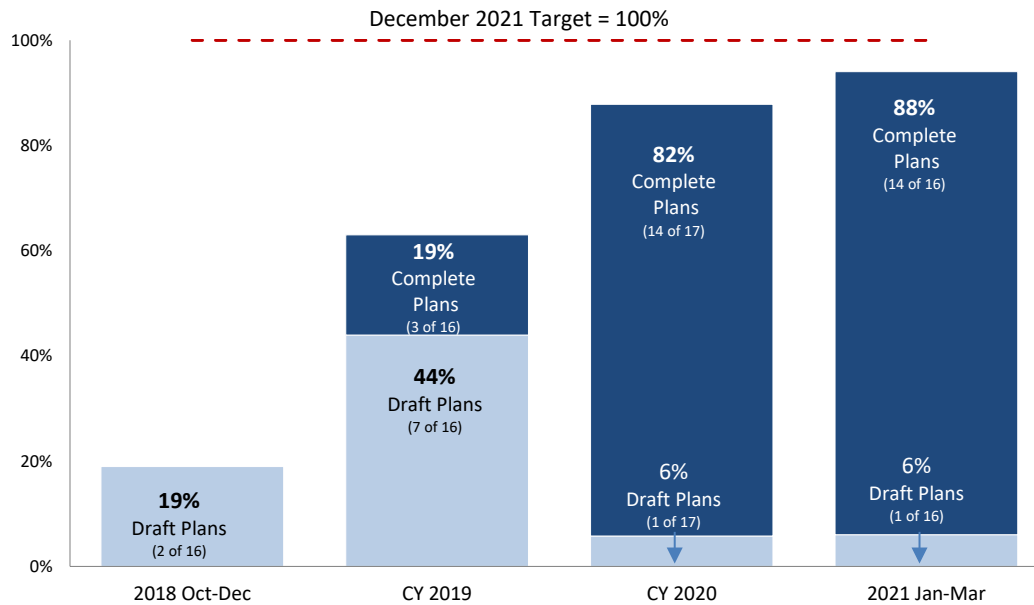
OOS | Technology Services Division



Increase Organizational Efficiency, Performance and Effectiveness

Percent of completed disaster recovery plans for IT critical applications

Recovery Plans Completed (Cumulative)



SUMMARY

- Updated discussion and action plans for this measure are located in the 2019-2021 SESA Strategic Plan and the 2021-2023 OOS Strategic Plan, Strategic Priority: Increase organizational efficiency, performance and effectiveness.
- Technology Services Division Objective: Improve the ability to recover critical IT applications during an emergency.

DATA SOURCE: TSD Fundamentals Mapping; supplied by Samreth Sam and Bill Brush.

MEASURE DEFINITION: Percent of completed disaster recovery plans.

DATA NOTES: 1 As of May 2021, TSD is currently tracking sixteen disaster recovery plans. One plan is in draft, ESB. One plan is not started, CARS. Over the course of the previous six months, two plans were dropped from the list and one was added. Plans dropped: ACD and P1R3. Plans added: CARS.

TO DATA: <https://www.dshs.wa.gov/data/metrics/TSD1.3.xlsx>

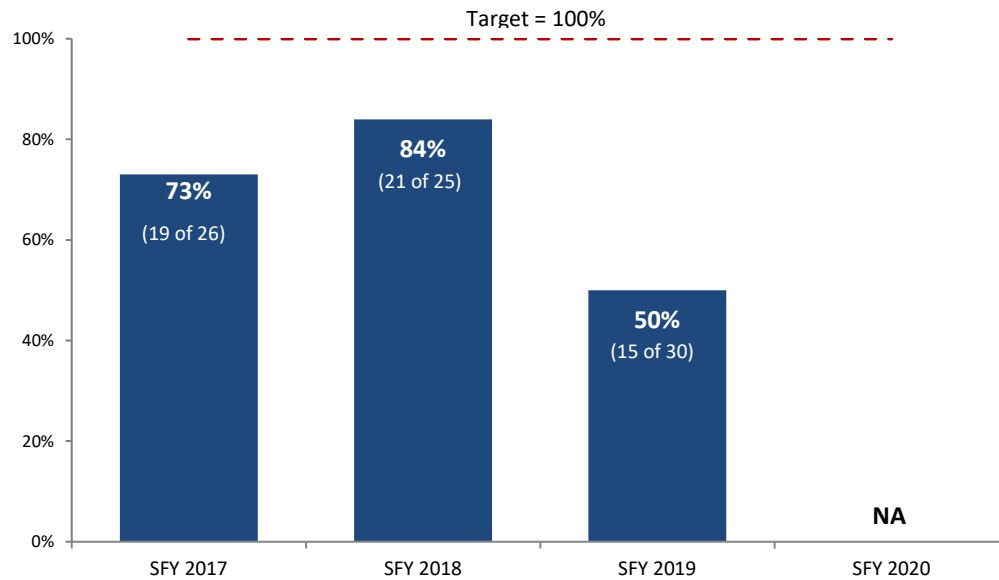
FFA | Emergency Management Services

Formerly part of Services and Enterprise Support Administration (SESA)



Increase Organizational Efficiency, Performance and Effectiveness

Percent of completed annual administration and residential program continuity plans submitted to Emergency Management Services



SUMMARY

- Updated discussion and Action Plans for this measure are located in the 2019-2021 SESA Strategic Plan.
- Emergency Management Services Strategic Objective: Increase the percentage of administrations and residential programs with complete and sufficient continuity plans approved by the responsible Assistant Secretaries and submitted to DSHS Emergency Management Services.
- Continuity plans will ensure DSHS administrations and residential programs are able to continue mission essential functions during and following a disaster.
- Administrations that have hospitals and residential facilities have focused on continuity plans for their facilities and relied upon the Executive Administration continuity plan to cover their continuity activities (BHA, DDA, RA). Administrations that do not have residential facilities or that have to meet specific federal requirements such as Children’s Administration, developed their own continuity plans (AL TSA, ESA and Executive Administration).
- DDA submitted a completed plan to EMS in SFY 2019. DDA did not deem it necessary in the past as the emphasis was on their four schools but in 2018 decided that it would be prudent to have an administration focused continuity plan subordinate to and consistent with the Executive Administration continuity plan.

DATA SOURCE: Emergency Management Services Yearly Reports to EMD; supplied by Beate Plesnarski, Continuity Planning Manager.

MEASURE DEFINITION: Agency-wide percentage of completed continuity plans as defined by the number of administration and residential program plans submitted to EMS by June 30 of each calendar year divided by the total number of DSHS Administrations and residential programs required to have continuity plans.

DATA NOTES: **1** This chart includes the administrations (AL TSA, CA, ESA and EXEC for 2017; AL TSA, ESA and EXEC (SESA and FFA) for 2018; AL TSA, BHA, DDA, ESA and FFA for 2019-2021) and the residential programs required to have continuity plans. **2** In 2020 plans were not tracked due to ongoing response to the pandemic. *Click on link below for additional data notes.*

TO DATA: <https://www.dshs.wa.gov/data/metrics/EMS1.1.xlsx>